



# **ANNUAL REPORT**

**2009**



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**I. JUSTICE REFORM IN THE AMERICAS**  
**1. General Promotion of Judicial Reform in the Region**

1.1. Inter-American Seminars

<b>ITEM No. 1/09</b>
<b>VII International Seminar on Judicial Management “Investing in Justice”</b>
<p><b>Objectives:</b>          To evaluate the cost of providing judicial protection; analyze the efficiency of spending on justice and adequate budgetary planning; evaluate judicial reform products from an investment perspective; provide judicial system operators with the tools and guides that they need to effectively estimate costs; and involve budgetary specialists in this area.</p> <p>The event featured the presentation of innovative experiences with management in various areas and work processes of justice system institutions, specifically judicial branches, public prosecutor’s offices and public defender’s offices.</p>
<p><b>Location(s):</b>          San Carlos de Bariloche, Argentina, October 22-23, 2009</p>
<p><b>Funding source(s):</b>          Superior Court of Río Negro, Argentina with the support of the Forum for Research on Justice Administration (FORES), the Public Prosecutor’s Office of the City of Buenos Aires, the Federal Board of Superior Courts of Argentina, and the Patagonian Forum of Superior Courts</p>
<p><b>Local counterparts:</b>          Superior Court of Río Negro, Argentina with the support of the Forum for Research on Justice Administration (FORES), the Public Prosecutor’s Office of the City of Buenos Aires, the Federal Board of Superior Courts of Argentina, and the Patagonian Forum of Superior Courts</p>
<p><b>Products:</b>          Websites with event objectives, justification, program, and audio and video clips <a href="http://www.cejamericas.org/">http://www.cejamericas.org/</a>          A call for presentations on innovative experiences was issued and the materials were compiled in a CD that was given to seminar attendees. A total of 140 papers were received and 17 were selected for presentation. To download the presentations, go to <a href="http://www.cejamericas.org/ponencias">http://www.cejamericas.org/ponencias</a></p>
<p><b>Impact or results:</b>          One hundred and fifty people from 15 countries included high-ranking judicial officials attended the event. The seminar was covered by various media outlets.          Work is being done on a book that will contain the papers and presentations from the seminar.</p>
<b>ITEM No. 2/09</b>
<b>I Ibero-American Seminar on Transparency, Accountability and Integrity of Judicial Branches</b>
<p><b>Objectives:</b>          This activity forms part of a project led by the World Bank Institute and Ibero-American Judicial Summit designed to promote the exchange of ideas for formulating recommendations and tools for analysis of the operation of the region’s judicial branches in terms of transparency, accountability, prevention, the fight against corruption, and judicial ethics. It is being developed with the significant participation of the Summit institutions.</p>
<p><b>Location(s):</b>          Santiago, Chile, May 14-15, 2009</p>



<p><b>Funding source(s):</b> World Bank and Supreme Court of Chile</p>
<p><b>Related institutions:</b> In addition to JSCA, the Due Process of Law Foundation (DPLF) and Transparency International took part in this project. Experts were sent by Inter-American Development Bank, Ibero-American Secretariat General and the Ministry of Justice of Spain.</p>
<p><b>Impact or results:</b> Over 70 high-ranking experts participated in this event including the leaders of the Ibero-American judicial branches and their governing bodies.</p>

### 1.2. Research

<p><b>ITEM No. 3/09</b></p>
<p><b>Study on Appeals Regimes in Adversarial Criminal Procedure Systems in the Americas</b></p>
<p><b>Objectives:</b> To describe the practical operation at the case law level and normative-theoretical design of the appeals systems in adversarial and oral criminal procedure systems in the Americas. Six case studies were selected for this project. The report was finalized in August 2009 by JSCA at the request of the Inter-American Commission on Human Rights.</p>
<p><b>Countries involved:</b> Regional</p>
<p><b>Funding source(s):</b> JSCA</p>
<p><b>Products:</b> The report from the study will be published in the next issue of <i>Judicial Systems Journal</i>.</p>
<p><b>Impact or results:</b> The study was presented on Monday, November 9 by JSCA Executive Director Cristián Riego and Board member Marc Rosenberg at a hearing before the Inter-American Commission on Human Rights in the context of the body's 137th period of sessions in Washington, D.C.</p>

### 1.3. Other Activities

<p><b>ITEM No. 4/09</b></p>
<p><b>Inter-Institutional Cooperation Agreements</b></p>
<p><b>Objectives:</b> To strengthen links and collaboration with government and civil society institutions related to the region's judicial systems. In 2009, JSCA signed one such agreement, bringing the total signed to date to 78.</p>
<p><b>Local counterpart:</b> Inter-American Court of Human Rights</p>
<p><b>Impact or results:</b> <a href="#">Cooperation Agreement between the Inter-American Court of Human Rights and JSCA</a> signed 30 April 2009 in Santiago de Chile.</p>



<b>ITEM No. 5/09</b>
<b>Pro Bono Internships</b>
<p><b>Objectives:</b> To enrich JSCA's work through the new approaches provided by interns and to create lasting links with former interns. The pro bono internship is mainly directed at students or recent graduates. It is designed to provide participants with an opportunity to understand and take part in the various areas of JSCA's work on judicial reform in Latin America.</p>
<p><b>Location(s):</b> JSCA Headquarters in Santiago de Chile</p>
<p><b>Funding source(s):</b> Not applicable</p>
<p><b>Products:</b> JSCA hosted eight pro bono interns during 2009. Daniela Garreton from the Georgetown Law Center and Jessica Steele from the University of Florida held internships from May to August. Daniela contributed to the V Index of Online Access to Judicial Information by developing new indicators and gathering data. Jessica drafted the U.S.A. and CARICOM chapters of the Report on Judicial Systems in the Americas. Jessica Pons, an attorney from Mexico, and Luis Fuentes, a recent law school graduate from Chile, worked on the Report on Judicial Systems between January and July and December and March, respectively. Jaana Braz of Brazil worked on the Report from May through July, and Chileans Ricardo Valenzuela and Alejandro Bustamante participated from April to August. Finally, Chilean attorney Ricardo Lillo worked on the project from September through November.</p>
<p><b>Impact or results:</b> The interns contributed a great deal to the studies listed above. When they finished their programs, the interns stated that they were completely satisfied with their experiences.</p>

<b>ITEM No. 6/09</b>
<b>Internships Completed through Institutional Agreements</b>
<p><b>Objectives:</b> To promote the exchange of experiences and create lasting connections with local experts and institutions. The specific objective of each activity is for the intern to develop and acquire a diverse range of professional abilities and skills that will enrich their work and that of JSCA.</p>
<p><b>Location(s):</b> JSCA Headquarters, Santiago de Chile</p>
<p><b>Funding source(s):</b> Supreme Court of the Dominican Republic and the Supreme Court of Mendoza</p>
<p><b>Impacts or results:</b> Afife Sanchez, a Supreme Court attorney from the Dominican Republic, worked at JSCA from February through August, collaborating on the Report on Judicial Systems in the Americas and other JSCA research projects. Andrea Calot, an International Relations Technical Analyst from the Supreme Court of Mendoza, Argentina, did the same from May through September of this year.</p>



## 2. Specific Support for Criminal Justice Reforms

### 2.1. Innovation Projects:

<b>ITEM No. 7/09</b>
<b>Support for Criminal Procedure Innovation Processes</b>
<p><b>Objectives:</b>          To support the process by which the ideas and instruments that the Center has developed and provided for the improved operation of reformed criminal justice systems are adopted by the countries of the region. These activities are developed in response to direct requests from the countries or governments involved and generally are the result of local replicas of the Training Program. The support activities are very diverse, depending on the nature and state of the processes. They tend to involve training, support in design and supervision and, in more general terms, political support for the process.</p>
<p><b>Location(s):</b>          Santa Fe, Argentina. In this, the country's third most-important province, a complete and radical transformation of the criminal justice system was undertaken in 2009. It will be introduced gradually.</p>
<p><b>Funding source(s):</b>          CIDA</p>
<p><b>Products:</b>          JSCA signed a cooperation agreement with the province's Executive Branch in order to support this process. The first stage involved providing technical support, monitoring and support activities as well as training for justice system actors.</p> <p>JSCA Executive Director Cristián Riego traveled to the province in May 2009 to coordinate support activities in the context of the implementation of the new criminal procedure system. Part of this was related to offering presentations on comparative experience in the need for resources and time to adequately implement an oral system to legislators and technicians. In this context, Riego met with the Minister of Justice and Human Rights of the province, Héctor Superti, and with the team in charge of the reform in order to develop the implementation plan and determine the amount of time and resources required to fully implement the new code.</p> <p>JSCA will continue to provide support for the reform process. A group of parliamentary, judicial branch and executive branch authorities visited Chile in order to learn about the country's criminal procedure reform last August 24-26 (see Item No. 21).</p>
<p><b>Impact or results:</b>          The visit was fundamental to securing the final approval of the statutory norm by the Santa Fe legislature, which took place in September.</p> <p>During the visit, support agreements were signed between the Public Defender's Office and Ministry of Justice of Chile and the Santa Fe Judicial Branch.</p>



<b>ITEM No. 8/09</b>
<b>Research on the Implementation of a Hearing-based Management Model in Guatemala</b>
<p><b>Objectives:</b> To gather data on the operation of the hearing-based management model in the areas in which it has been implemented in Guatemala, analyze the results produced over the past five years and outline the challenges to be faced in the coming years in the area of criminal justice organization.</p>
<p><b>Location:</b> Guatemala</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Date: First quarter of 2010</b></p>
<p><b>Products:</b> During the week of September 28, 2009, visits were made to the cities of Quetzaltenango, Huehuetenango, Sololá, Cobán, Chiquimula, Zacapa and Guatemala in order to observe the operation of the criminal system. The goal was to gather data and hold interviews for a report on the implementation of oral preliminary hearings and the design of innovative management systems.</p>
<p><b>Impact or results:</b> The report is under review and is expected to be published during the first quarter of 2010.</p>

<b>ITEM No. 9/09</b>
<b>Support for Haiti's Justice System</b>
<p><b>Objectives:</b> To develop a Program of Support for Haiti's Justice System that contributes to generating openness in the sectors involved so that they can consider the need and opportunities for changing the legislation and operation of the judicial system, which is facing various challenges.</p>
<p><b>Countries involved:</b> Haiti</p>
<p><b>Funding source(s):</b> JSCA, AGCI</p>
<p><b>Products:</b> JSCA organized a visit to Chile for a delegation of high-ranking authorities from Haiti. It included observations of hearings, oral trials, meetings with various system officers and technical meetings with instructors and officials. The delegation was led by Renee Magloire, the Legal Advisor to the President of the Republic. He was accompanied by Georges Moise, Vice President of the Court of Cassation; Gervais Charles, President of the Bar Association; and Gelin I. Collot, Dean of the State University of Haiti Law School. The activity was financed by AGCI.</p> <p>JSCA attorney Claudio Fuentes attended an international workshop entitled "Criminal Code and Criminal Procedure Code Modernization in Haiti" from June 8 through 12.</p> <p>In July, JSCA financed a visit to the Dominican Republic by the Special Commission for the Modernization of the Criminal Code and Criminal Investigation Code and the Presidential Commission for Justice Reform of Haiti (see below).</p>
<p><b>Impact or results:</b> The activities were covered by the local media and led to a request to generate future research projects that include Haiti.</p>



<b>ITEM No. 10/09</b>
<b>Program to Strengthen Justice in Panama</b>
<p><b>Objectives:</b> To provide support for the planning and implementation of Panama’s adversarial criminal system, which was to be introduced gradually beginning in September 2009.</p>
<p><b>Countries involved:</b> Panama</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Products:</b> An introductory training activity was held in January in order to present JSCA’s methodology to justice system agencies. Forty key actors participated in this event, which was designed to promote understanding of the new criminal procedure module.</p> <p>It is important to note that the country’s Judicial Branch formally requested that JSCA continue to provide technical support to the country during the implementation process throughout 2009. This decision was based on the results that the Center obtained in 2008 through the program to exchange experiences with this process that it implemented with the support of EUROsocial and CIDA.</p> <p>In May, JSCA experts Cristián Riego and Mauricio Duce and judicial management consultant Adrian Medrano visited the country in order to “<i>propose practical and priority recommendations to the Judicial Branch Unit for Implementing the Adversarial System for the adequate implementation of the reform in the provinces of Coclé and Veraguas (which form part of Phase I) in the context of the current level of implementation of the implementation plan and the period of time remaining for the launch of the new system.</i>”</p> <p>This allowed work to be done in Penonomé, capital of the Coclé province, and Panama City in order to address various aspects that are key for the implementation of the adversarial system such as the structure of the judicial office, required infrastructure, the structure of the public defender’s office, training needs, computer systems, the incorporation of municipal courts with jurisdiction over criminal matters and others. This led to the development of a <i>Contingency Plan</i> for the effective implementation of the reform in the 100 days remaining until launch (as of the date of the visit).</p> <p>The activities designed to analyze and develop the plan were attended by 25 individuals from various parts of the Judicial Branch. JSCA specialists also organized activities designed to raise awareness that were attended by Judicial Branch officials and representatives of the Coclé and Veraguas provinces (criminal court judges, public defenders, prosecution service staff, police officials and members of civil society from Coclé).</p> <p>In September, the Judicial Branch decided to postpone the implementation process until 2011.</p>
<p><b>Impact or results:</b> In view of the results achieved by JSCA during its accompaniment of the implementation of the new adversarial criminal system during 2008, the Judicial Branch continued to request and receive the Center’s support in various activities in preparation for Phase I. We expect to continue to support the strengthening program in the administrative area.</p>





<b>ITEM No. 11/09</b>
<b>Support for Ecuador's Justice Reform</b>
<p><b>Objectives:</b> To contribute to the process of changing and strengthening the Ecuadorian criminal procedure system by providing support to justice system institutions.</p>
<p><b>Location:</b> Ecuador</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Products:</b> A training workshop focused on oral litigation skills was held October 5 and 6 in coordination with the Transitory Management Unit of the Public Defender's Office. It was attended by 70 public defenders from around the country. During the same period, JSCA Executive Director Cristián Riego visited the country and met with local authorities including the Ministry of Justice and Undersecretary of Regulatory Development and his team in order to discuss the proposal for the new Criminal Code and Criminal Procedure. He also met with the Acting Attorney General and Chief Justice of the National Court, several prosecutors and guarantee judges from Quito. Finally, Riego attended hearings in criminal guarantee courts in order to observe the problems to be included in an evaluation of the system. During the second day of his visit, he met with the public defense team to address the issue of proposing the structural design and plan for implementing a public defense system in Ecuador.</p>
<p><b>Impact or results:</b> At the request of Ecuador's Public Defense Services, JSCA is designing a training plan for 2010 as well as a general study of the management system.</p>

## 2.2. Research

<b>ITEM No. 12/09</b>
<b>Criminal Justice Systems and Crimes with Serious Social Connotations</b>
<p><b>Objectives:</b> To explore and evaluate the current capacities of the region's criminal justice systems to investigate, prosecute and punish crime, particularly those acts that have the greatest impact on public opinion and the community. The study includes a comparative report on the region and case studies of experiences in Argentina, Chile, Colombia, Mexico, Peru and Venezuela.</p>
<p><b>Countries included in the study:</b> Argentina, Chile, Colombia, Mexico, Peru and Venezuela</p>
<p><b>Funding source(s):</b> The Government of Italy- Office of the Undersecretary of Political Affairs of the Organization of American States (OAS)</p>
<p><b>Products:</b> Written project with methodology that will be used to execute the same. Preliminary versions of the studies were presented at a workshop in Chile in September. PowerPoint presentations with the main results of the country studies.</p>
<p><b>Impact or results:</b> A meeting was held at JSCA on March 18 for experts from around the region to discuss the main guidelines for the study. After the meeting, the group of professionals that is to develop the local reports was formed. It includes Luciano Hazan of Argentina, Mildred Hartman of Colombia, Nataly</p>



Ponce of Peru, Rodrigo de la Barra of Chile, Carmen Alguindigue of Venezuela and Ana Laura Magaloni of Mexico.

During the following months, field work was conducted and country reports and the comparative report were drafted by local consultants. Work also was done on the monitoring and coordination of the progress made during the formulation of those studies. Nataly Ponce of Peru coordinated the program, leading various virtual meetings in order to review the status of the reports.

A workshop attended by over 50 criminal prosecution actors and experts from around the region was held on September 25 in Santiago de Chile. It featured presentations of the preliminary results of the country studies and generated a discussion. The study was no doubt enriched by the participation of individuals who are directly responsible for criminal investigation.

The study will be published during the first quarter of 2010 and disseminated throughout the region. The Center plans to offer presentations in the countries included in the final report.

**ITEM No. 13/09**

**Publication on Pretrial Detention and Results of the Inter-American Seminar**

**Objectives:**

To disseminate local reports and products written by JSCA consultants on the current situation of pretrial detention. The materials were presented at the International Seminar “Challenges of Pretrial Detention in Criminal Procedure Reform: Evaluation and Perspectives” in November 2008 and discussed at a workshop for experts in the field that was coordinated by JSCA after the seminar.

**Location(s):**

This is a regional activity.

**Funding source(s):**

Open Society, CIDA

**Date:**

April 2009

**Products:**

The publication “Pretrial Detention and Criminal Procedure Reform in Latin America: Evaluation and Perspectives” contains seven local studies (Bolivia, Chile, Colombia, Ecuador, Guatemala, Honduras and Venezuela) as well as a comparative study.

**Impact or results:**

This publication has been presented throughout Latin America through two seminars. One was held June 5 in La Paz, Bolivia by members of the JSCA Alumni Program in that country who coordinated with the Ombudsman and National Directorate of the Prison System. The second was held August 5 in Santiago in collaboration with the National Public Defender’s Office of Chile.

Approximately one thousand print copies of the publication have been distributed. The text also has been made available in pdf format on our Website.

The studies are being presented around the region in accordance with a calendar that was set up for 2009 and 2010. The purpose of the activities is to generate discussions and open opportunities for new evaluations. Events have been scheduled for Costa Rica, Argentina, Peru, Bolivia, Brazil and Mexico.

Studies on new countries will be published in 2010.



<b>ITEM No. 14/09</b>
<b>Monitoring Criminal Procedure Reforms: Research, Publication and Dissemination</b>
<p><b>Objectives:</b> To learn about the results and impact of criminal justice reform processes in the region. These studies form part of the work that JSCA has done in 12 countries around the region. They are designed to generate empirical information on the achievements and obstacles that have been detected.</p>
<p><b>Location(s):</b> The first study was developed in the Buenos Aires Province in order to complete the work begun in 2006 on the pilot program in Mar del Plata, which now covers four judicial departments. The second was developed in Peru, covering the results produced one year after the implementation of the reform in the Huaura and La Libertado (Trujillo) judicial district. The third focuses on the implementation of oral procedures during pretrial hearings in Costa Rica.</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Date:</b> March 2009</p>
<p><b>Products:</b> The studies were published in March as part of the collection on Monitoring Criminal Procedure Reforms. They may be found online in virtual format at <a href="http://www.cejamericas.org">www.cejamericas.org</a></p>
<p><b>Impact or results:</b> Over 1,000 copies of the publication were distributed at activities throughout the year.</p>

### 2.3. Training

<b>ITEM No. 15/09</b>
<b>VI Inter-American Program for Training Trainers for Criminal Procedure Reform</b>
<p><b>Objectives:</b> To improve the results of criminal justice reform processes in the region by training key actors and leaders and implementing replicas of the training program in their countries. The Program consists of a basic course, an e-learning course offered through CEJACAMPUS, and an advanced course.</p>
<p><b>Location(s):</b> The first phase, “Instruments for Implementing an Oral and Adversarial System 2009,” was held in Santiago during the first week in May. The final phase was held November 23-27 in the same city.</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Products:</b> Training material. Two on site courses and a virtual training course. Improvement of the CEJACAMPUS Website.</p>
<p><b>Impact or results:</b> The Program was well-received throughout the region. A total of 251 applications from 18 countries were submitted to JSCA and 49 participants were selected from the following countries: Argentina, Bolivia, Brazil, Colombia, the Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Spain and Uruguay. The 47 students who successfully completed the first two stages attended the advanced course in Santiago.</p>



<b>ITEM No. 16/09</b>
<b>III Meeting of the Inter-American Training Program Alumni Network</b>
<p><b>Objectives:</b> To strengthen the alumni network in order to increase members' knowledge of areas linked to the implementation of innovative initiatives in regional reform processes and strengthen joint efforts.</p>
<p><b>Location(s):</b> Santiago de Chile, September 24</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Products:</b> The meeting was part of the activity ““Evaluation of the Credibility of Witnesses and Eye-Witness Identification”” held by JSCA with the support of the National Judicial Institute of Canada, NJI. It consisted of panel discussions and group work designed to expand participants' knowledge of the implementation of innovative initiatives in regional reform processes, to strengthen collaborative efforts, and to evaluate perspectives on the same. There also was a plenary session on the legal and psychological aspects of evaluating witness credibility that featured the participation of Marc Rosenberg, Judicial Associate of NJI and member of JSCA's Board of Directors, and the Center's Executive Director, Cristián Riego. During the afternoon session, Susan Doyle, also of NJI, offered a lecture on eye witnesses and research on that topic from the perspective of the Social Sciences. Participants were given a CD containing the written course materials and videotapes of hearings to be used during the activity.</p>
<p><b>Impact or results:</b> The activity was attended by 58 members of the JSCA Alumni Network including representatives of Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Haiti, Honduras, Mexico, Panama, Peru, Uruguay and Venezuela. Due to the amount of interest generated by the course, a module on this topic has been generated for use in training exercises around the region.</p>

<b>ITEM No. 17/09</b>
<b>Activities of the JSCA Alumni Network</b>
<p><b>Objectives:</b> To promote the alumni network of the Inter-American Program for Training Trainers for Criminal Procedure Reform in order to broaden members' knowledge of the implementation of innovative initiatives in regional reform processes and strengthen collaborative efforts.</p>
<p><b>Location(s):</b> This activity covers every country in the region.</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Activities implemented:</b> The First National Meeting of Argentinean Alumni was held in June in Rosario, Santa Fe Province. It was attended by 85 people from around the country, including the Province of Buenos Aires, Catamarca, the City of Buenos Aires, Córdoba, Chubut, La Rioja, Neuquén, Río Negro, Santa Fe and Tucumán. The purpose of this open meeting was to present specific experiences with criminal procedure reform in order to allow participants to analyze good and poor practices, their consequences and the current situation of the initiatives presented.  The Peruvian Network's first meeting was held at the Public Prosecutor's Office in Lima in April and was attended by 27 alumni from Ayacucho, Callao, Huancavelica, La Libertad, Lambayeque, Lima and</p>



Piura. The activity included presentations on and discussions of the use of alternative measures and the need for them, the organizational needs of the courts for hearings –from the administrative and jurisdictional points of view-, pretrial detention and the need to rationalize its use, and victims’ assistance programs.

The first meeting of Colombian and Venezuelan alumni also was held in April. One of the objectives of the activity was to determine the network’s viability. The discussion centered on opportunities for developing local activities linked to the observatory on pretrial detention. Participants made a commitment to verify opportunities to work on the observatory using existing institutional tools and platforms in both countries.

The first Bolivia Alumni Meeting was held in June in order to set a calendar of activities. Participants analyzed the results of the work performed to date and focused on the current situation of the use of preventive measures and links to the regional project that the Network is discussing on that topic.

**Impact or results:**

Following the Argentina meeting, a publication was presented simultaneously in several provinces during the month of November. The book, “The First National Meeting of Redex Argentina,” and the papers that were presented during the event are available online at [www.cejamericas.org](http://www.cejamericas.org)

The publication “Pretrial Detention and Criminal Procedure Reform in Latin America: Evaluation and Perspectives” was presented by the Bolivia Alumni Network in coordination with the Ombudsman of Bolivia and the National Prison Directorate on June 5. The report contains a study on the situation of protective measures in Bolivia.

**ITEM No. 18/09**

**Virtual Course “Introduction to Gender Issues in Criminal Justice in Latin America”**

**Objectives:**

To incorporate the gender perspective into the discussion, design and implementation of judicial reforms through an e-learning course.

**Location(s):**

This activity was executed using the e-learning methodology.

**Funding source(s):**

CIDA

**Products:**

The course ran from October 5 through November 29, 2009. [www.cejacampus.org](http://www.cejacampus.org)

**Impact or results:**

Eighty individuals from 13 countries in the region took part in this course. Work is now being done on a Manual of Gender Issues in Criminal Justice in Latin America, which will be published in 2010.

**ITEM No. 19/09**

**Internships in Canada**

**Objectives:**

To allow JSCA training program alumni selected through a competition to acquire direct work experience and learn about the operation of the Canadian Judicial System.

A total of four internships were offered through two programs. The first is a three-week internship with the Public Prosecution Service and the second is a one-week program at NJI.

**Location(s):**

Québec and Montreal, Canada



<p><b>Local counterparts:</b> Public Prosecution Service of Canada National Justice Institute</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Products:</b> Four JSCA alumni who are linked to the prosecution services of their home countries participated in these internships from April 28 through May 16. Sebastián Narvaja of Argentina, Vinko Fodich of Chile, Ana Linda Solano of Colombia and Maruquel Castroverde of Panama worked at the Public Prosecution Service of Canada. The purpose of the program was to allow interns to learn about the practical operation of Canada's criminal justice system by working with Canadian prosecutors in Ottawa and meeting with various justice system actors.</p> <p>A visit to the courts was held in October 2009 so that participants could learn about the operation, methodology and programs of the National Justice Institute. Interns worked with training leaders and observed the design and methodology used in the activities developed by that institution. They also participated in the Seminar of the Court of Justice of Ontario that was organized by NJI. The participants in this program were Rodolfo Solórzano of Costa Rica and Lorena Gomero of Peru.</p>
<p><b>Impact or results:</b> The internship had a direct impact on the participants' work. Prosecutor Vinko Fodic used ideas that he learned from the experience to implement a pilot project in the drug courts that was executed by the Eastern Regional Public Prosecutor's Office in Santiago. The project was launched in September 2009. Fodich highlighted the influence that his visit to Canada had on the formulation of the project.</p>
<p><b>ITEM No. 20/09</b></p>
<p><b>Internships on Pretrial Detention in the U.S.</b></p>
<p><b>Objectives:</b> To allow a group of JSCA alumni selected through a competition to work directly with pretrial services programs in the United States that provide technical information to the parties and judges who make decisions regarding protective measures for individuals caught <i>in flagrante delicto</i>.</p>
<p><b>Location(s):</b> Washington, D.C. and Pennsylvania, U.S.A.</p>
<p><b>Local counterpart:</b> Open Society Justice Initiative</p>
<p><b>Funding source(s):</b> Open Society Justice Initiative</p>
<p><b>Products:</b> During the first week of September, a delegation composed of Mauricio Duce of JSCA and Tobías Podestá, Víctor Moloeznik and Carolina Villadiego of REDEX visited pretrial services programs in Washington, D.C. and Allegheny County, Pennsylvania in the United States. The group was invited to take part in the program by the Open Society Justice Initiative Presumption of Innocence Program of Mexico and the Institute for Security and Democracy of Mexico.</p>
<p><b>Impact or results:</b> Carolina Villadiego is developing a training model based on her experience. It should be finalized and distributed in 2010.</p>



<b>ITEM No. 21/09</b>
<b>Visits/ Workshops on Criminal Justice in Chile</b>
<b>Objectives:</b> To allow delegations from other countries to learn about the development of Chile's criminal procedure reform, understand its logic and dynamics on the judicial and administrative levels, and appreciate the implementation and management processes. This is developed through guided tours of the justice system that include attending hearings and administrative procedures and meeting with individuals involved with the reform as well as JSCA experts.
<b>Location(s):</b> Metropolitan Region of Chile
<b>Funding source(s):</b> The delegations cover the costs of their visit.
<b>Products:</b> The following visits were held in 2009: <ul style="list-style-type: none"> <li>- <b>Visit by Delegation of High-Ranking Authorities from Haiti</b> (January 13-16): The delegation was led by Renee Magloire, Legal Advisor to the President of the Republic, and composed of Georges Moise, Vice President of the Court of Cassation; Gervais Charles, President of the Bar Association; and Gelin I. Collot, Dean of the State University of Haiti Law School.</li> <li>- <b>Visit by Delegation of the Magistrates Council and Public Prosecutor's Service of the City of Buenos Aires</b> (January 19-23): The delegation was composed of 13 members of the Judicial Branch, Magistrates Council and Public Prosecutor's Office. The participants learned about the operation of Chile's criminal procedure reform.</li> <li>- <b>Visit by Delegation from the Santa Fe Province of Argentina</b> (August 24-26): This group of 34 individuals included representatives of the three branches of government such as the Vice Governor, Griseda Tessio; the Minister of Justice and Human Rights, Héctor Superti; the Chief Justice of the Supreme Court of Santa Fe, Roberto Falistocco; the Director of the Transformation of the Criminal Procedure System, Víctor Moloeznik; senators and members of Congress; members of the Judicial Branch; and journalists. Participants learned about the operation of Chile's criminal procedure reform.</li> </ul>

### 3. Specific Support for Civil Justice Reforms

#### 3.1 Innovation Projects

<b>ITEM No. 22/09</b>
<b>Support for Redesign of Family Justice in Chile</b>
<b>Objectives:</b> To support innovative processes of reform and improvement of the judicial function headed by the Supreme Court of Chile in the context of the inter-institutional agreement signed by it, the Universidad Diego Portales Law School and JSCA in October 2008. In this context, JSCA provided feedback on the state of family justice in Chile, participating in meetings in order to define possible problems. The Center's staff also developed a training proposal.
<b>Location(s):</b> Santiago, Chile
<b>Funding source(s):</b> JSCA
<b>Products:</b> Analysis of family justice and proposal for providing training to officials in order to improve it.





### 3.2 Research

<b>ITEM No. 23/09</b>
<b>Research on the Basis for Civil Justice Reform</b>
<p><b>Objectives:</b> To generate the guide developed by a group of experts in 2008 for countries that wish to undertake a civil justice reform process. The document contains specific recommendations on the areas that such processes should cover, including small claims justice, monetary debt recovery, bankruptcy, oral trial, procedural appeals and sentence execution as well as proposals for a strategy for directing and financing reform processes.</p>
<p><b>Location(s):</b> Regional</p>
<p><b>Funding source(s):</b> USAID</p>
<p><b>Local counterpart:</b> The terms of reference of this study and its results will be discussed by the Group of Experts of Civil Justice Reform created by JSCA.</p>
<p><b>End date:</b> October 2009</p>
<p><b>Impact or results:</b> The study was published on the JSCA Website for users to access.</p>

## 4. Strengthening Information and Management Systems in Justice Administration

### 4.1. Judicial Information

<b>ITEM No. 24/09</b>
<b>Index of Online Access to Judicial Information. Version V, 2009</b>
<p><b>Objectives:</b> To measure the quality and quantity of data that the judicial branches and prosecutor's offices of OAS member states publish on their Websites and to rank them using pre-set evaluation indicators. The 2009 version compares the results for this year with those from 2006, 2007 and 2008 and analyzes the type of information that judicial systems provide via Internet at the hemispheric level.</p>
<p><b>Countries included in the study:</b> OAS member states</p>
<p><b>Funding source(s):</b> JSCA</p>
<p><b>Products:</b> Virtual publication on Center's Website. Press releases distributed to the media around the region.</p>
<p><b>Impact or results:</b> The countries evaluated identify whether they present improvements at the individual and comparative level in the area of online access to information. The index provides a global vision at the hemispheric level. The study was presented by JSCA Management and Information Area consultant Adrián Medrano and Board member Jaime Arellano on October 23 in San Carlos de Bariloche, Argentina at the VII Seminar on Judicial Management. It was disseminated throughout the region through a mailing and letters to officials in every country in the region. The Supreme Courts of several countries have contacted JSCA in order to improve their indicators and/or show the changes that have been made. This suggests that the Index is considered a regional standard in this area.</p>





<b>ITEM No. 25/09</b>
<b>Report on Judicial Systems in the Americas 2008 – 2009</b>
<p><b>Objectives:</b> To systematize and present a wide range of information on the operation of the justice systems of the Americas, such as basic, up-to-date data on each country, key events from the past two years, descriptions of each institution, their structures and functions, disaggregated statistical data, allocated and executed budgets, ongoing projects, etc. This edition includes information on each country's notary and records system and complementary information on police organizations.</p>
<p><b>Countries included in the study:</b> OAS member states</p>
<p><b>Funding source(s):</b> CIDA</p>
<p><b>Products:</b> A Website and digital CD in Spanish and English. See <a href="http://www.cejamericas.org">www.cejamericas.org</a></p>
<p><b>Impact or results:</b> The Report will be finished in Spanish and English in January 2010 and will be distributed to the officials of the most important institutions of or linked to American justice systems. The publication will be presented and distributed at seminars throughout the year.</p>

#### 4.2. Development of Management Systems

<b>ITEM No. 26/09</b>
<b>Generation of Judicial Information, Monitoring of Support Programs for Judicial Reform in Guatemala</b>
<p><b>Objectives:</b> To design and implement various mechanisms and procedures that facilitate the periodic generation of indicators in the criminal justice area of the Judicial Branch of Guatemala through the correct use of the new case monitoring system. This will be achieved by creating a critical mass of people who can effectively use the system and disseminate it in the criminal courts.</p>
<p><b>Countries involved:</b> Guatemala</p>
<p><b>Funding source(s):</b> USAID Guatemala</p>
<p><b>Products:</b> A delegation visited Santiago, Chile and Buenos Aires, Argentina during the first quarter in order to observe how the countries' judicial branches have developed and implemented information systems in support of justice administration and integrated their use into the operation of the criminal courts.</p> <p>The group of eight individuals including Judicial Branch authorities, judges and administrative staff visited Santiago from May 11 through 15 and Buenos Aires from June 22 through 25. The visitors received information about both information systems and judicial management of justice administration agencies such as the Judicial Branch (courts and administrative agencies) and Public Prosecutor's Offices. In Argentina, the delegation was received by Supreme Court officials who emphasized the importance of judicial management. A final visit to Guatemala was developed during the final quarter of this year for a training program focused on the area of judicial statistics and information systems. The program was offered by an expert from JSCA.</p>



## 5. Other Activities in Function of JSCA's Key Goals

### 5.1. Summary of Other Courses and Workshops Offered by JSCA

**Table 1**  
**SUMMARY OF OTHER COURSES AND WORKSHOPS OFFERED BY JSCA**

<b>Title</b>	<b>Description</b>	<b>Location</b>	<b>Date</b>
<b>Ethics and Oral Procedures: Relationship and Relevance in Panama's New Criminal Procedure</b>	Training course for office directors.	Panama City, Panama	February 20
<b>Seminar on Litigation Techniques for Oral Hearings</b>	Open seminar attended by 40 people.	Córdoba, Argentina	March 4 and May 6
<b>Inter-Institutional Training Seminar on Litigation Techniques in Oral Hearings</b>	Open seminar attended by 40 judges, prosecutors and public defenders.	Managua, Nicaragua	March 30-April 4
<b>The New Criminal Procedure: National and International Experiences</b>	Seminar attended by 400 people including judges, prosecutors, public defenders and law students.	Peru	April 1-3
<b>Oral Litigation Course</b>	Litigation course offered to 22 people including judges and litigators.	Río Negro, Argentina	April 13-15
<b>Seminar-Workshop on Oral Litigation Skills in the Context of Honduras' Criminal Procedure Code: Skills for Litigating in Oral Trial</b>	Seminar attended by 38 people including attorneys and law students.	Choluteca, Honduras	April 17 and 24
<b>Introduction to Oral Litigation</b>	Seminar attended by 60 prosecutors.	Callao, Peru	April 17
<b>Litigation Techniques at Oral Trial</b>	Training course held for prosecutors from the Misiones Province of Argentina.	Misiones, Argentina	April 22-24
<b>Training and Continuing Education on Operational Practices of the Public Prosecutor's Office</b>	Seminar attended by 60 people including prosecutors, secretaries and police officers.	Cajamarca, Argentina	June 3-4
<b>Visit to the Dominican Republic by the Special Commission on the Modernization of the Criminal Code and Criminal Investigation Code and the Presidential Commission for Justice Reform of the Republic of Haiti</b>	Visit to the Dominican Republic by 9 officials from Haiti.	Dominican Republic	June 29-July 3
<b>Workshop on</b>	Training workshop held for 14 prosecutors.	La Paz, Bolivia	July 2



<b>“Strengthening the Analysis Unit”</b>			
<b>Litigation for Hearings: The Role of the Judges and the Parties to the Case (Workshop)</b>	Training workshop held for 33 attorneys, prosecutors, public defenders and law students.	San José, Costa Rica	July 4
<b>Litigation in Pretrial Hearings</b>	Training workshop held for 37 judges, superior court members and administrative staff.	Ica, Peru	August 7
<b>Inter-Institutional Training Seminar on Litigation Techniques in Oral Hearings</b>	Seminar attended by 52 individuals including judges, prosecutors and public defenders from common and military courts.	Managua, Nicaragua	July 13-17
<b>Events on Criminal Law Held at Universidad Externado de Colombia</b>	Seminar series attended by 500 individuals including students, professors and officials at the national level.	Bogotá, Colombia	August 19-21
<b>Litigation Techniques for Oral Trial</b>	Training course for prosecutors from the La Pampa province of Argentina.	La Pampa, Argentina	August 31-September 2
<b>Course on Oral Litigation</b>	Training course offered to 20 litigators.	Río Negro, Argentina	September 14-16
<b>Discussion of “Direct Trials in the Río Negro Process”</b>	Seminar attended by 100 attorneys, criminal justice system officials and members of the province’s judicial branch.	Río Negro, Argentina	September 15
<b>Workshop to Analyze and Plan the Oral Trial Litigation Techniques Training Program</b>	Training workshop offered to 10 individuals including prosecutors, public defenders and administrative personnel.	La Plata, Argentina	September 16
<b>Patagonian Seminar on Criminal Procedure Law</b>	Seminar attended by 150 judges, prosecutors and attorneys.	Neuquén, Argentina	September 17-19
<b>Workshop on the Introduction of Oral Litigation Skills for Public Defenders</b>	Training course offered to 70 public defenders.	Quito, Ecuador	October 5-6
<b>Module I of the Oral Litigation Seminar for the New Criminal Procedure</b>	Seminar attended by 30 individuals including judges, prosecutor’s office staff, Judicial Branch officials and employees and legal professionals.	Buenos Aires, Argentina	October 21 and 28, November 4, 11 and 18
<b>Introduction to Oral Litigation</b>	20 criminal justice professionals and lawyers.	Neuquén, Argentina	November 11
<b>Oral Procedures in the Criminal Process</b>	Seminar attended by 44 people including Inter-Government Branch Commission for Criminal Procedure Reform advisors, members of the Superior Court and criminal justice system officials.	Neuquén, Argentina	November 14
<b>Advanced Course on Oral Litigation</b>	Training course organized in collaboration with the Río Negro Judges’ Academy.	Bariloche, Argentina	November 18-20
<b>Oral Trial Litigation Techniques</b>	Training program directed at prosecutors from the Santa Fe Province of Argentina.	Río Gallegos, Argentina	November 19-20
<b>Seminar on Criminal Procedure Reform</b>	Seminar organized by the Moquegua Chamber for Criminal Procedure Reform.	Moquegua, Peru	November 26-27
<b>Day of Discussion on the Situation of Pretrial Detention in the Andean Region</b>	Seminar on the situation of pretrial detention.	La Paz, Bolivia	November 30



<b>The Public Prosecutor's Office and the Adversarial System</b>	Training course for prosecutors held at Mexico's National Institute for the Criminal Sciences (INACIPE).	Mexico City, Mexico	December 2-4
<b>Presentation of the REDEX Argentina Meeting Publication</b>	Presentation of the book produced as a result of the I Meeting of REDEX Argentina in various provinces.	Chubut, Río Negro, Neuquén, Córdoba, Santa Fe, La Rioja, Catamarca, Entre Ríos, Misiones, Buenos Aires Province, Buenos Aires, Federal System	November 23-December 4
<b>Workshop to Discuss the Implementation of the Criminal Procedure Reform for 2010 with Judicial System Operators</b>	Seminar directed at judicial system operators to reflect on the implementation of the criminal procedure reform.	La Paz, Bolivia	December 1
<b>Discussion on Pretrial Detention in Brazil</b>	Open seminar to evaluate the state of pretrial detention in Brazil in the regional context.	Río de Janeiro, Brazil	December 14
<b>Workshop on the Situation of Pretrial Detention in Peru</b>	Open seminar to evaluate the state of pretrial detention in Peru in the regional context.	Lima, Peru	December

## 5.2 Participation in Conferences, Seminars and Similar Events

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

Activity	JSCA's Role	Location	Date
<b>International Seminar "Criminal Procedure Reform in Mexico and Latin America: Challenges for the Police"</b>	Mauricio Duce offered a presentation entitled "The Transformation of the Public Prosecutor's Office in Latin America: Comparative Experiences." The activity was organized by the Centro de Estudios en Seguridad Ciudadana (CESC) of Universidad de Chile and Centro de Investigación y Docencia Económicas de México (CIDE).	Mexico City	February 26-27
<b>Workshop on Access to Justice and Social Cohesion</b>	JSCA Executive Director Cristián Riego participated as a member of the EUROSociAL Justice Sector Group.	Madrid, Spain	February 23-24
<b>III International Seminar "Criminal Procedure Reform in Mexico and Latin America: Challenges for the Police"</b>	Mauricio Duce offered a presentation entitled "The Transformation of the Public Prosecutor's Office in Latin America: Comparative Experiences." The activity was organized by the Centro de Estudios en Seguridad Ciudadana (CESC) of Universidad de Chile and Centro de Investigación y Docencia Económicas de México (CIDE).	Santiago, Chile	February 26-27
<b>Forum on the Experience of Judicial Branch Reform in the</b>	Jaime Arellano, President of the JSCA Board of Directors, presented on the role of judicial	Asunción, Paraguay	March 3-4



<b>Region</b>	branches and their legitimacy. Organized by the OAS.		
<b>Course on Preventing Wrongful Convictions</b>	JSCA Academic Coordinator Leticia Lorenzo participated in the course, which was offered by the National Judicial Institute and Institute Nacional de la Magistrature.	Ottawa, Canada	March 4-7
<b>Workshop on Justice and Citizenship: Towards Communication in Justice that Generates Social Cohesion</b>	JSCA General Coordinator Andrea Cabezón took part in a working group that drafted principles for communication in the justice sector. Organized by the EUROsociAL Justice Sector.	Cartagena de Indias, Colombia	March 25-27
<b>Dialogue at the Inter-American Court of Human Rights</b>	Claudio Fuentes, an attorney who works in JSCA's Training Area, participated in meetings and attended Commission hearings.	Washington, D.C.	March 23-26
<b>Seminar on the New Criminal Procedure Code: International and National Experiences</b>	Cristián Riego presented on the Evaluation of the Criminal Procedure Reform in Latin America. Organized by the Centro para la Investigación y Mejora de la Calidad en el Servicio de la Administración de Justicia (CIDAJ) of Universidad Católica Santo Toribio de Mogrovejo.	Chiclayo, Peru	April 3
<b>Judicial Educators Network Partner Cooperation International Modules Project Workshop</b>	Mauricio Duce offered a paper entitled "Inter-American Program for Training Trainers for Criminal Procedure Reform."	Ottawa, Canada	April 27-30
<b>Victims' Services Workshop</b>	Cristián Riego offered a lecture and met with the Research Commission for the Implementation of the New Criminal Procedure Code.	Santa Fe, Argentina	May 18-21
<b>Discussion on the Use of Alternative Measures</b>	Leticia Lorenzo participated in this activity, which was organized by the local alumni network.	La Paz, Bolivia	June 5-10
<b>Technical Workshop for the Modernization of the Criminal and Criminal Procedure Codes of Haiti</b>	Claudio Fuentes attended.	Port au Prince, Haiti	June 12-18
<b>IV Meeting of EUROsociAL Networks and VIII Leadership Council</b>	Cristián Riego participated as a member of the Justice Sector group.	Salvador de Bahía, Brazil	June 23-25
<b>Colloquium to Evaluate the Four Years of the Adversarial System</b>	Cristián Riego offered a presentation. Organized by the Central-North Prosecutor's Office of the Metropolitan Region.	Santiago, Chile	June 15
<b>Civil Justice Reform Seminar</b>	Mauricio Duce participated on a panel on Oral Procedures and the Structure of Ordinary Justice. Commentary: Oral Procedures in the New CPC: Formative Principle of Procedure or Basis of Due Process? Organized by the Justice Modernization Center of the Universidad Diego Portales Law School.	Santiago, Chile	July 9
<b>Course on Litigating in Pretrial Hearings</b>	Leticia Lorenzo participated. Organized by the Trujillo Bar Association.	Trujillo, Peru	July 9-11



<b>Workshop-Seminar “Modernizing Justice Administration: A Key Piece for More Efficient and Effective Justice”</b>	Cristián Riego provided a regional perspective on information and communications technology in the administration of justice. Organized by the Ministry of Justice of Spain.	Santa Cruz, Bolivia	July 20-22
<b>International Symposium on Transitional Justice in Colombia: Four Years in the Context of the Law on Justice and Peace</b>	Mauricio Duce participated in a discussion on judging all participants in the activities of armed groups. Organized by GTZ, the German Embassy in Colombia and the Prosecutor’s Office	Bogotá, Colombia	July 23-24
<b>Experts Meeting, Fundación Paz Ciudadana “Pretrial Detention: Costs and Impact on Criminal Procedure Reform”</b>	Mauricio Duce offered a lecture entitled “Pretrial Detention in Chile: Impact of the Criminal Procedure Reform and Its Changes.”	Santiago, Chile	July 29
<b>Seminar “Building Justice and Peace”</b>	Mauricio Duce presented on the JSCA Follow-up Study.	Caracas, Venezuela	August 6 -7
<b>Seminar on “Adolescent Criminal Responsibility”</b>	Mauricio Duce presented a paper entitled “The Juvenile Crime Process: Challenges and Problems of LRPA in Chile.” Organized by the Universidad Finis Terrae Law School.	Santiago, Chile	August 27
<b>Preparatory Meeting for the Judicial Summit</b>	Cristián Riego attended a meeting for national coordinators of the Ibero-American Judicial Summit	Santo Domingo, Dominican Republic	October 5-7
<b>XXXI International Series on Criminal Law: Criminal Procedure and the Effects on Fundamental Rights</b>	Cristián Riego participated in this activity, which was organized by Universidad del Externado.	Bogotá, Colombia	October 19-21
<b>Conference on Supreme Courts in the Americas</b>	Cristián Riego participated in this event, which was organized by the OAS.	Buenos Aires, Argentina	September 7
<b>Patagonian Conferences in Neuquén</b>	Leticia Lorenzo participated.	Neuquén, Argentina	June 24-27
<b>V General Assembly of the Ibero-American Network of Judicial Academies</b>	Cristián Riego attended.	Mexico City	October 7-9
<b>Inter-Institutional Dialogue on the Design of the Implementation of Civil</b>	Mauricio Duce represented JSCA at this event, which was organized by the Ministry of Justice of Chile	Santiago, Chile	October 8
<b>International Meeting on the Teaching of Law</b>	Mauricio Duce ran a seminar on “Teaching Skills for Oral Criminal Trial” and offered a lecture on “The Experience of Teaching Oral Litigation at the Universidad Diego Portales Law School.” Organized as part of the celebration of the 40th anniversary of Universidad de Monterrey in Mexico.	Monterrey, Mexico	October 15-16
<b>IV International Conference for Training for the Judicial Branch</b>	Cristián Riego and Mauricio Duce participated in this IOJT activity. Duce offered a presentation entitled “Using Online Courses in Legal Education: The Experience of the Justice Studies Center of the Americas	Sydney, Australia	October 25-29



	(JSCA).” During the event, Riego was elected Regional Vice President of the International Organization for Judicial Training.		
<b>II National Conferences of Judges of the Peruvian Judicial Branch</b>	Cristián Riego participated in this event.		November 18-20
<b>Hearing of the Inter-American Human Rights Commission</b>	Cristián Riego and JSCA Board Member Marc Rosenberg offered a presentation of the report “Appeal Regimes in Adversarial Criminal Procedure Systems in the Americas” during the 137th session of the Commission.	Washington, D.C.	November 9
<b>National Conference on Procedural Law: Towards the Bicentennial: For Transparent Justice in the Republican System</b>	Cristián Riego participated in the panel “News in the Civil Process in Ibero-American Countries.” Organized by Universidad de Buenos Aires (UBA) and Asociación Argentina de Derecho Procesal.	Buenos Aires, Argentina	November 11-3
<b>Workshop “Analysis of the 100 Rules of Brasilia for Justice System Institutions in Brazil, Argentina, Uruguay, Paraguay and Chile: Access to Justice for At-Risk Individuals”</b>	Leticia Lorenzo participated in this event, which was organized by Asociación de defensores públicos ANADEP and Asociación de Defensores Públicos de Río de Janeiro, ADPERJ	Río de Janeiro, Brazil	December 9-11





### 5.3 JSCA Virtual Information Center and Libraries

<b>ITEM No. 27/09</b>															
<b>Virtual Information Center (VIC)</b>															
<p><b>Objectives:</b> The VIC is the virtual platform through which JSCA makes all of the information that it generates and/or gathers regarding judicial systems available to the regional community.</p>															
<p><b>Funding source(s):</b> JSCA</p>															
<p><b>Impact or results:</b> A total of <b>123,833</b> visits were recorded in 2009. Websites or platforms were developed for the V Index of Online Access to Judicial Information, the VII Seminar on Judicial Management and the First Argentinean Alumni Meeting. We also generated multimedia CDs for those projects and issued videos of the Alumni Network seminars and Management Seminar. We are working on a new Joomla platform for the site <a href="http://www.cejamericas.org">www.cejamericas.org</a>.</p>															
<table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Category</th> <th>2008</th> <th>2009</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>26,000</td> <td>28,000</td> </tr> <tr> <td>2</td> <td>35,000</td> <td>28,000</td> </tr> <tr> <td>3</td> <td>35,000</td> <td>32,000</td> </tr> <tr> <td>4</td> <td>28,000</td> <td>36,000</td> </tr> </tbody> </table>	Category	2008	2009	1	26,000	28,000	2	35,000	28,000	3	35,000	32,000	4	28,000	36,000
Category	2008	2009													
1	26,000	28,000													
2	35,000	28,000													
3	35,000	32,000													
4	28,000	36,000													
<p><i>E-learning Platform</i> The platform has been very active this year. There were 49 students in the Inter-American Training Program and a closed course was offered for Guatemala. The virtual course “Introduction to Gender Issues in Criminal Justice in Latin America” was successfully launched using the Dokeos platform. It has three modules and is begin completed by 80 students.</p>															

<b>ITEM No. 28/09</b>
<b>JSCA Virtual Library</b>
<p><b>Objectives:</b> To provide information on justice reform and modernization processes at the global and regional levels to the interested community in the Americas and provide spaces for its dissemination and Exchange. Specifically, the library serves to bring together, integrate and disseminate a wide range of information of interest including national and international laws; global, regional and local studies; articles and other texts through the institutional Website.</p>





<b>Funding source(s):</b> JSCA
<b>Products:</b> During 2009 we continued to encourage users to add new documents to the collection.
<b>Impact or results:</b> A total of 169,523 searches were performed in the JSCA Virtual Library this year. Also, 404 virtual documents were uploaded in Spanish and English, including studies, articles, reports and legislation. The Virtual Library currently holds 6,347 documents (4,608 in Spanish and 1,739 in English). A total of 75 volumes were added to the JSCA Physical Library, including journals and CDs. The library currently has 2,751 titles.

#### 5.4 Regular and Special Publications

<b>ITEM No. 29/09</b>
<b>Nexus Newsletter</b>
<b>Objectives:</b> Nexus Newsletter is our main communications tool. Its purpose is to provide a news summary related to the reform and modernization of justice systems in the Americas, publicize related events, and offer information to the individuals and institutions that are involved or interested in these topics.
<b>Funding source(s):</b> JSCA
<b>Products:</b> Twelve new issues were released following the corporate lines of the JSCA Website. Each issue was translated into English. See <a href="http://www.cejamericas.org">www.cejamericas.org</a>
<b>Impact or results:</b> The newsletter currently has 7,572 subscribers (6,436 in Spanish and 1,136 in English). The decrease is due to the elimination of any non-working or invalid addresses.

<b>ITEM No. 30/08</b>
<b>Judicial Systems Journal</b>
<b>Objectives:</b> To serve as a channel for exchanging ideas on and experiences with judicial reform processes in the region. A total of 13 issues have been released in print and the journal has become the main regional medium for this topic. The journal will be completely virtual beginning in 2010, which will facilitate distribution, lower costs and allow the editorial committee to generate a more intense space for interaction with readers. The main topic of the next issue will be pretrial detention.
<b>Funding source(s):</b> JSCA
<b>Products:</b> The virtual platform for the journal was developed during the last quarter of 2009, and the contents of the issue on pretrial detention were generated. See <a href="http://www.sistemasjudiciales.org">www.sistemasjudiciales.org</a>

<b>ITEM No. 34/08</b>
<b>JSCA Publications</b>
<b>Objectives:</b> JSCA looks to reach audiences that do not always have efficient Internet Access through its publications. In some cases, JSCA issues limited print versions of its work, which are distributed free of charge (recipient pays postage).

**Funding source(s):**

CIDA, USAID

**Products:**

“Pretrial Detention and Criminal Procedure Reform in Latin America: Evaluation and Perspective” and “Criminal Procedure Reform in Latin America: Results of the Follow-up Study. V Stage” (see information above)

First Argentinean JSCA Alumni Meeting (see above)

**Impact or results:**

“Pretrial Detention and Criminal Procedure Reform in Latin America: Evaluation and Perspectives,” which was published in 2009, has been presented through two seminars. The first was held 5 June 2009 in La Paz, Bolivia and organized by JSCA’s local alumni network in coordination with the Ombudsman and National Prison Directorate. The other took place on 5 August 2009 in Santiago de Chile, and was organized in collaboration with the National Public Defender’s Office. Approximately one thousand print copies of the publication have been distributed to date, and a pdf version is available to anyone who is interested through our Website.

Criminal Procedure Reform in Latin America: Results of the Follow-up Study V Stage contains three studies and was published in March of 2009. To date, one thousand copies have been distributed and the publication was made available through [www.cejamericas.org](http://www.cejamericas.org)

The “First Argentinean JSCA Alumni Meeting” was held by a group of training program graduates and one thousand copies of the resulting publication have been distributed. The document also is available on the Website.



## II. INSTITUTIONAL SUSTAINABILITY

### 2. Financial Report

#### 2.1. Income

By the end of December, the Center will have received a total of U\$1,352,592 during 2009. This is 23% lower than 2008. The decrease is mainly due to the fact that the USAID project ended in 2008.

The table below lists the monies received by type of source:

**TABLE No. 1**  
**INCOME BY TYPE OF SOURCE (2009)**

SOURCE	COOPERATION PROJECTS	VOLUNTARY CONTRIBUTIONS	OVERHEAD	OTHER	TOTAL	%
CIDA	735,857		100,344	2,500	838,701	62%
IDB	29,976				29,976	2%
Government of Chile		80,000			80,000	6%
OTHER (Contribution from Italy)				78,326	78,326	6%
USAID GUATEMALA				103,065	103,065	8%
EUROSOCIAL				30,994	30,994	2%
WORLD BANK				41,972	41,972	3%
TECHNICAL ASSISTANCE				56,527	56,527	4%
FEES FROM SEMINARS AND COURSES				88,000	88,000	7%
JUDICIAL SYSTEMS JOURNAL				714	714	0%
INTEREST EARNED				4,318	4,318	0%
<b>TOTAL</b>	<b>765,833</b>	<b>80,000</b>	<b>100,344</b>	<b>406,415</b>	<b>1,352,592</b>	<b>100%</b>
%	57%	6%	7%	30%	100%	

Income generated through cooperation projects has come mainly through CIDA. It is important to note that the relative importance of these projects has decreased from 62% to 57% as a percentage of the total income received due to the termination of the USAID project. The percentage of the Center's income that comes from other sources has increased from 21% to 30%.

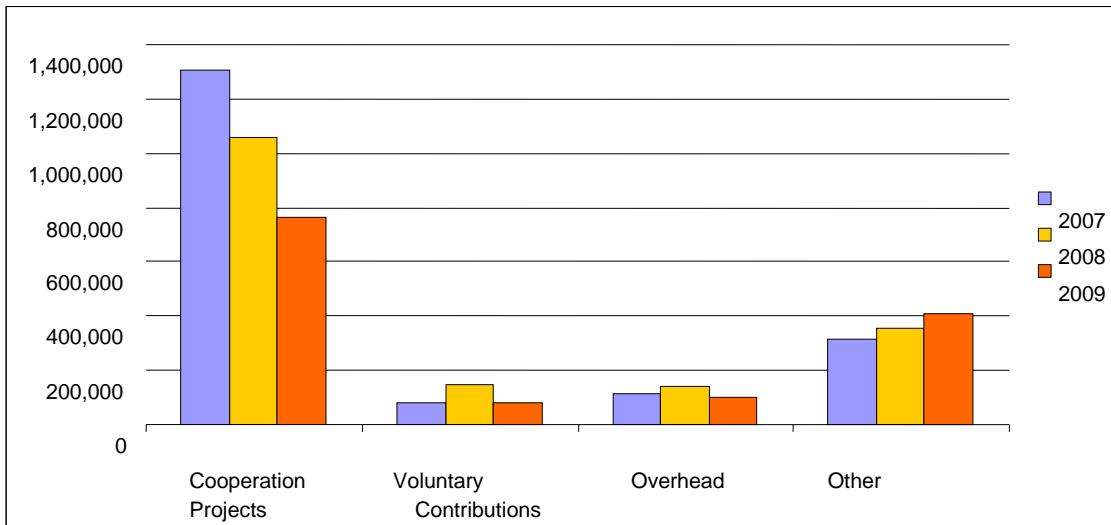
There has been a 3% decrease in voluntary contributions. This is mainly due to the fact that the



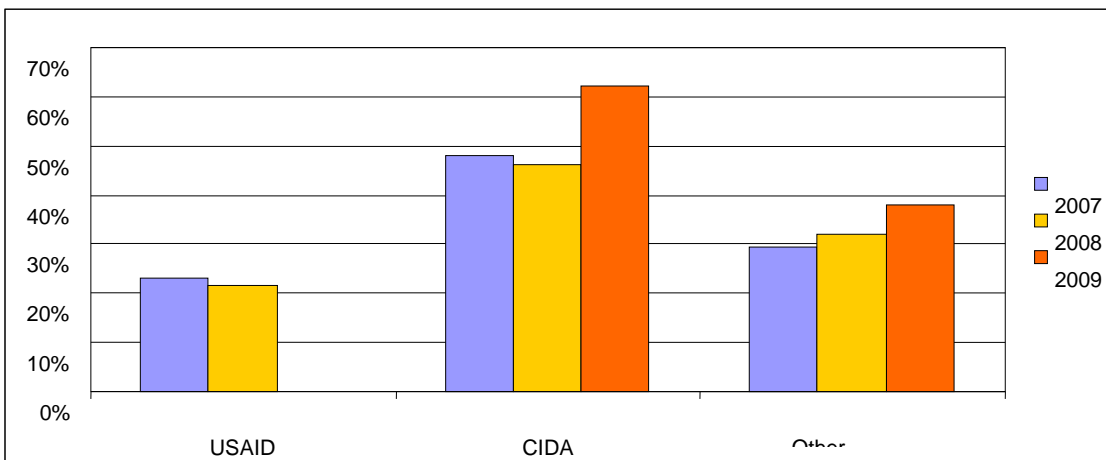
contribution received from the Government of Chile remained unchanged and no other contributions were made.

The figures below compare data from 2007, 2008 and 2009.

**Figure No. 1**  
**COMPARISON BY TYPE OF SOURCE 2007- 2008-2009**



**FIGURE 2**  
**COMPARISON BY SOURCE 2007-2008-2009**





## 2.2 EXPENDITURES

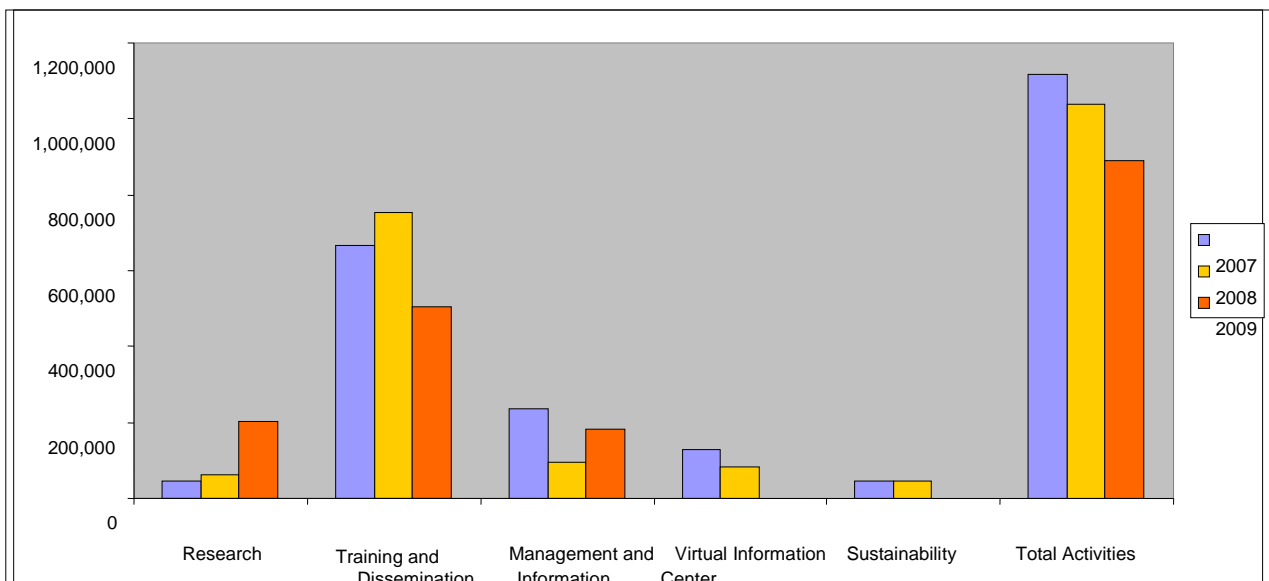
Projected expenditures for 2009 total US\$1,342,343. This is 9% lower than last year. Table 2 presents a detailed list of the expenditures made this year.

**TABLE 2  
EXPENDITURES 2009**

<b>I. ACTIVITIES</b>	
1. Research	202,551
2. Training and Dissemination	504,235
3. Management and Information	182,086
<b>Subtotal Activities</b>	<b>888,872</b>
<b>II. OPERATING COSTS</b>	
1. Salaries	278,940
2. Operating Costs	117,582
3. Equipment	2,991
4. Meetings of the Board of Directors	40,958
5. Audits	13,000
<b>Subtotal Operating Costs</b>	<b>453,471</b>
<b>III. TOTAL</b>	<b>1,342,343</b>

**FIGURE 2**

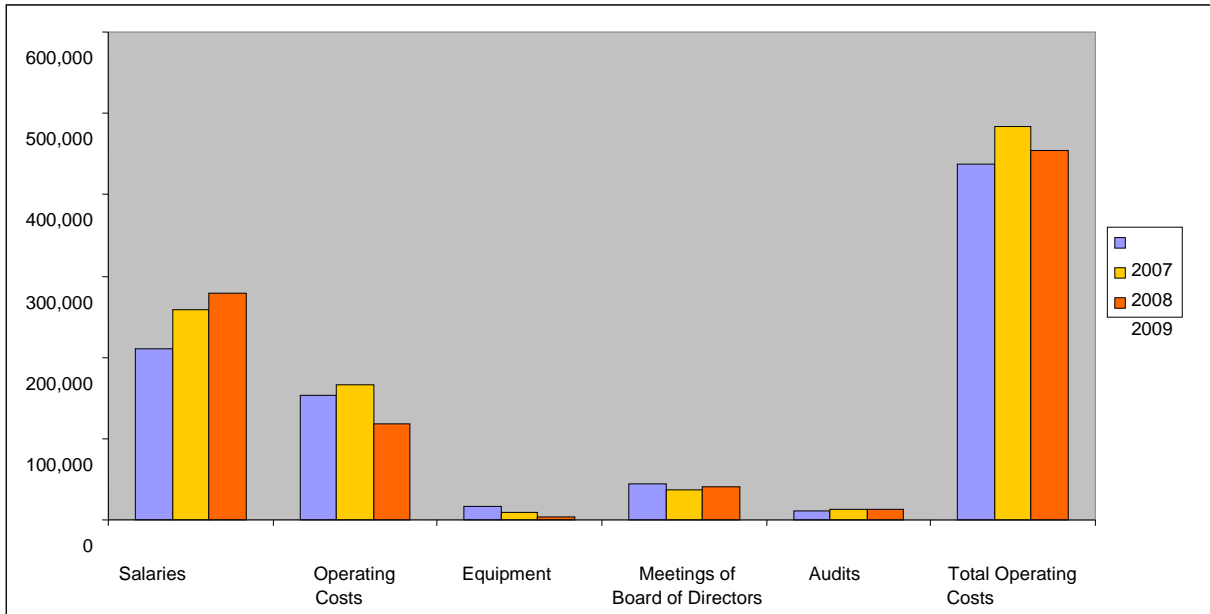
**COMPARISON OF SPENDING ON ACTIVITIES 2007-2008-2009**





**FIGURE 3**

**COMPARISON OPERATING COSTS 2007-2008-2009**



Spending on salaries increased because JSCA assumed certain costs (such as those generated by the Virtual Information Center) that had been covered by the USAID project. This resulted in an increase of 8% in this area. It is important to note that operating costs dropped by 36.41% as a result of the decreases in spending on rent and operating costs.

### **III. BALANCE**

In summary, the income projected for 2009 (US\$1,352,592) will exceed the expenditures (US\$1,342,343), producing an anticipated surplus of US\$10,249.

The figure below compares these data with those from previous years.

**FIGURE 4**  
**COMPARISON OF BALANCES FROM 2007 -2008-2009**

