

Management Report

2014-2021



Jaime Arellano
Executive Director



CEJA · JSCA

Centro de Estudios de Justicia de las Américas
— Justice Studies Center of the Americas —

Institutional Information

Management Report
Justice Studies Center of the Americas
2014-2021

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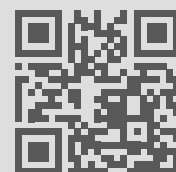


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PRESIDENT OF THE JSCA BOARD OF DIRECTORS



In January 2021, I proudly accepted my colleagues' decision to elect me President of the Board of Directors of the Justice Studies Center of the Americas and to lead our efforts to promote its mission of improving access to justice for millions of people throughout the continent.

There is no question that this period has posed enormous political and technical difficulties, particularly due to the impact of the pandemic. This has forced us to be flexible and creative and to support the reorganization of JSCA's work.

Over the past year, as an institution, we have developed the program on administrative requirements for

oral procedures in the "Northern Triangle" of Central America, which includes Guatemala, El Salvador, and Honduras. With the support of the US Department of State/INL, we have trained court clerks from these countries to correctly organize and manage judicial offices in the adversarial and accusatory system, which is based on hearings. We also have incorporated participants' perspectives on the challenges posed by the area's judicial systems, as well as useful approaches to achieving political and institutional stability.

We have taken steps to strengthen the "Ongoing Forum on Access to Justice and the Right to Health in Latin America in the Context of COVID-19." This has allowed us to monitor and share proposals for the reestablishment of all judicial activity after the pandemic, and for it to be accompanied by tools that privilege the use of collaborative dispute resolution mechanisms, promote electronic processing, and decrease the digital divide with a real sense of urgency and timeliness.

Finally, we have strengthened our offerings of virtual courses, which address topics such as "Gender

and Justice in Latin America," "Civil Justice Reform in Latin America," "Collective Processes," "Expert Evidence in Oral Civil Proceedings," "Judicial Management and Case Management in Civil Justice," and "Trial by Jury." All of these courses have been attended by judges, attorneys, scholars, and judicial operators because they understand, as we do, that justice must move towards the use of oral procedures, transparency, parity and management, particularly in the midst of the pandemic.

As the President of the JSCA Board of Directors, I am particularly proud of the collaboration of our Board members and the Center's first-rate professional staff, all of whom are committed to the people and -from the public and private sectors- seek to ensure that justice and due process are more than just a dream, and that they become a reality that contributes to the wellbeing, development, respect for democracy, and social peace of all of the member states of the Organization of American States (OAS).

Jenny Willier Murphy
President

MESSAGE FROM THE EXECUTIVE DIRECTOR

Eight years ago, I started down this path of leading the Justice Studies Center of the America's great team for two consecutive periods. Every member of the team has shown a great deal of commitment towards continuing to expand the work of supporting the transformation of the region's justice systems and improving access to justice for the

millions of people who live in the 34 member states of the Organization of American States (OAS).

It has not been easy to reach this goal due to the natural cultural, political, social and economic differences of each country. In addition, we have faced the undeniable impact of the COVID-19 pandemic over the past few years. However, we have continued to expand our mission to contribute to the democratic development and strengthening of the rule of law to benefit of all citizens, without distinctions.

We firmly believe that countries and their judicial institutions have viewed justice as an intangible good that is more important if placed at the service of individuals and their needs. We trust that our efforts to support them have served to guide their efforts so that they can promote the transformation of their justice system decidedly, with technical rigor and with the cooperation of government entities, always respecting their unique characteristics and opportunities.

Between 2014 and 2021, we focused our work on substantially

improving access to civil justice in the region. Our research has allowed us to identify the positive aspects and weaknesses presented by the models of the most advanced countries in this area. Based on those models and their best practices, we have proposed dispute resolution models that reflect our realities. We also have developed training programs for justice system operators characterized by the use of oral procedures and transparency, a collaborative approach to disputes, active case management to improve the use of limited public resources, and adversarial proceedings focused on allowing the parties to present the information that will serve as the basis of the ruling.

In the area of access to civil justice, we examined how the region's ethnic minorities and most vulnerable groups relate to judicial systems and respond to dispute resolution mechanisms; the structural strengths and weaknesses of the same; and whether swifter, more innovative and accessible mechanisms were being introduced. We analyzed how law students are trained, the skills they acquire, and what it would take to make them drivers of change.

This administration began in 2014,

Jaime Arellano
Executive Director

and we continued to promote the justice system transformation policies that had been initiated and led by my predecessors for 15 years. Along with this, we have focused on expanding key changes, mainly in the area of civil justice (or non-criminal justice). These two areas have the greatest impact on the quality of life and development of the people of this region and the democratic coexistence of our communities.

Beginning in 2015, we relaunched key projects like the Training Program for Argentina (in collaboration with INECIP). We also launched new ones, such as the Certificate Program on Oral Criminal Litigation (DLOP) in collaboration with the American University Washington College of Law (AU-WCL) and Universidad Alberto Hurtado de Chile (UAH); and the Project to Support Mexico's New Criminal Justice System in collaboration with the Technical Secretariat for Implementation (SETEC) using bilateral cooperation funds provided by Chile and Mexico.

Another important achievement from that same year was the creation of the first version of the Central American Certificate Program on Criminal Procedure Reform, which was offered in Guatemala and Costa Rica. This initiative benefited from the support of the Institute for Comparative Studies in the Criminal Sciences (ICCPG), Universidad San Marcos de Guatemala and Universidad de Costa Rica. We also began to execute the Training Program for Criminal Court Judges in Santiago de Chile that year.

Also in 2015, we launched the regional, multi-year project "Improving Access to Civil Justice in Latin America," which deserves special mention. The Canadian government provided over US\$6.5 million for the implementation of this initiative, which benefits from the technical and financial support of Global Affairs Canada (GAC). The project is slated to run through 2022 and is described in greater detail in the body of this report.

With these projects in place, in 2016, JSCA agreed to serve as the General Secretariat of the Latin American Network for Prosecution Service Criminal Analysis Offices. Over the years, this would become the focus of the policies developed by the region's prosecution agencies. Meanwhile, in the area of civil justice, our institution created the first version of the Inter-American Training Program for Civil Justice Reform, with the understanding that the use of oral procedures, a collaborative approach, and the introduction of adversarial proceedings with greater procedural balance, transparency and innovation in decision-making and the development of alternative dispute resolution mechanisms are key for guaranteeing access to justice, especially for the most vulnerable members of society.

JSCA has always focused on substantive improvements to the quality and quantity of the dispute resolution tools available to the public. As such, in 2017 we focused on strengthening judicial administration information and management systems by supporting

various pilot projects, training activities, and technical assistance projects for development. This includes the implementation of new judicial offices that are fully integrated with oral hearings and trials, all of which are basic elements of the reform processes unfolding in the region.

That year also has become synonymous with a cross-cutting change at JSCA because we implemented an institutional gender equality policy that became one of the elements that guides all of our work. Today we conceive of justice public policy from a gender perspective that includes a gender equity policy based on intersectionality, the use of inclusive language, and balanced representation, among other elements.

We have undertaken actions to ensure that the gender policy is applied correctly. First, we reviewed its execution within our institution. We then focused on our work supporting governments in this area. We analyzed our courses, projects, faculty, human resources, and research tools and criteria. We started out by offering an intensive training program to our team and then made changes at the institutional level, reaching the conclusion that this approach would guide all of our efforts to promote changes in the judicial systems of the Americas.

The major transformations in civil justice that have been successful around the world began by identifying people's problems in the area of justice. Then, they

used that information to design access mechanisms and various dispute resolution models -judicial, non-judicial, integrated- that are appropriate for the type of problem and individuals involved in each case.

Aware of the need to have quality information for the proper design of public policies for transforming civil justice systems, our organization led the creation, development and implementation of the region's first Observatory on Civil Conflict and Access to Justice (OCCA). The OCCA has become a key mechanism for identifying and monitoring the most important civil disputes for our communities and the barriers that people face when resolving them, with a special focus on at-risk groups in Latin America.

The OCCA is currently comprised of renowned institutions from seven countries: Argentina's Civil Association for Equality and Justice (ACIJ); the Pontificia Universidad Católica de São Paulo Research Group on Fundamental Rights (PUC-SP, Brazil); the Universidad Alberto Hurtado (UAH) Law School Program on Dispute Management and Resolution in Chile; the Commercial and Border Law Research Group at Colombia's Universidad Francisco de Paula Santander (GIJCF-UFPS); the Foundation for Research for the Application of Law (FESPAD, El Salvador); the University Human Rights Program's Legal Clinic at Universidad Nacional Autónoma de México (PDUH-UNAM); and the Center for Judicial Studies (CEJ) of Paraguay.

In 2018, we launched the Training Program on Investigation and

Litigation in Argentina's New Federal Adversarial Criminal Justice System. This initiative was funded by INL, the United States Department of State's Bureau of International Narcotics and Law Enforcement Affairs. It was originally designed for the Salta and Jujuy Provinces, but was extended to Santa Fe, Mendoza, Salta, La Rioja, Córdoba, Buenos Aires and other provinces in 2020.

We also started the initiative Technical Cooperation with the Peruvian Judiciary to promote an oral and adversarial civil justice model starting with a pilot program in the Arequipa district, which was a major change for that country's justice sector. We designed the Brazilian Training Program for Criminal Justice Reform, as Brazil is the only country on the continent that continues to use an inquisitorial criminal justice system model.

We have thus understood that reforms in this area must focus on guaranteeing material and not only formal access to all people without distinction and on delivering a comprehensive solution to conflicts. In other words, it must cover the entire problem presented, such as the primary conflict and the underlying dispute, so that it can contribute to social peace. This is of great importance, because we understand that while civil disputes emerge between private entities, they have consequences in and for the entire community.

As such, the most advanced transformations of civil justice give judges the authority to manage cases. This allows them to guide and even determine the dispute resolution mechanism and most

appropriate procedures to be used. They can avoid delay tactics employed by attorneys; set aside clearly irrelevant, excessive and inexpedient evidence; and allow the parties to reach agreements at any time, proposing the best solutions based on the specific problem at hand.

After promoting these changes in theory and practice that increase access to justice for everyone in the region, we continued to make progress on the transformation of judicial systems and acceptance of new dispute resolution mechanisms and channels of access.

However, the COVID-19 pandemic revealed the enormous gaps that continue to exist in this field. Furthermore, the efforts made to quickly normalize the region's judicial services laid bare a lack of integration of channels for access to justice and collaborative mechanisms in the strategic concept and framework of justice systems. The decision to hold hearings and trials using electronic platforms also revealed the formidable obstacle of the region's digital gap. The tension between procedural guarantees and the limitations of the commercial platforms used for these purposes inspired a broad discussion in the region.

In turn, as part of an unprecedented institutional effort, we managed to successfully manage the difficulties that the pandemic has generated in the areas of mobility, health and the operation of the entire regional justice system. In spite of the restrictions, JSCA's team managed to adjust the new global reality, developing research, training

courses and dissemination and communications activities under the best conditions for everyone involved, using technology and new forms of communication. Drawing on our staff's high levels of creativity, willingness to work and organization, we have continued to support the major and minor changes that our judicial systems need, contributing critical analysis and a proactive approach to the new interaction between justice and technology.

As such, the COVID-19 pandemic also opened up the opportunity to rethink policies, designs and practices focused on access, services and dispute resolution in all areas of law. We believe that it is urgent to begin to design procedures meant to be deployed using electronic platforms (especially Online Dispute Resolution, ODR). There is also an urgent need for electronic platforms for hearings and trials based on procedural guarantees.

As such, it is necessary to have technology at the service of justice, and not the inverse. We must use technology to provide inclusive access to justice (which requires reducing the digital gap) and for dispute resolution that is prompt, adequate, efficient, effective, lasting, transparent and contributes to social peace. Based on those substantive and strategic objectives, we can arrive at the right combination and integration of electronic and in-person channels for access to justice; collaborative in-person or virtual dispute resolution; the use of Online Dispute Resolution, including both synchronous and

asynchronous systems; digital processing, management, monitoring and evaluation of cases; the use of in-person, virtual or hybrid litigation; electronic sentence enforcement platforms; and the regulation and audited use of AI to support various aspects of justice.

In this Global Management Report, we describe both the progress that we have made over the years and the challenges related to transforming the continent's justice systems in an effort to contribute to democracy, social peace and wellbeing for all people.

On this path that we have traveled, we wish to recognize the enormous amount of support provided by many national and international officials, public and private institutions, and individuals who have displayed a great deal of leadership and generosity, as exemplified by Dr. Alberto Binder, who have been with us from the start. We extend a collective thank you to our JSCA Alumni Network, which is comprised of people who are fully committed to transforming justice in the region. We are especially grateful for the guidance, trust and decided support offered by our Board of Directors and each and every one of its past and present members. I also wish to personally remember the former President of the JSCA Board of Directors and Canadian judge Marc Rosenberg (1950-2015), who left us very early and marked our lives.

I would also like to thank to the professionals from so many fields who have trusted JSCA to train

them. Their diversity reminds us that justice operates in a context that requires that it be inclusive, flexible, innovative, open and accessible. Their commitment multiplied the impact of JSCA's training programs and technical assistance through the replicas that they designed and led so that we could reach thousands by training hundreds. Thank you so very much.

Finally, I have only words of gratitude for our staff. Every one of them is characterized by their knowledge, discipline, perseverance, teamwork and creativity. I have had the privilege of working with the highest level professionals, as evidenced by the leadership of the various areas of JSCA. Since 2014, our teams have been led by Marco Fandiño and Leonel González and by the fabulous Executive Secretariat of the Board, coordinators, researchers and consultants who have served in various capacities as the executive directorship of JSCA from 2014 to 2021. You are and have been the essence of the work that we have done during this period that is coming to a close.

My goal has been to promote the transformation of justice in the Americas from the wealth of diverse ideas, discussions and models centered on people and their needs in the context of changing communities and a modern democratic rule of law.

I believe that the inclusive identity that has characterized the work of the team that I lead has allowed JSCA to understand and interpret the challenges of our times -even in

difficult times- in the best possible way so that we could successfully design and collaborate on pivotal changes for justice in the Americas.

Thank you to those who encouraged me to return to public service. And thank you to everyone who has supported me in various ways at the

service of this beautiful and diverse region. See you soon.

Affectionately,



Jaime Arellano Quintana

OUR INSTITUTION

Who are we?

The Justice Studies Center of the Americas is an international agency established by resolution of the Organization of American States (OAS) General Assembly in 1999. The Center enjoys technical and operational autonomy, and its main objective is to promote criminal and civil justice system reform throughout the region.

JSCA is governed by its statutes and regulations, which were established and ratified by the Meetings of Ministers of Justice, Other Ministers, Prosecutors and Attorney Generals of the Americas (REMJA).

Its Board of Directors is comprised of seven individuals personally chosen by the OAS General Assembly through an open selection process. The Board members in turn appoint the Executive Director, who is responsible for the Center's operations.

The Center has a multidisciplinary and diverse staff that is committed to its mission.

Mission



To support the reform and modernization of the justice systems of the Americas.

Objectives

- To support OAS member states through research, projects and technical material to achieve adequate modernization of their judicial systems.
- To develop, present and promote experiences in the judicial sphere that can be implemented, adapted and developed by the member states.
- To provide countries, officials and operators with the best technical information for the development of public policies in the justice sphere in the region that favor their democratic development and the rule of law.



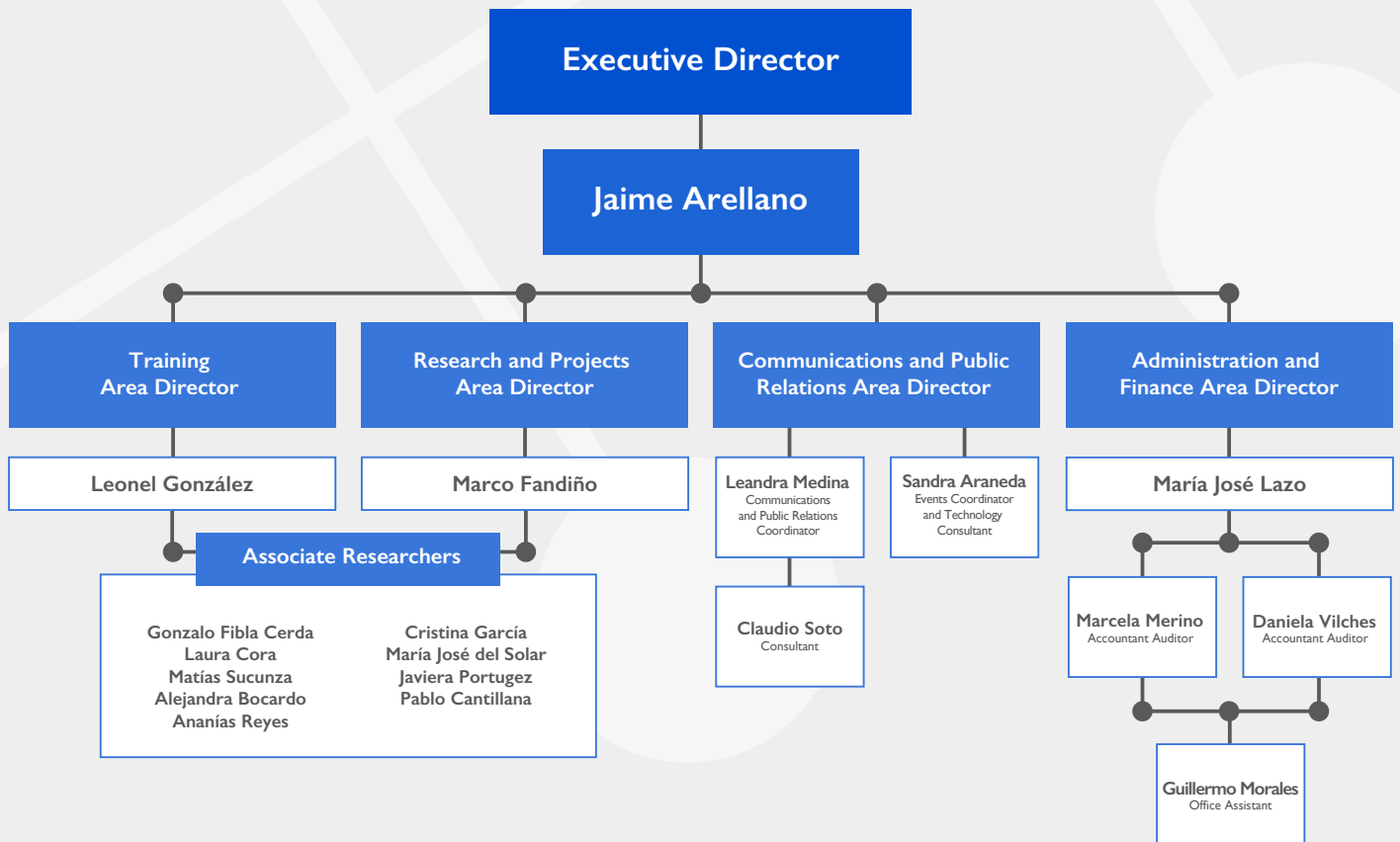
Strategic Lines



- Research and Evaluation
- Training
- Technical Assistance
- Dissemination
- Pilot Experiences

Organizational Structure

Board of Directors





Board of Directors, 2020-2021

JSCA's highest ranking entity is its Board of Directors, which is comprised of seven established professionals with experience crafting public policy and working towards the modernization of justice in the continent.



Jenny Willier Murphy
President

Mrs. Murphy has a Bachelor of Arts in foreign affairs and Spanish from the University of Virginia. She is an expert on the rule of law. She holds a juris doctorate from American University Washington College of Law. She has over 20 years of experience at Creative Associates International. Mrs. Murphy has provided technical assistance globally on rule of law issues to U.S. embassies through her work at USAID and the State Department's Bureau of International Narcotics Affairs and Law Enforcement Affairs (State/INL) including justice sector modernization programs, rule of law, citizen security and public safety reforms.



Daniel Antonio Petrone
Vice President



Mr. Petrone earned a law degree from Universidad de Buenos Aires. He holds a master's degree in law from Universidad de Palermo and a graduate degree in criminal law. He completed in the Inter-American Program for Training Trainers for Criminal Procedure Reform offered by JSCA. He is now a judge serving in San Martín's Oral Federal Court No 2. Petrone has directed projects focused on criminal and criminal procedure law at Universidad de Buenos Aires and taught graduate courses there as well. He is the author and co-author of various publications related to criminal law and prison systems.



Patricia Pérez Goldberg 
Member of the Board of Directors

Ms. Pérez is an attorney with a degree from Universidad de Valparaíso. She is a former Minister of Justice of Chile. She is currently a Real Estate Registrar and is pursuing a doctorate at Universidad de Valparaíso. She worked as a litigator and advisor in Chile's Public Defender's Office for over a decade. As Minister of Justice, she promoted important prison reforms focused on social reinsertion, such as the Non-Custodial Sentences Law. Pérez also introduced Chile's first prison policy with a gender approach and worked on special measures for women and members of the LGTBIQ+ population, among other initiatives.

Maytrie Kuldip Singh 
Member of the Board of Directors

Ms. Kuldip is an attorney who received her degree from University of Suriname in 2000. She served as a jurist with an NGO focused on the defense of human rights for several years. In 2004, she was selected to serve as a training judge after participating in a program subsidized by the Netherlands. She was appointed a member of Suriname's High Court in 2009. Since her appointment, she has engaged in noteworthy work such as serving as her country's point of contact in the Caribbean Association of Judicial Officials (CAJO). Ms. Kuldip currently trains court clerks and serves as a criminal court judge.

Benjamin L. Berger 
Member of the Board of Directors

Professor and the York Research Chair in Pluralism and Public Law at Osgoode Hall Law School, York University, in Toronto, Canada. He holds a JSD and LL.M. from Yale University. He has specialized in research and teaching on criminal and constitutional law and theory, law and religion, and the law of evidence. He also served as an Associate Professor in the Faculty of Law at the University of Victoria. He is the author of *Law's Religion: Religious Difference and the Claims of Constitutionalism*.

María del Carmen Maldonado Sánchez 
Member of the Board of Directors

Ms. Maldonado is a doctoral candidate in law and holds a degree in the public and social sciences. She has served as prosecutor, assistant prosecutor and legal advisor as well as a Constitutional Court judge in Ecuador. She has long served as a teacher as well. Maldonado has offered presentations at various seminars and fora in public and private institutions and at universities both in Ecuador and abroad. She was appointed to the Advisory Committee of the Ibero-American Annual Meeting on Constitutional Law, which has its headquarters in Madrid (Spain). She is currently the President of Ecuador's Judiciary Council.

María Victoria Rivas 
Member of the Board of Directors

María Victoria Rivas holds a doctorate in the legal sciences from Universidad Americana de Paraguay. She earned her law degree at Universidad Nacional de Asunción in the School of Law and Social Sciences (Paraguay) and completed a specialization program in constitutional justice and human rights at University of Bologna (Italy). She also completed a program for specialists in policy management and public management at Universidad Columbia de Paraguay and the George Washington University. She was an Assistant General Prosecutor in the Paraguayan public prosecution service. Dr. Rivas also served as the technical advisor and coordinator of the National Judicial Reform Commission, which is part of the Paraguayan Parliament, and was a technical advisor to National Parliament for the Criminal Procedure Reform and the Organic Law of the Public Prosecution Service. She has worked as a technical consultant for cooperation agencies such as USAID, IDB and the European Union. She won the Universidad Americana award for Leadership in Paraguay for 2010 in the "Female Leadership" category. She is a founding partner and the Executive Director of the Center for Judicial Studies of Paraguay (CEJ).





STAFF



Jaime Arellano Quintana Executive Director

Jaime Arellano is an attorney who holds an undergraduate degree in the legal sciences from Pontificia Universidad Católica de Chile, a master's degree in public administration and public policy from the American University School of Public Affairs and a master's degree in laws (LL.M.) in litigation and non-adversarial methods from Universidad Interamericana de Puerto Rico. He was appointed JSCA's Executive Director in 2014.

He served as Vice Minister of Justice of Chile during the presidency of Ricardo Lagos (2000-2006). During that period, he participated in legislative reform initiatives and the implementation of the oral adversarial criminal justice system. He also worked on the organization and infrastructure of the country's prison system and on the approval of the Civil Marriage Law and introduction of the Civil Justice Reform Forum.

He was a prosecutor for Chile's Economic Development Agency (CORFO) from 2006 to 2010. He joined the law firm of Jara & Marín as a senior partner in Chile in May 2010. He also served as an international consultant with the Inter-American Development Bank (IDB).

He has taught at Universidad de Santiago and the Chilean Judicial Academy, and currently teaches in the Oral Criminal Litigation Certificate Program offered by JSCA in collaboration with the American University Washington College of Law (AU-WCL) and Universidad Alberto Hurtado. Arellano is also a member of the faculty for the Inter-American Training Program for Civil Justice Reform; Training Program for Criminal Judges; and Criminal Litigation Skills and Training in Reform Programs in Central America, Brazil, Argentina, and Uruguay through JSCA.



Area Directors

JSCA's teams are led by professionals with a great deal of experience in the justice sector.



Marco Fandiño Castro

Director of
Research and Projects

Marco Fandiño is an attorney and holds a master's degree in governance and human rights. He joined JSCA as a research attorney in 2013. He is currently the Director of Research and Projects.

María José Lazo Saavedra

Director
of Administration and Finance

Lazo, an auditor and general accountant who specializes in tax legislation, joined JSCA in 2017 as an analyst. She later became an accountant at the Center and is currently Director of Administration and Finance.

Leonel González Postigo

JSCA Training
Director

Leonel González is an attorney who focuses on criminal law. He completed the Latin American Certificate Program on Criminal Procedure Reform and is pursuing a master's degree in criminal and criminal procedure law at Osgoode Hall Law School at York University (Canada).





Leandra Medina Fuentes

Communications and Public Relations Coordinator

Medina holds an undergraduate degree in social communication with a focus on corporate communications and a master's degree in human resources management. She is also a forensics specialist and university instructor. Medina worked as a reporter with several media outlets in Venezuela, including Últimas Noticias, 2001 and RNV. She joined JSCA in 2021.

Sandra Araneda

Events Coordinator and Computer Consultant

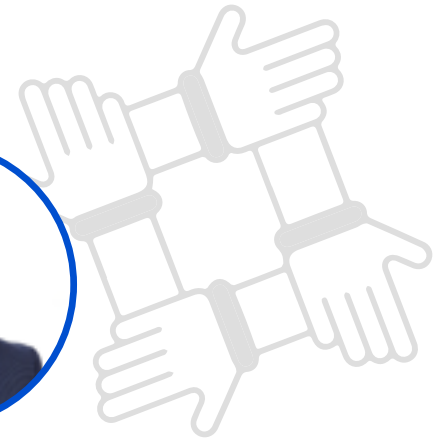
Executive Bilingual Secretary. Sandra Araneda holds a certificate in web technology and content system administration from Universidad de Chile. She joined JSCA in 2004 and has held various positions with a focus on the development of information and communications technologies and online support for institutional courses and events.

Claudio Soto Coronado

Communications Consultant

Soto is a journalist and holds a master's degree in Political Science from Universidad de Chile. He completed the law program at Universidad Finis Terrae. He served as a press advisor in the Ministry of Justice and Public Prosecutor's Office in Chile. In addition, Soto has worked as a journalist with the El Mercurio newspaper and Associate Director of the Ibero-American legal trends media outlet Idealex.press.

Associate Researchers



Gonzalo Fibla Cerda

Gonzalo Fibla is an attorney and holds a master's degree in government and public management from Universidad de Chile. He is currently working on the design and implementation of local and comparative research projects on access to justice in the region. He is a member of the Observatory on Civil Conflict and Access to Justice (OCCA).

Laura Cora Bogani

She holds a law degree from Universidad Nacional de La Rioja (UNLaR), Argentina and a certificate in oral criminal litigation from the American University Washington College of Law (AUWCL). She is a specialist on public policy and gender justice (CLACSO-OAS) and a doctoral candidate in the Legal Sciences at Universidad Nacional de La Rioja.

Matías A. Sucunza

Sucunza holds a law degree from Universidad Nacional de La Plata, Argentina. He is writing his thesis for the master's degree program in human rights at the same institution and is a member of the Argentine Procedure Law Association, Commission of Young Proceduralists and the UNLP Procedure Law Institute.



**Alejandra
Gómez Bocardo**

Alejandra Gómez holds an undergraduate degree in international relations from the Instituto Tecnológico y de Estudios Superiores de Monterrey (Mexico). She also earned a master's degree in social policy and planning from the London School of Economics and Political Science. Gómez worked in the research and criminal reform area of Institución Renace (Mexico) from 2012 to 2016. She is currently the coordinator of the Observatory on Civil Conflict and Access to Justice (OCCA).

Ananías Reyes Vidal

Ananías Reyes holds an undergraduate degree in the legal and social sciences from Universidad de Chile. She has participated in various technical assistance projects and consultancies related to justiciability. She is an instructor and coordinator for JSCA virtual courses, the Inter-American Training Program on Civil Justice Reform and the institution's internship program.

Cristina García Lucero

Cristina García is an attorney and doctoral candidate in administration and public policy at IIFAP-UNC Argentina. She is a member of the General Directorate of Planning and Management Control in the Córdoba (Argentina) public prosecution service.



**María José
Del Solar Cortés**

María José Del Solar holds an undergraduate degree in the legal and sciences and a law degree from Universidad de Tarapacá, Chile. She is a member of the Criminal Justice Directorate of the Association of Feminist Attorneys and completed a certificate program in indigenous linguistics and cultures. She currently serves as the coordinator of the Latin American Training Program for Judges and Brazilian Criminal Procedure Reform Program.

**Javiera
Portuguez Torrealba**

Javiera Portuguez holds an undergraduate degree in the legal and social sciences and a law degree from Universidad de Chile. She has served as an attorney in the areas of criminal litigation and compliance as well as civil and court litigation. She joined JSCA as an intern and is a specialist in human rights.

**Pablo
Cantillana Guerrero**

Pablo Cantillana holds an undergraduate degree in the legal sciences from Pontificia Universidad Católica de Valparaíso, Chile. He served as a teaching assistant for a course on History of Law and Civil Procedure Law at the same institution. Prior to joining JSCA, he worked at the Notary Public's Office in Olmué (Chile) as a reviewing attorney.



Administration and Finance



Marcela Merino Ramos

Accountant-auditor

Marcela Merino graduated from Instituto Duoc UC (Chile). Prior to completing her degree, she served as an accounting assistant and auditing assistant in the private sector.

Daniela Vilches Silva

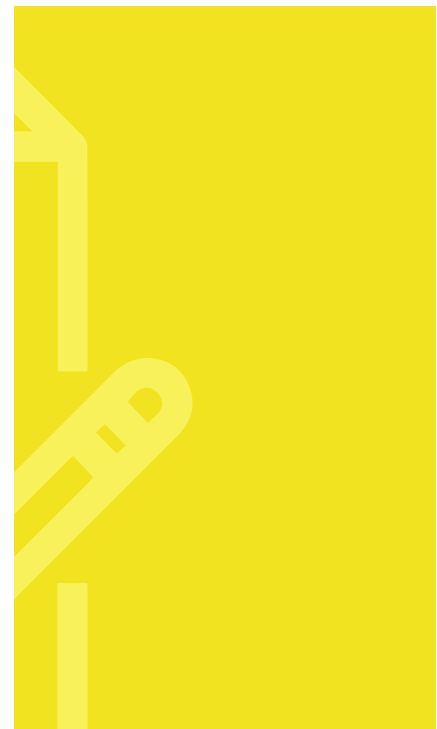
Accountant

Daniela Vilches is an accountant who minored in tax law. She graduated from Instituto Duoc UC (Chile). Prior to joining JSCA, she was an accounting analyst in the private sector.

Guillermo Morales

Administrative Assistant

Guillermo Morales worked in the Graphics Workshop of the Council of Chilean University Rectors and as a press operator and binder at the University Promotion Corporation (CPU). He joined JSCA in 2010.





Consultants

Alberto Binder

Alberto Binder holds a law degree and juris doctorate from Universidad de Buenos Aires. He is the founder and President of the Institute for Comparative Studies in the Criminal Sciences (INECIP). He has served as a technical advisor on judicial reform processes in Argentina, Chile, Bolivia, Paraguay, Ecuador, Venezuela, Honduras, El Salvador, Guatemala, the Dominican Republic and other countries in the region.

Mauricio Duce Julio

Mauricio Duce earned a law degree from Universidad Diego Portales (Chile) and holds a master's in legal sciences (J.S.M.) from Stanford University (U.S.). He served as an advisor to Chile's Ministry of Justice on the Criminal Procedure Reform. Duce is currently a full professor in the Universidad Diego Portales (UDP) Law School.

Elvyn Díaz

Elvyn Díaz is an attorney with an undergraduate degree in the legal and social sciences from Universidad San Carlos de Guatemala and researcher with the Institute for Comparative Studies in the Criminal Sciences in Guatemala. He has experience with criminal procedure reform, judicial management, strategic criminal prosecution, reorganizing public prosecution services, human rights and democratic security.

Ramón García Odgers

Ramón García is an attorney and Doctor of Law who earned his degrees from Pontificia Universidad Católica de Valparaíso (Chile). He is the author of publications on comparative civil procedure law and case management. Dr. García is currently teaching several graduate courses at the Universidad Católica de la Santísima Concepción Law School in Chile.

Leticia Lorenzo

Leticia Lorenzo is an attorney and professor at Universidad de Buenos Aires. She has worked as a Training Coordinator at INECIP and JSCA. She is currently the Training Coordinator for the Neuquén Judiciary (Argentina).

Norbert Lösing

Norbert Lösing is an attorney with an undergraduate degree in law from Bayreuth University and a doctorate from Bonn University in Germany. He worked with the German International Cooperation Agency and served as the Rule of Law Strengthening Program Director for Latin America at the Konrad Adenauer Foundation from 1992 to 1997. He has worked as an attorney with the law firm Sieper & Lösing in Lüneburg, Germany since 1999.

Inés Marensi

Inés Marensi holds an undergraduate degree in education and a law degree from Universidad Nacional de La Plata, Argentina. She is currently part of the Buenos Aires Province Public Prosecution Service Training Center.

Adrián Jaime Medrano Cruz

Adrián Medrano is a civil engineer with a degree from Universidad Técnica Federico Santa María (Chile). He holds a master's degree in business and administration from IEDE and completed the JSCA Inter-American Program for Training Trainers for Criminal Procedure Reform. Medrano is an international consultant with over 17 years of experience in the public and private sectors.

Leonardo Moreno Holman

Leonardo Moreno holds a law degree from Universidad Diego Portales (Chile) and is a former Metropolitan Region public defender. He has been involved with the introduction of Chile's criminal procedure reform since its inception, participating in inter-institutional training programs for operators organized by Chile's Ministry of Justice. He is currently teaching civil and criminal procedure law and oral litigation techniques.

Silvina Ramírez

Silvina Ramírez holds a law degree and juris doctorate from Universidad Nacional de Buenos Aires,. She is the academic advisor of the Legal Access to Land Group at the Center for Public Policies for Socialism (Gajat / Ceppas). She is also a member of the Board of Directors of INECIP and a founding member of the Association of Attorneys for Indigenous Rights (AADI).

Erick Ríos

Ríos is an attorney who holds a master's degree in criminal and criminal procedure law from Universidad Diego Portales (Chile). He worked at JSCA from 2008 to 2013. He teaches undergraduate and graduate courses on civil and criminal law in various countries in the region.

José Alberto Revilla González

Revilla holds a juris doctorate from Universidad Carlos III de Madrid (Spain). He is a full professor of procedure law at Universidad Autónoma de Madrid. He is the author of several publications on civil and criminal procedure and alternative dispute resolution mechanisms.

Gonzalo Rua

Gonzalo Rua is an attorney and specialist in criminal law with a degree from Universidad de Palermo, Argentina. Rua is a member of the INECIP Board of Directors and is an instructor for JSCA in the Latin American Training Program for Judges. He has served as a criminal court judge in Buenos Aires since 2003.

Lilian San Martín

Lilian San Martín is an attorney with an undergraduate degree in the legal sciences from Universidad de Concepción (Chile) and a doctorate in the Romanist legal system from University of Rome Tor Vergata. She was part of the team that defended Chile at The Hague in the maritime dispute between Peru and Chile. She is currently the Director of Research at the Universidad Alberto Hurtado (UAH) Law School.

Francisco Verbic

Francisco Verbic holds a law degree from Universidad Nacional de La Plata, Argentina and a master's degree in international law. He also is a specialist on civil and procedure law. He works as a professor and consultant focusing on collective processes, access to justice and public interest litigation. He is currently working in the private sector.





2014

Francisca María Rebolledo Lascar, Chile
Gianella Pantanalli Wandersleben, Chile
Alberto Rodríguez Bosshard, Chile
Bárbara Andrea Cortés Cabrera, Chile
Gabriela Paz Sanzana Pavez, Chile
Francisca Lobos, Chile
Analía Benítez Ullo, Argentina
Estefanía Parra, Colombia
Ashlin Mosby, United States
Tamara Peñalver, Argentina
Mary Brooks, United States
Cinthia Barboza Rojas, Peru
Tássia Sodré, Brazil
Francisca Cisternas, Chile

2015

Tania Mohr, Chile
Carlos Brito Nava, Mexico
Claudio Fredes, Chile
Francisca Vallejo, Chile
Jorge Orrego, Chile
Constanza Aliste, Chile
Rucsandra Moisa, Romania
Fábio Presot, Brazil
Juan Zulic Del Canto, Chile
Morayma Arieta Román, Mexico
Rufael Tsegay, Australia
María Soledad Mortera de Iruarrizaga, Chile

2016

Thomas Holt, United States
Chandler Carney, United States
Romina Villarroel, Chile
Jaime Viveros, Chile
Javiera Campos, Chile
Alfredo Fernández, Chile
Julio Ramírez, Chile
David Rogers, Chile
José Francisco Rodríguez, Chile
Christian Garrido, Chile
Verónica Retamal, Chile
Carmen Garrido, Spain
Bárbara Soto, Chile
Camilo del Fierro, Chile
Benjamín Sepúlveda, Chile
Paloma Silva, Chile

2017

Ananías Reyes, Chile
Chloé Fauchon, France
Ignacio Fuentes Miranda, Chile
Katherine Zúñiga González, Chile
Paloma Tapia Jara, Chile
Katherine Llanos Soto, Chile
Tamara Sandoval Bravo, Chile
María Ignacia Rojas, Chile
Geraldine Ugueto, Venezuela
Beatriz Romero, Chile
Tomás Sánchez, Chile
Irina López, Venezuela
Dunia Balza, Venezuela
Viviana Arias, Chile
Bárbara Quezada, Chile

2018

Patricia Gutiérrez, Argentina
María Eugenia Paz, Chile

2019

Natalia Acevedo Castillo, Chile
María José Del Solar Cortés, Chile
Florencia Paz Escobar Manriquez, Chile
Marianne Rengifo González, Venezuela
Emerson Eduardo Valenzuela Lagos, Chile
Elsy Tatiana Orantes, El Salvador

2020

María Laura Alesso, Argentina
Francisca Hernández Mardones, Chile
Sofía Millán Rivera, Chile
Javiera Portuguez Torrealba, Chile
Soledad Matus Ponce, Chile
Arlette Riquelme, Chile
Belén Arcucci, Chile
Ana Laura Migliavacca de Almeida, Brazil

2021

Eleonora Jotz, Brazil
Javiera Ayala, Chile
Erika Rojas, Colombia
Maira Astudillo Hurtado, Chile
Lucía Chibán Zamar, Argentina
Irene Graiño, Spain
Dalál Habboob, Spain
Renato Leon, Peru
Marina Escobar, Spain

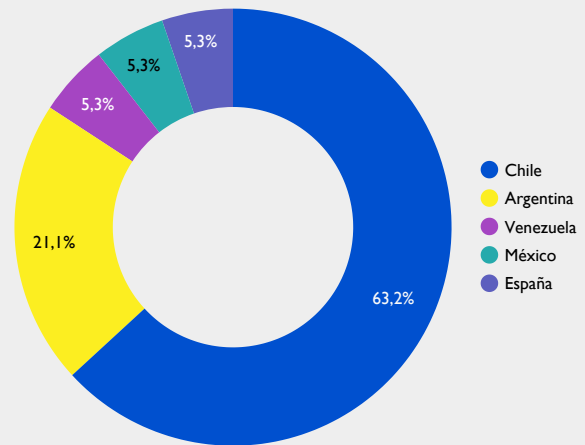
Social Responsibility and Sustainable Development

One of JSCA's policies is to advance social responsibility and sustainable development standards through our work. To that end, we have focused on our team members' talent, promoting a positive and inclusive environment that brings together various visions in the creation of a collective line of action that guarantees the successful attainment of our goals.

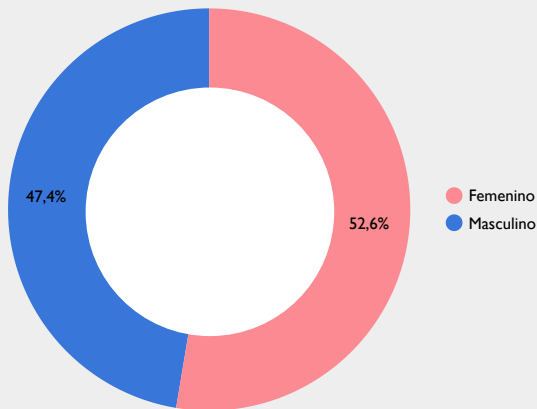


At JSCA, we value the personal and professional development of our human talent. Their success is our success.

Country

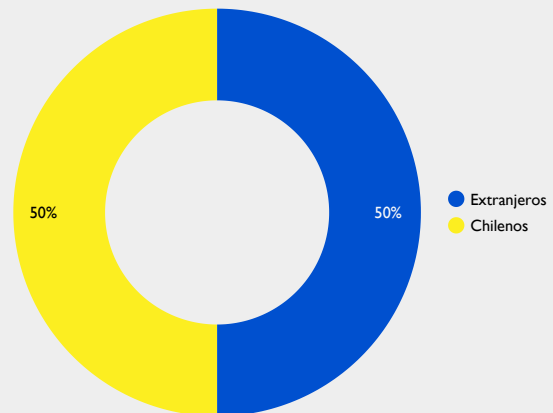


Gender



The commitment of our 18 employees has been vital to the modernization of justice in the region.

Nationality



GENDER EQUALITY POLICY

In 2017, the region's justice systems engaged in a review process focused on the gender perspective. The pioneering countries were Argentina, Uruguay and Chile. Various policies were introduced, including the creation of specialized units within judicial institutions.

In this context and based on our goal of achieving equity and equality, JSCA undertook an internal assessment based on the gender perspective. We analyzed various areas, such as the composition of our team (both the Board of Directors and staff), salaries, faculty and research lines, as well as many other aspects of our work.

We reached several conclusions that informed the design of the Gender Equality Policy that we implemented in 2018. The policy was of the most important institutional standards

introduced during that decade.

We adopted the policy as a multi-prong strategy. It is based on mainstreaming gender which, according to the Beijing Conference guidelines, is defined as "an active and visible policy of mainstreaming a gender perspective in all policies and programmes." The policy also focuses on changing our operations as an institution. For example, we implemented a "Code of Conduct and Coexistence with a Gender Perspective" and modified the contracts and terms of reference that we sign with consultants, adopting inclusive, non-sexist language.

We also applied the principle of balanced presence of men and women on the Board of Directors after submitting a request to the OAS. As such, Patricia Pérez (Chile) and Jenny Murphy (United States) were appointed to our Board

during the 48th OAS General Assembly. Maytrie Vydia Kuldip (Suriname) was elected to the Board in 2019. That year, the Board consisted of four men and three women. It was reorganized in 2020 and the balance shifted to four women and three men.

JSCA has made the decision not to participate in all-male panels, and we use inclusive and non-sexist language and integrated the gender perspective into the Center's daily work.

We are now recognized throughout the region for our work on gender and justice, which we endeavor to incorporate into the region's judicial systems.





RESEARCH AND PROJECTS

JSCA's Research and Projects Area is directed by Marco Fandiño and has a full staff of professional researchers. The team focuses on four main areas:

The first is improving access to civil justice, particularly for the most vulnerable sectors of the population in Latin America and the Caribbean. This work is possible thanks to the support of Global Affairs Canada (GAC) through the project "Improving Access to Civil Justice in Latin America."

The second is the development of projects related to access to justice, in which the support of the German Cooperation Agency (GIZ) plays a key role.

Third, the team analyzed the impact of the COVID-19 pandemic on judicial systems.

Finally, the JSCA Research and Projects Area promotes policies designed to target corruption and impunity and substantially improve the management of the entities responsible for prosecution, conviction and reinsertion in the area of criminal justice.

Study and Promotion of Civil Procedure Reforms in Latin America

This initiative, which formally began in 2016, is designed to generate knowledge of the main challenges in civil justice reform; identify barriers to access to judicial and extra-judicial dispute resolution mechanisms; and provide technical assistance for the implementation of reforms or pilot plans based on objective, high-quality information.

It also includes training activities for future decision-makers in public and private institutions.

The following initiatives have been developed as part of the project: Throughout the life of this project, JSCA has implemented over 10 pilot projects involving the development of innovative models in local contexts. These short-term initiatives are designed to improve the models so that they can be applied to the entire proposed judicial space.

The Center also has completed over 20 technical assistance projects for various justice system institutions in countries such as Paraguay, Costa Rica, Argentina, Bolivia, Peru, Chile and Nicaragua.

In this context of creation and dissemination of knowledge, we have drafted over 80 thematic reports thanks to the support of GAC. These publications have been widely distributed throughout Latin America. We also have held 30 seminars to discuss and disseminate knowledge. These events have been attended by over 12,000 people, the great majority of them (68%) women.



Civil Justice Reform in Peru: Strengthening the Use of Oral Procedures

On December 18, 2018, the National Court of Justice of Peru approved the creation and work of the Oral Civil Corporate Litigation Module of the Arequipa Superior Court through Administrative Resolution No. 312-2018-CE-PJ.

The project developed after JSCA provided technical assistance to the Peruvian judiciary in 2018. The module focuses on the use of oral procedures, redefining and creating a hierarchy for judicial and case management as key elements in the composition and proportional and adequate processing of the dispute. Given the current institutional, budgetary and legal conditions, the goal is to carry out a comprehensive reform of the system. This will not be limited to changing rules but will involve rethinking the organization of the justice system and the type of practices that are built through the introduction of a formal system of adequate incentives and disincentives.

The Corporate Civil Module includes: (i) the configuration of the judicial office's institutional structure; (ii) the introduction of oral proceedings using hearings and case management rules and techniques; (iii) adjustments to work processes; and (iv) the allocation of operational functions. All of these changes are reflected in the documents that have been drafted and approved, including the management model, protocols and organizational manual.

The stated objectives included the following changes: a) alignment of the figure of civil oral corporate court; b) creation of a committee of judges led by a coordinating judge; c) separation of the structure responsible for administration from the courts; d) balancing administrative and judicial responsibilities; e) improving administrative activities, including case management, human, material and logistical resource administration, support and inter-institutional relationships; and f) creating a corporate sentence execution court.

The Oral Litigation Civil Corporate Module was introduced on December 26, 2018, when the first oral hearing was held in the Court of Arequipa.

Due to the success of this oral procedure module, it has been extended to other superior courts and is still being developed in Peru.

The proposed model advances the use of oral procedures as a work method and improves judicial management and dispute resolution.

Over 20 million people in Lima, Arequipa and Trujillo may benefit from this reform.



Global Affairs
Canada

Affaires mondiales
Canada



PODER JUDICIAL DEL PERÚ



Expanding the Use of Civil Oral Procedures in Peru



The following is a detailed list of the judicial districts that have been established to date in Peru.



Global Affairs
Canada

Affaires mondiales
Canada



PODERES JUDICIAL DEL PERÚ





The Implementation of Oral Litigation Techniques in Mexico's Federal District Oral Civil Courts

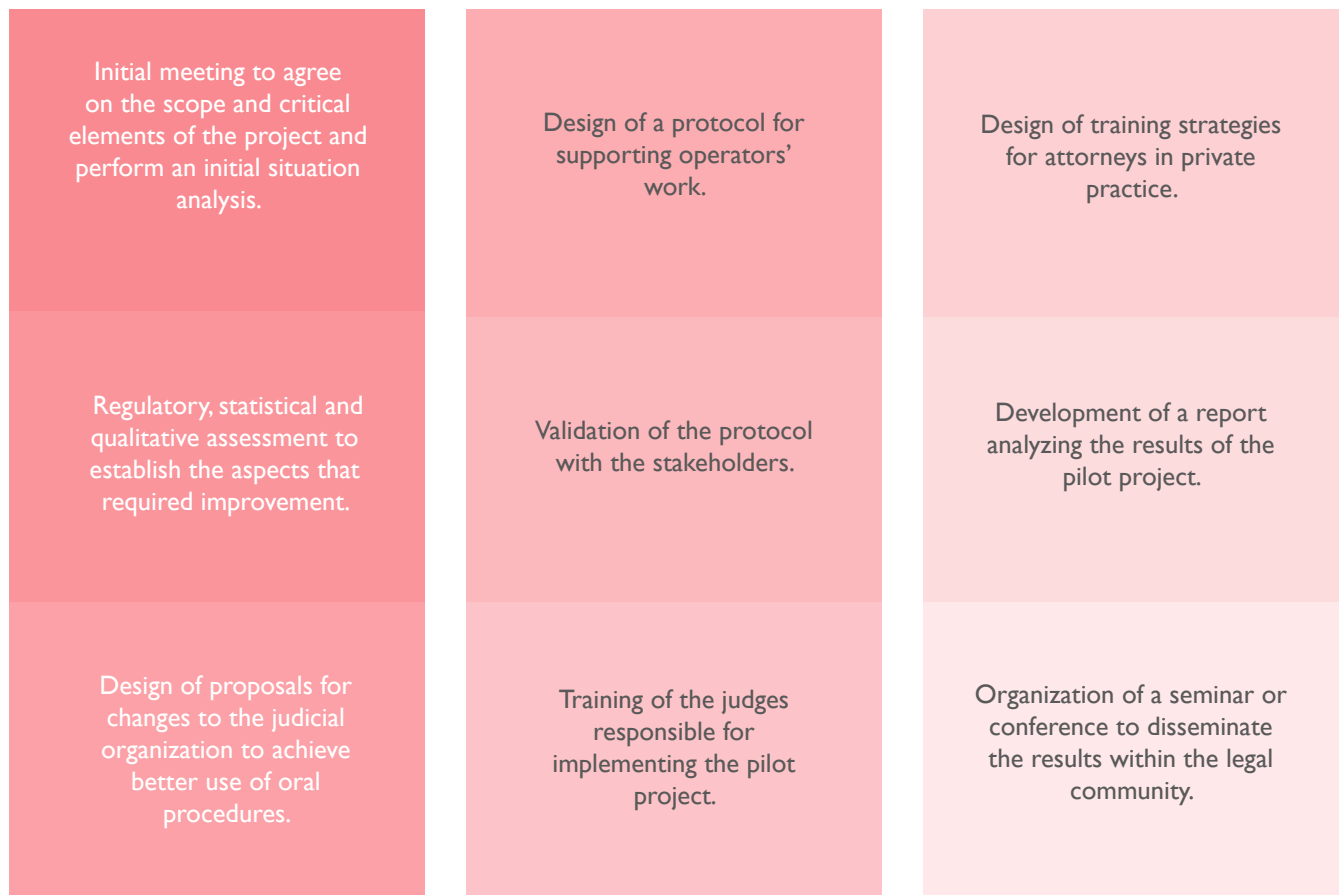
JSCA and the Mexico City judiciary executed a pilot project to implement oral litigation techniques in oral civil courts in Mexico City. The initiative was implemented in 2019 with funding from GAC.

The goal of this collaboration was to

implement a pilot project in a group of civil courts in Mexico's Federal District based on the introduction of oral litigation and hearing management techniques for judges. The first phase involving regulatory assessment and planning and the second focused on intervention, which included institutional adaptation methods and stakeholder training. The final phase was

designed to allow experts to evaluate the results.

The following activities were executed:



The approval of guidelines for civil courts in regard to oral proceedings was delayed due to the COVID-19 pandemic,

but it was approved in 2021 by Circular CJCDMX -18/2021 and the pilot project was executed.

A New General Procedure Code for Chubut Province (Argentina)

In 2018, JSCA's team began to develop a draft law for a General Procedure Code in Chubut. The goal was to move towards a comprehensive civil and commercial, family, labor and contentious-administrative justice reform in the province.

An Inter-Branch Commission was formed that consisted of representatives of the province's Executive, Legislative and Judicial Branches. Its mandate was to create a proposal for a non-criminal justice reform.

JSCA provided technical assistance for the drafting process and the design and comprehensive planning of the reform. It also provided training in 2019.



It is important to note that the project introduces innovations such as judicial case management, comprehensive regulation of individual and collective dispute management mechanisms and trial by jury for civil disputes with social significance.



Promoting the Installation of Judicial Offices in Argentina and Bolivia: The Key to Civil Justice Modernization

In April 2019, the La Pampa Province Superior Court signed a general collaboration agreement with JSCA as well as a specific agreement to implement a civil judicial office in Santa Rosa to

support five civil and commercial courts that operate in the capital.

This improved civil oral procedures and administrative structures which were

already in place in Neuquén, Formosa and Mendoza. These judicial offices are vital to the success of the civil judicial reform processes that are being introduced in Argentina.

At the regional level, JSCA is expanding the development of civil judicial offices in Uruguay, Brazil and Peru to strengthen their use of civil oral procedures.

The La Pampa Civil Judicial Office incorporates all of the findings produced by judicial reform processes such as: the

separation of judicial and administrative functions, the incorporation of resource administration professionals as office

managers, and the creation of specialized oral hearing management units.

This effort led to the improvement of administrative support structures to support the use of oral civil procedures similar to those in place in Neuquén, Formosa and Mendoza.

Development of Two Litigation Manuals for Costa Rica's New Civil Justice System

JSCA and Costa Rica's judiciary presented the "Litigation Manual for Oral Hearings in Costa Rica's New Civil Justice System" for attorneys and the "Manual for Oral Hearing Management in Costa Rica's New Civil Justice System" for judges.

Once approved by the country's Legislative Assembly, the new Civil Procedure Code entered into force. It requires judges and attorneys to work in a new way.

The launch of the two publications was sponsored by the Costa Rica Bar Association and the country's Judicial Academy and the Judiciary's Civil Jurisdiction Commission.

"The purpose of these litigation and hearing management manuals is to support the introduction of practices based on a concept of oral procedures as a tool for providing higher quality information related to the hearing and focusing that information on adequate dispute resolution," observed JSCA Research and Projects Director, Marco Fandiño.

Observatory on Civil Conflict and Access to Justice (OCCA)

One focus area of the GAC project “Improving Access to Civil Justice in Latin America” is monitoring how civil disputes are handled in the region.

To that end, JSCA designed and implemented the region’s first Observatory on Civil Conflict and Access to Justice (OCCA).

This was an important step in our work throughout Latin America because this entity monitors civil disputes and the barriers to resolving them, paying special attention to at-risk groups throughout the region.

The OCCA is comprised of a regional observatory and seven local observatories which report to the following partner institutions:



Improving Access to Justice in Latin America

Under this premise, and with the support of GIZ through the International Regional Law and Access to Justice in Latin America Program (DIRAJus), JSCA developed a series of actions designed

to promote access to justice policies in the region. These were mainly focused on improving criminal procedure standards in Central America.

To that end, our team worked on the following projects:

The Right to Access to Justice: A Pillar of Democracy and Social Peace

One of the key strategic lines developed by JSCA during this period involved efforts to guarantee access to justice for all of the region's inhabitants.

Building an Inter-American Repository on the Right to Access to Justice.”

and criteria used to interpret and apply instruments related to the law.

In 2016, we sponsored a regional competition entitled “Contributions to

The competition was held to unify and shape the regional repository of data on access to justice, identifying points of contact between the practices, decisions

JSCA issued a call for research proposals developed by individuals and institutions. A total of 79 submissions were received from 18 countries in Latin America and the Caribbean.

A publication containing ten research projects developed by teams in eight Latin American countries was presented in May 2019. These studies contributed to the discussion of the right to access to justice.

The final publication has been published online at:





Recognition of Economic, Social, Cultural and Environmental Rights (ESCR) in the Countries that are Signatories to the San Salvador Protocol and Other Countries in Latin America

In January of 2019, JSCA and the German Cooperation Agency GIZ DIRAJus launched a project focused on understanding how recognition of economic, social, cultural and environmental rights works in the Latin American signatory countries of the San Salvador Protocol and other agreements.

They issued a broad call for submissions to analyze how conflicts emerge, how they are identified, and their causes. Additional topics addressed include the strategies, activities and actions undertaken to approach and coordinate social actors; construction of the conflict in the judicial case and its institutionalization;

the limitations and externalities that explain and surround the judicial case, its processing, the results and the fulfillment.

We received 60 proposals from throughout Latin America and the Caribbean. A Review Committee comprised of JSCA and GIZ representatives selected 20 proposals from nine countries in the region.



The Impact of the COVID-19 Pandemic on Judicial Systems

There is no doubt that the COVID-19 pandemic posed major challenges to the continent's judicial systems beginning in 2020. It revealed significant lacks and gaps between States and their citizens as well as the importance of continuing to modernize policy decisions and incorporating faster, more innovative tools that allow officials to work more closely with members of the public.

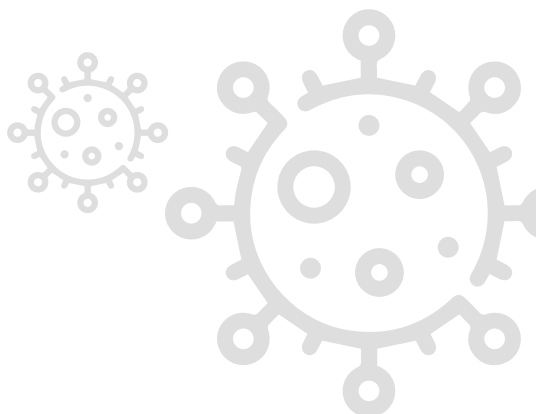
In November 2020, a report on access to justice in the context of the pandemic was launched under the leadership of

ACIJ Argentina and with the participation of JSCA, Dejusticia, FIMA, LABÁ, the Legal Empowerment Network, the Due Process of Law Foundation, and Justice for All. It was written from the perspective of the organizations and individuals who interact with judicial services in Latin America.

The report presented the main measures adopted by judiciaries in the context of the pandemic; the degree to which those entities were able to adjust and/or expand their capacity to respond to

the additional demands generated by the pandemic; and developments related to other branches of government in this context.

It also addressed how the pandemic highlighted the need to launch or expand digital governance and justice processes and the provision of free legal aid in judicial and administrative offices.



A total of 42 organizations participated in the report representing 17 countries, namely: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Uruguay and Venezuela.

Main Conclusions of the Report

Nearly all of the countries in the region suspended or limited judicial activities, which meant that citizens did not have adequate means to channel their disputes. The authors focused on the lack of access and availability of justice services in this context.

In most of the countries, judicial activities were reduced to a “minimum level of service” without an increase in judiciaries’ capacity to respond to the additional demand produced by COVID-19.

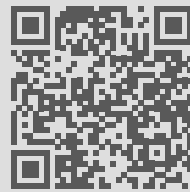
Use of ICTs has accelerated and expanded due to the pandemic in judiciaries throughout the region, though only seven countries adopted a differential approach designed to reduce the digital divide.

Constitutional states of emergency were issued in 12 of the 17 countries analyzed, and Executive Branches began to consolidate functions. Judicial functions were suspended in eight countries.

The judiciaries responded in a limited way to the need to generate organizational changes and innovations, and they were perceived by survey respondents as ineffective when it came to resolving disputes generated due to the pandemic.

The pandemic exacerbated the barriers that prevent at-risk groups from accessing justice services. Free legal assistance was impacted by the suspension of justice services and changes in the approaches used to provide them.

Download the full report here:



Strengthening Criminal Justice Systems and Fighting Corruption and Impunity

Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH- OAS)

At the request of the OAS, JSCA undertook the challenge of providing multilateral technical support for Honduras for the first time in its history.

In collaboration with the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH-OAS), we developed proposals for the country's criminal justice system.

In March 2019, we presented a full report titled "Proposals for the Honduran Justice System in the Treatment and Management of High Social Impact and Corruption Cases" in Tegucigalpa (Honduras).

The study explores the practical operation of the country's criminal justice system, highlighting the treatment of high social impact cases and those involving corruption. It addresses aspects such as

justice system transparency, institutions' organizational models and work processes, the use of oral procedures and the hearing system, defendants' rights, victims' rights, and institutional independence.

It offers five recommendations in different areas for the Honduran justice system and its operators:

Recommendations for Honduran government institutions.

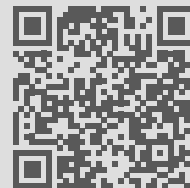
Recommendations for criminal justice system institution management systems.

Recommendations regarding respect for victims in the criminal justice system.

Recommendations for the regulation of criminal proceedings and litigants' participation in hearings.

Recommendations regarding respect for the rights of defendants in terms of the right to defense, information and the use of non-custodial measures.

Download the executive summary at:



A New Criminal Justice System for Uruguay

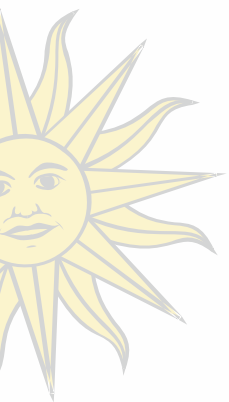
Uruguay's new criminal justice system entered into force in November 2017. While JSCA was not involved with the original design of this reform, it had the

privilege of contributing to the latest legislative effort, which was meant to better define a criminal procedure model and implement a complete training plan

that would allow officials, operators and institutions to ensure its correct operation.

A total of 400 people were trained through the Technical Cooperation Agreement that JSCA signed with Uruguay's Ministry of the Interior in February of that year.

Six training cycles were developed on litigation strategies and skills for an oral adversarial system.



Evaluation of the Impact of the New Management Model of Guatemala's Public Prosecution Service

In 2014, JSCA published the report "Evaluation of the Impact of the New Management Model of Guatemala's Public Prosecution Service" with funding from the Open Society Justice Initiative. It addressed the organizational changes implemented during the term of Prosecutor General Claudia Paz y Paz.

To that end, the research team visited the public prosecution services in Guatemala

City, Chiquimula, Chimaltenango, Mixco and Villanueva and met with key stakeholders from the Guatemalan judicial system and members of the public prosecution service.

The report describes the Guatemalan public prosecution service, mentioning key milestones in its recent history and the main characteristics of the institution's classic organizational model.

It also offers an analysis of the Prosecution Management Model following the passage of the public prosecution service's 2011-2014 Strategic Plan. Finally, Germán Garavano offers an assessment of the impact based on four variables using the institution's operations data.

His conclusions include the success of the management model that has been implemented, including an increase in the number of cases filed (from 216,111 in 2008 to over 300,000 in 2013); exponential growth in the number of alternative outcomes (from 5,800 in 2008 to 27,950 in 2013); and an increase in the number of convictions secured (from 3,280 in 2009 to 7,122 in 2013).

The report describes the correct operation of the Ongoing Attention, Early Decision, Investigation and Litigation Units.

JSCA distributed 1,520 copies of the report in Chile, Guatemala, Bolivia, El Salvador and Panama.



Haiti: Technical Support for Strengthening the Judicial System

In 2013, the OAS charged JSCA with developing a consultancy on and providing technical support to strengthen the Haitian judicial system, which had been impacted by various political, social, humanitarian, health and economic circumstances over the past decade.

In 2017, following several exploratory visits to Port-au-Prince to monitor the work of the judiciary, especially in the area

of criminal law, JSCA began to provide support to the country in collaboration with the U.S. organization Chemonics (www.chemonics.com) over a five-year period.

The agreement with Chemonics was part of a larger cooperation initiative for the Caribbean country that is being executed by USAID. The Haiti Justice Sector Strengthening Program (JSSP) supports

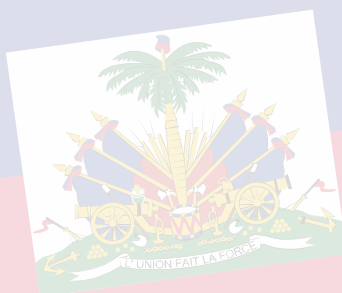
the professionalization, independence and efficiency of the Haitian justice sector in order to expand access to quality justice.

Our actions also were designed to achieve:

Improvements to the legal framework; strengthening of the judiciary as an independent, credible and effective authority; the improvement of access to justice and protection of rights; and the strengthening of civil society groups.

JSCA supported actions aimed at improving the criminal justice system during the first year of the project, specifically the criminal justice system reform led by the Presidential Commission for Justice Reform.

It also supported the Superior Judiciary Council (CSPJ) in areas of probity for the judiciary through systems for evaluating judges.



TRAINING

JSCA also has a Training Area. Our programs align with our mission and strategic objectives. The current Training Area Director is Leonel González Postigo.

Over the past eight years, the Training Area's activities have informed the region's justice reform processes based on each country's reality and discussions.

It has also addressed specific problems and needs of justice systems based on empirical information and instruments generated in the context of JSCA's work cycle through research and projects.

Regular training:

Training Program for Argentina's Criminal Procedure Reform

JSCA, INECIP and the Ministry of Justice and Human Rights organized the first edition of the Training Program for Argentina's Criminal Procedure Reform in 2012.

The purpose of the program was to train and facilitate the participation of all professionals involved in

federal reform processes in Argentina. It was divided into two in-person phases and a virtual phase.

The Training Program for Argentina's Criminal Procedure Reform ran through 2018.



Between 2014 and 2018, 250 members of judiciaries, prosecution services, defense services, ministries of justice and other entities participated in the program.

INECIP 30 AÑOS
INSTITUTO DE ESTUDIOS COMPARADOS EN CIENCIAS PENALES Y SOCIALES

Latin American Training Program for Judges

In the process of moving towards a system of oral hearings, judges have had to acquire “pedagogical” functions, especially in the management of hearings, which are carefully observed by litigants who expect them to meet a “higher standard” in order to obtain uniform criteria for addressing the situations presented.

In that sense, we have conducted training programs for Latin American judges since 2015 to increase their capacities and develop the skills they need to identify opposing positions during the proceedings. They also are trained to evaluate the information presented as part of their decision-making process.

The program, which lasts for 34 hours (5 days), combines practical mock hearings and theoretical classes that address Latin American procedure law and its reforms from a comparative perspective focused on the experience of experienced international / instructors who have participated in Latin American judicial reform processes over the past 20 years.

This program has been offered five times to date, and the sixth version is scheduled to be held in November of 2021.



A total of 249 judges from 15 Latin American countries were trained between 2015 and 2020.



Central American Certificate Program on Criminal Procedure Reform (DCA)

The DCA was created in 2015 as a result of a cooperation agreement between JSCA, Universidad de San Carlos de Guatemala (USAC), the Institute for Comparative Studies in the Criminal Sciences of Guatemala (ICCPG) and Universidad de Costa Rica (UCR), which joined the effort in 2016.

Its main purpose was to present knowledge and skills that would allow participants to solve specific problems in the implementation and operation of criminal justice reforms in Central America, the Caribbean and Mexico.

The certificate program ran for 40 weeks and was divided into two in-person phases and an intermediate distance learning phase. It was designed for attorneys who provided services

in criminal justice system institutions in the aforementioned countries and for academics interested in this area.

Between 2015 and 2017, 88 judicial professionals from Guatemala, Mexico, Peru, Argentina, Costa Rica, Nicaragua and the Dominican Republic enrolled in the certificate program.



Inter-American Training Program on Civil Justice Reform in Latin America (PIC)

Since Uruguay's General Procedure Code was passed in 1989 and thanks to the influence of the Model Civil Procedure Code for Ibero-America, several countries have joined the discussion and made changes to their civil justice systems.

As a result, several topics came up around how new reformed civil procedures systems should be designed, what their characteristics should be and how to adjust the

objectives of judicial institutions to meet citizen demands.

This became a key element of the regional project "Improving Access to Civil Justice in Latin America" financed by Global Affairs Canada (GAC) beginning in 2016.

The general objective of the PIC has been to convey knowledge on the fundamental pillars of civil justice reforms in the countries of the region and to develop the basic skills required to work in this new context.

The first version of the PIC lasted for four months and involved 75 in-person and 36 virtual classroom hours. It was divided into two in-person phases and a virtual phase. The goal of the first phase of this program was to provide theoretical tools that allow participants to understand the need for civil justice reforms and the key role that they can play in their respective countries. Twenty-five judges, officials and law professors participated in the program.

The intermediate phase, which consisted of seven modules, focused on expanding the contents addressed during the first phase. Each of the models has animated contents, discussion and reflection fora and assessments that allow participants to

show what they have learned.

The third phase is focused on developing skills and abilities through learning by doing, mainly through mock exercises.

Thanks to the support of the Canadian cooperation project, we have trained over 180 attorneys, judges and academics from the region, most of them (56%) women, through the Inter-American Training Program for Civil Justice Reform.

This program also has led to activities designed to replicate the knowledge that the participants acquired in their local contexts. Over the life of this

project, we have held over 150 replicas which were attended by over 70,000 people from every country in the region. This has allowed the information covered in the Inter-American Training Program to be presented to and discussed by an exponentially larger number of people.

Furthermore, we have developed 30 specialized training activities that were attended by over 800 people from every country in the region.

All participants provided positive feedback on this activity, its methodology, the instructors and the content.

JSCA has held the PIC five times. The most recent version was held virtually due to the pandemic.

105 people were trained between 2017 and 2019, the great majority of them women.

25 people participated in the fifth edition of the program, 36% of whom were women.

96% of participants are from the project's priority countries.



Global Affairs
Canada

Affaires mondiales
Canada

Certificate Program on Oral Criminal Litigation (DLOP)

Over the past 25 years, the region's criminal justice systems have experienced various changes, particularly due to the implementation of adversarial procedure systems. These include creating a system for hearings as a space of work for producing information among the parties in the presence of a judge. Replacing written and secret case files with oral, public hearings.

The need to develop and learn skills linked to the oral model, such as litigation techniques, led JSCA, Universidad Alberto Hurtado (UAH) and the Washington College of Law at American University to create the Certificate Program on Oral Criminal Litigation (DLOP) in 2016.

Its main objective is to create an academic and training space for sharing and fostering the exchange

of experiences around the hearings involved in an oral and public adversarial system and to develop and learn skills that allow them to work in an oral model.

JSCA has held the DLOP six times.



206 people were trained through this program between 2016 and 2020.

Support for Argentina's Criminal Justice Reform and Strengthening of the Transition to the Adversarial System

This initiative was launched on April 20, 2018. Its original goal was to support Argentina's transition to an adversarial federal criminal justice system in the Salta and Jujuy Provinces. The initiative was later expanded to include Santa Fe, Mendoza, Chaco, La Rioja, Córdoba and Buenos Aires.

JSCA developed the project with funding from the INL, the US State Department's Bureau of International Narcotics and Law Enforcement Affairs.

The first phase of the project ended in April 2021 and included technical tools and the development of skills oriented towards strengthening justice operators' abilities in the areas of strategic litigation and the investigation of complex federal crimes under Argentina's new Federal Criminal Procedure Code (CPPF).

As of the writing of this report, the second phase of the project is ongoing.

The main achievements of the first phase of the project include:

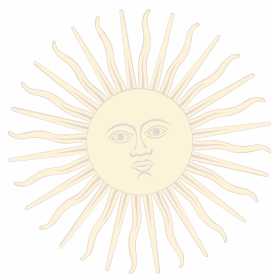
604 federal and provincial justice operators attended the training to strengthen their capacity to investigate, litigate and try federal cases.

Criminal justice professionals received tools and skills that they can use to build and successfully manage criminal cases and oral trials.

Prosecutors, public defenders, judges and security forces were taught about basic and more advanced aspects of the investigation and litigation of complex crimes in Argentina's new adversarial justice system.

Prosecutors and police officers received special training on the importance to collaborate on the investigation of complex crimes in the context of Argentina's new justice system.

Judges were taught about the importance of their role in the various types of hearings, listening skills for presentations and assessing the facts, the ability to analyze evidence, and to apply the relevant laws.



Virtual Courses

The main objective of JSCA virtual courses is to offer innovative, ground-breaking content in the area of justice based on participants' availability and schedules.

Virtual courses have allowed interested parties to submit assessments and extra activities through the platform www.cejacampus.org

The courses address topics such as judicial case management, gender, collective processes, pretrial detention, and trial by jury.

Our virtual courses have been designed for individuals interested in justice topics, particularly attorneys, judges, prosecutors and public defenders. They last for 6 weeks and are usually offered twice a year.



Six virtual courses were held in 2014, two on civil law and four on criminal law. They are: "Civil Justice Reform in Latin America," "Introduction to Issues of Gender in Criminal Justice in Latin America," "Challenges to the Public Prosecutor's Office in Latin America," "Pretrial Detention in Latin America", "Drug Treatment Courts" and "Pretrial Services."

99 professionals from the region participated in our virtual courses in 2014.

We trained another 263 people between 2015 and 2019.

In 2019, we added a virtual course on "Gender and Justice in Latin America" to our offerings (previously titled "Introduction to Issues of Gender in Criminal Justice in Latin America").

During the first half of 2020, we offered three versions of our virtual courses.

Paid Courses (May 4-July 24): "Gender and Justice in Latin America and Collective Processes" (completed by 31 people from Argentina, Guatemala, Peru, Mexico, El Salvador, Honduras, Uruguay, Chile and Panama).

We implemented a special initiative called #StayAtHome between April 6 and June 30 in order to support the region's public health measures in the context of the pandemic.

We offered six courses and trained a total of 248 people from various parts of the region through this initiative.

We made four of our virtual courses available for free ("Drug Treatment Courts," "Pretrial Services," "Challenges Faced by the Public Prosecutor's Office", and "Pretrial Detention in Latin America").

We offered the following courses during the second half of 2020:

1. Expert Evidence in Oral Civil Proceedings
2. Judicial Management and Case Management in Civil Justice
3. Trial by Jury
4. Civil Justice Reform
5. Collective Processes
6. Gender and Justice in Latin America

We offered the following courses during the first half of 2021: “Civil Justice Reform,” “Collective Processes” and “Gender and Justice in Latin America.”

We offered the following courses during the second half of 2021: “Expert Evidence in Oral Civil Proceedings,” “Judicial Management and Case Management in Civil Justice” and “Trial by Jury.”

Special Training Activities

2014

Presentation of the results of JSCA research on pretrial detention and the right to a defense and a lecture on reviewing laws for compliance and the application of this approach by judges in Latin American countries

Date and location of the training activity: August 20 and 21 at the Supreme Court of El Salvador

Funding source(s): US Department of State
Impact: 100 individuals participated in the activity.

2015

Mexican Network for Updating Criminal Procedure Reform

Date and location of the training activity: November 16, 2015 through May 2, 2016. This activity was executed using e-learning.

Funding source(s): JSCA
Impact: 79 people participated in the activity.

2016

Training Program on Hearing Management and Judicial Resolution for Judges organized by JSCA in collaboration with the Criminal Procedure Justice Institute (AC-IJPP)

Date and location of the training activity: September 19-23, Mexico City.

Funding source(s): IJPP through a MacArthur Foundation cooperation project.
Impact: 13 students.

2017

Training Workshop for the Chilean Prosecution Service

Date and location of the training activity: December 11 and 12, Santiago, Chile

Funding source(s): Chilean Prosecution Service

Impact: 30 professionals from the prosecution service training unit participated in the workshop.

2018

International Seminar: “Overview of Judicial Reform in Latin America”

Date and time of the training activity: November 14-16, Panama

Funding source(s): Global Affairs Canada (GAC)

Impact: The Center organized a competition and over 40 people from 13 countries in the region submitted papers on evidence in oral systems. Eight papers were presented for presentation at the seminar.

2019

Technical Assistance for Criminal Procedure Reform in Brazil

Date and time of the training activity: Brazil
Impact: Brazil became one of JSCA’s priority countries in 2014. The Center developed a strategy that was divided into three areas of action. Over 300 professionals participated in the training activities.

2020

Oral Civil Hearing Management Course

Date and location of the training activity: October 26-30, Puebla, Mexico

Impact: Judges were trained on oral civil hearing management.

2021

Program on Administrative Requirements for the Use of Oral Procedures in the Northern Triangle

Date and location of the training activity: February 22-26, Guatemala, El Salvador and Honduras

Funding source(s): INL
Impact: This training activity was offered to judicial branch clerks from Guatemala, El Salvador and Honduras.



COMMUNICATION AND DISSEMINATION

At JSCA, we have worked steadily to position our institutional brand based on the systematic evolution of our efforts to achieve our mission.

Our Communications and Public Relations Area engaged in a strategic decision-making process that has strengthened our digital presence, SEO and SEM work, and efforts to boost our visibility on social media.

We began this process in 2014 when we updated our website and changed our hosting service. We also developed a presence on new social media, such as LinkedIn.

In 2015, we introduced a responsive website, which means that it can be adapted to various types of devices. We also updated our Virtual Library platform.

One year later, in 2016, we had a new website and moved the Virtual Library to a new platform. We then created the English version of the JSCA website, configured some of our social media platforms and joined Instagram. We also increased our presence in regional and global offline media.

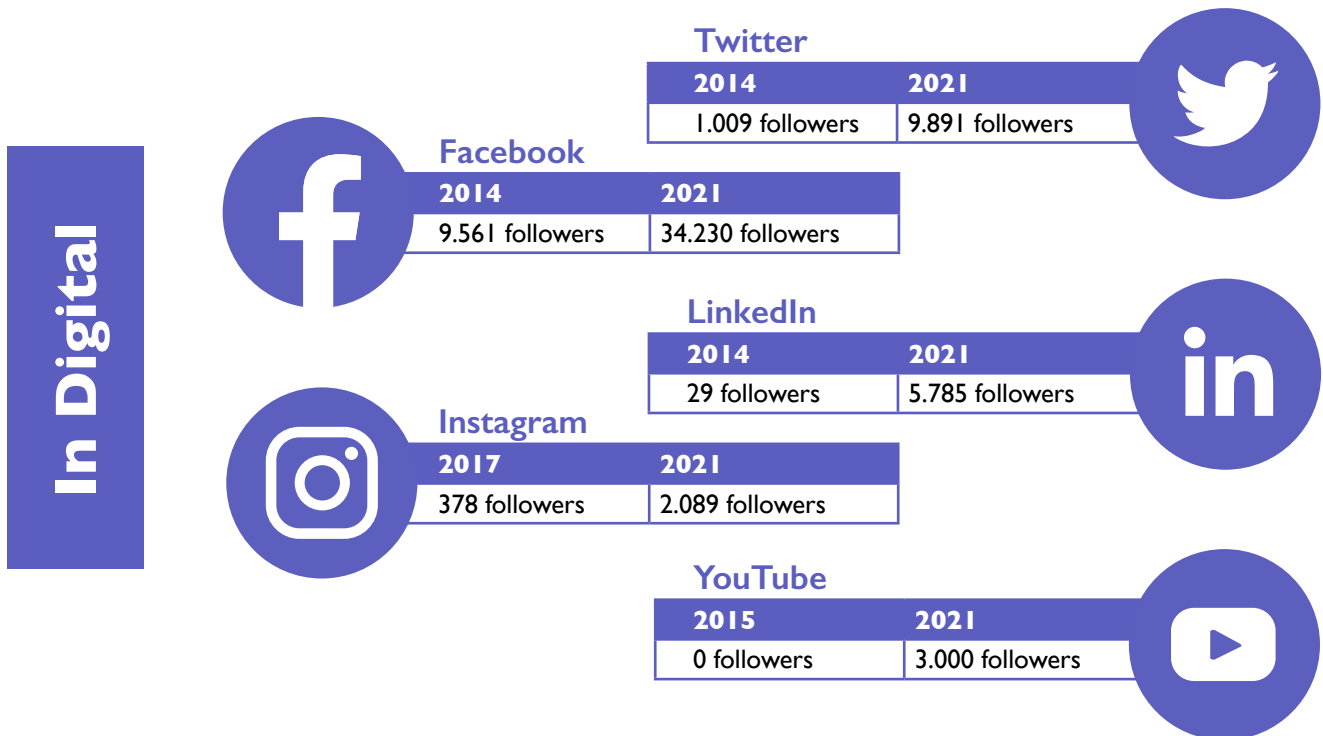
In honor of the institution's 20th anniversary, we updated our corporate image in 2019. This included our logo and website, which has a cleaner, more user-friendly design.

Despite the pandemic and global crisis, in 2020 we continued to increase our digital presence and strengthened ties with JSCA's community on each of its social media platforms.

In 2021, we redesigned our communications strategy, establishing five key goals aligned with content areas (Research and Projects, Training and News), the editorial line and KPIs.

In that context, we designed a brand manual and brief verbal identity manual and strengthened our social media presence in terms of both graphics and content as well as our offline presence, especially in print and radio media.

We also bolstered our email campaigns. We have created an internal newsletter called JSCA Today and continue to position Judicial Systems Journal.



Overview of Media Presence



Ministerio de Justicia en Uruguay
¿Tiene sentido?
Entrevista con Jaime Arellano y Andrés Ojeda



Jaime Arellano en entrevista
Programa Oralidad en los
Procesos Civiles del Perú



En Chile sólo 12% de los problemas
relacionados con el derecho a la salud logran
ingresar al sistema judicial



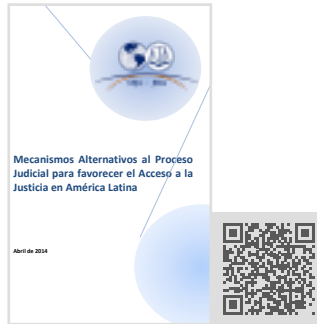
El derecho comercial y derecho de
la empresa entre los posgrados con
más demanda en el país (Colombia)

Publications

Another aspect that has characterized our work over the past few years is the dissemination of our research, which has been focused on offering a unique view on the various processes linked to justice in the region.

Over the past eight years, JSCA has produced 75 publications.

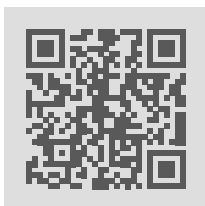
Año 2014



Año 2015

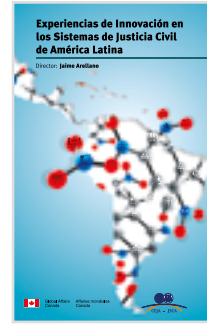
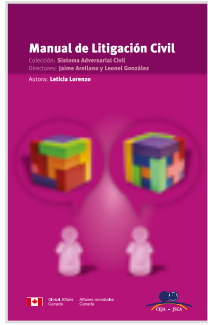
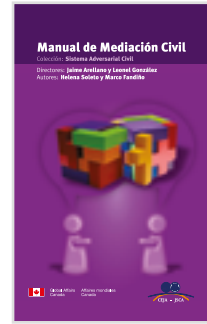
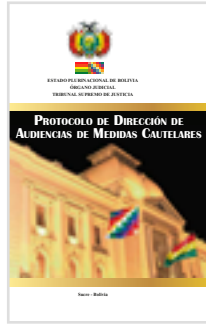
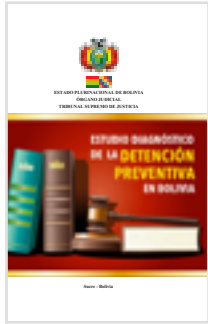
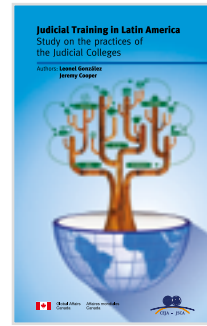


Año 2016

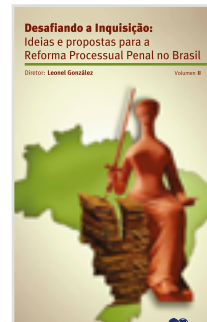
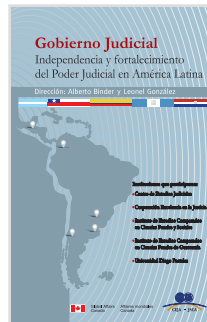
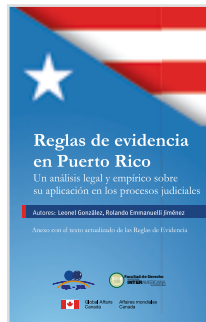
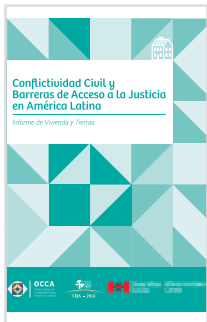
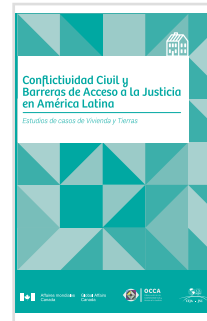
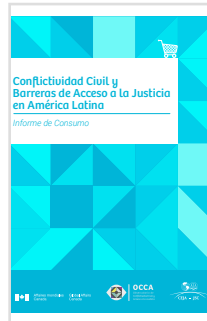
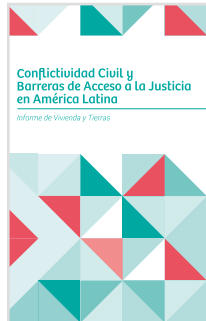
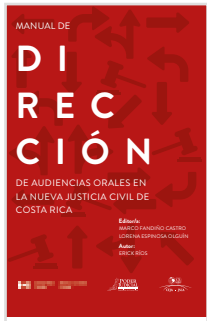
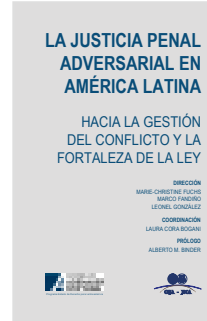
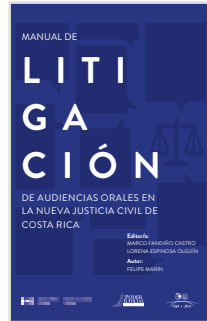
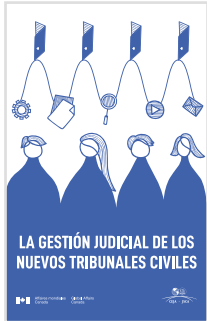
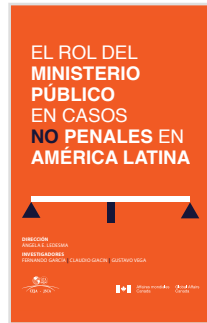
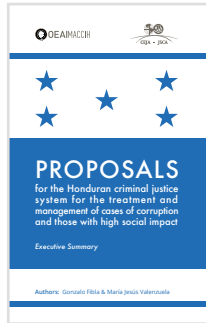
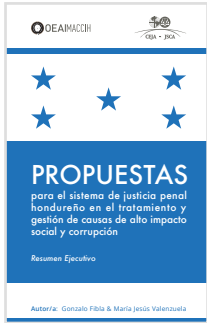


Download free!
In our Virtual Library

Año 2017



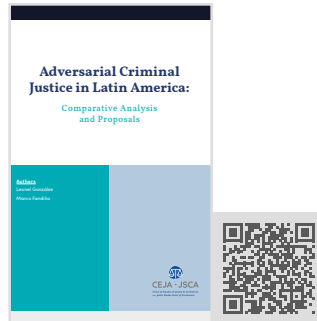
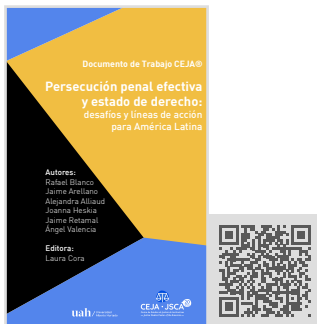
Año 2018



Año 2019



Año 2020



Año 2021



Judicial Systems Journal

The first issue of Judicial Systems Journal was published in 2001 in collaboration with INECIP. The publication's main objective is to disseminate information on the state and operation of justice administration systems in the region from a comprehensive and systemic perspective.

Each issue focuses on a topic of interest for our field. JSCA has designed, developed and distributed the journal since 2014. We offer a brief review of some of our key publications below.

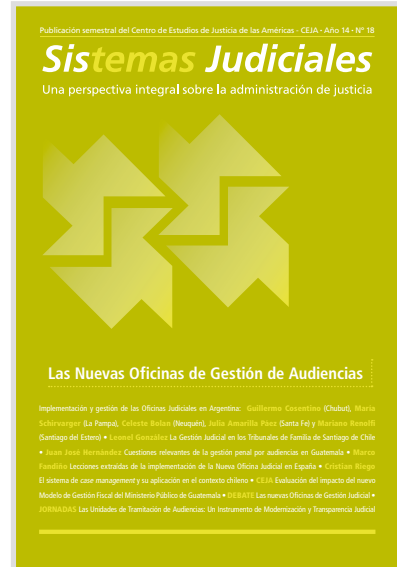
Issue 18:

2014

Key topic

In this issue, we highlight the design of work processes for Hearing Management Offices and the planning of the implementation of the judicial office (Neuquén reform) and the context that is leading us towards a new perspective on the cultural change in the registration of judicial processes and the rules of the adversarial procedure system. We also focus on the situation of the family courts in Santiago de Chile.

We also present the cases of Guatemala and La Pampa (Argentina) and highlight the importance of the case management system and its application in the Chilean context.



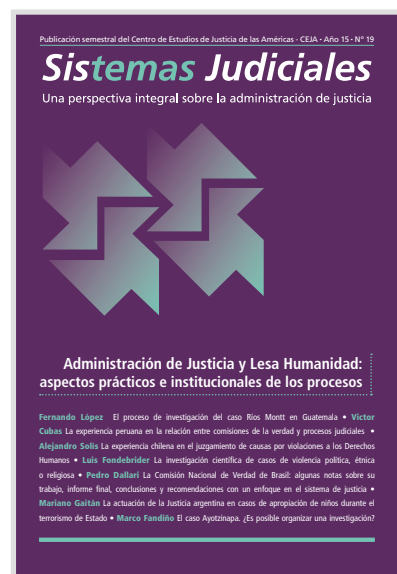
Issue 19:

2015

Key topic

In this edition, we focus on the investigation of the case of José Efraín Ríos Montt, a Guatemalan dictator from the 20th century, and other international cases. We also present the trial of human rights violations cases in Chile.

The issue also includes an analysis of the role of the prosecution service in response to serious cases that have transnational implications and a report from the Truth and Justice Program.



Issue 20:

2016

Key topic

In this issue we highlight small claims proceedings and mediation in community justice in Santa Fe, Argentina. We also examine the use of restorative justice in Mexico's national laws.



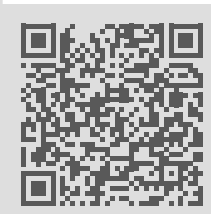
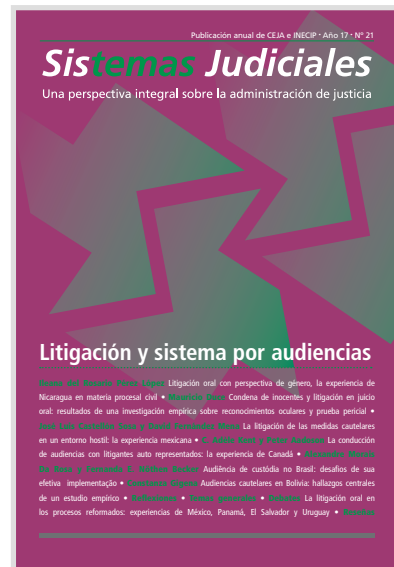
Issue 21:

2017

Key topic

The main topics addressed in this issue are oral litigation with a gender perspective in Nicaragua's civil proceedings, two empirical research projects in the region with different topics, and a case from Canada.

We also consider the Mexican case from the perspective of criminal justice reform. The country moved from an inquisitorial system to an adversarial one with full implementation of the presumption of innocence and limitations on the use of pretrial detention.



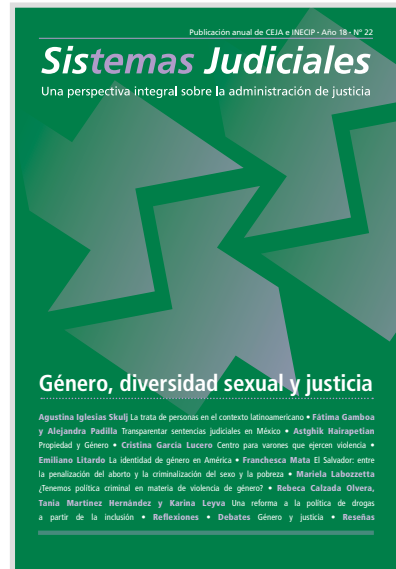
Issue 22:

2018

Key topic

The focus of this issue is protection of women's rights. We offer a brief study on gender violence with a proposal for a management model and analyze various cases from Mexico, Brazil and Argentina.

We also study gender identity laws in place in the region and highlight three models. The issue also includes an article on sexual diversity in the context of Mexico's policy reform proposals in this area.



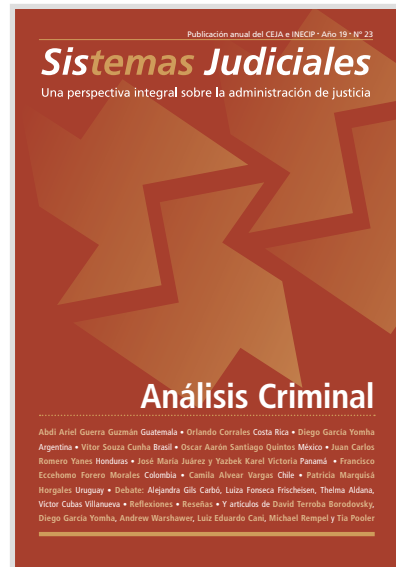
Issue 23:

2019

Key topic

This issue offers analyses of criminal justice experiences from Guatemala, Costa Rica, Argentina, Brazil, Mexico, Honduras, Panama and Colombia.

In Chile, we examine the criminal analysis system and investigative focus points. Finally, we consider the illegal vehicle market in Montevideo, Uruguay from 2013 to 2015.



ADMINISTRATION AND FINANCE

JSCA's Administration and Finance Area is managed by Auditor and Consultant María José Lazo. Its purpose is to correctly execute the institution's budget in accordance with the guidelines set by the Board of Directors and through the

work of its team. This area receives direct support from the Executive Leadership, Research and Projects Area, Training Area and Communications and Public Relations Area.

This area contributed to a series of projects in various countries in the region between 2014 and 2021. These include:



Project financed by **GIZ** (Deutsche Gesellschaft Für Internationale Zusammenarbeit) project signed in 2016 (Germany).



Global Affairs
Canada

Affaires mondiales
Canada

Project financed by the Department of Foreign Affairs, Trade and Development (DFATD), at present **GAC** Global Affairs Canada, signed in 2015.



Project financed by **INL** (International Narcotics and Law Enforcement Affairs) project signed in 2018.



Project financed by **USAID** through Chemonics (Chemonics International Inc) project signed in 2017.

Agreements

During this period, we also signed various agreements with renowned public and private institutions, universities and research centers. These include American University Washington College of Law, Pontificia Universidad Católica de Chile Law School, Universidad Autónoma de Madrid (Spain), the La Rioja (Argentina) public defender's office, Peru's Ministry of Justice and Human Rights, and the Costa Rican Judiciary.

JSCA is currently developing agreements with Chile's public defense service to support the country's constitutional reform process, Brazil's National Justice Council in Brasilia, and Mexico's Federal Judicial Training School, among other entities.

JSCA signed 85 cooperation and technical assistance agreements between 2014 and 2021 in an effort to modernize the justice systems of the countries of the Americas.



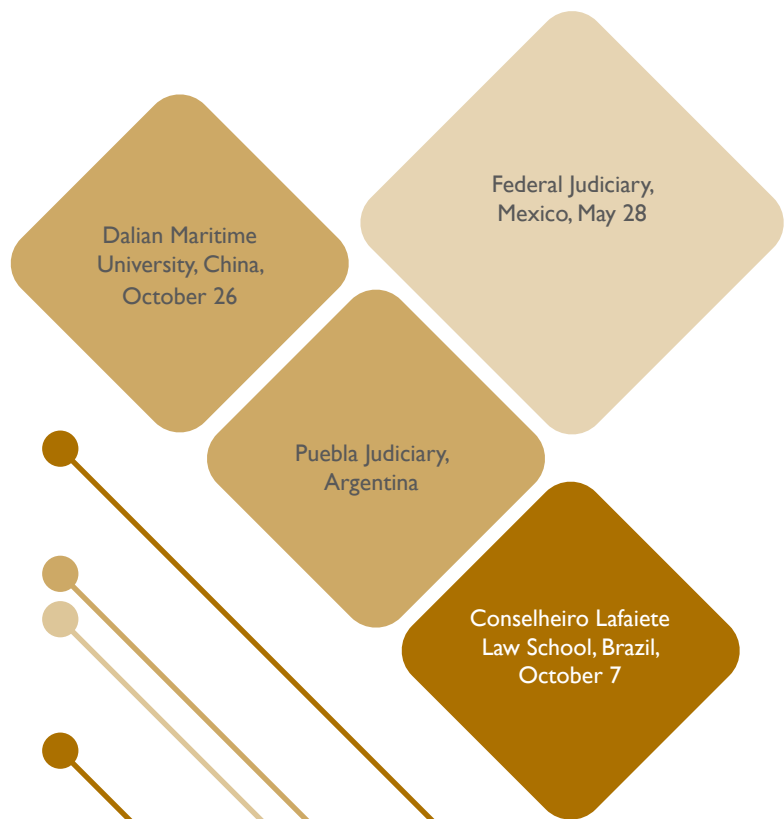










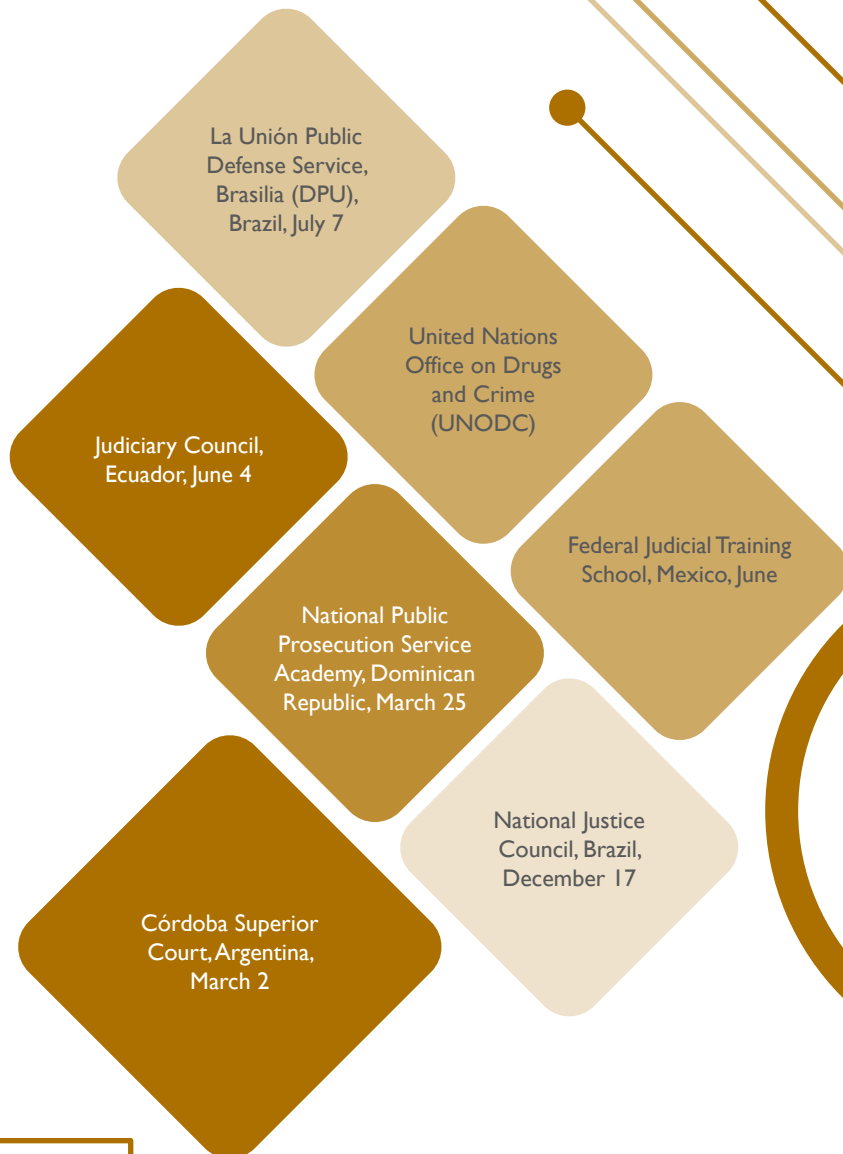


Dalian Maritime University, China, October 26

Federal Judiciary, Mexico, May 28

Puebla Judiciary, Argentina

Conselheiro Lafaiete Law School, Brazil, October 7



La Unión Public Defense Service, Brasilia (DPU), Brazil, July 7

United Nations Office on Drugs and Crime (UNODC)

Judiciary Council, Ecuador, June 4

Federal Judicial Training School, Mexico, June

National Public Prosecution Service Academy, Dominican Republic, March 25

National Justice Council, Brazil, December 17

Córdoba Superior Court, Argentina, March 2



Consultancies

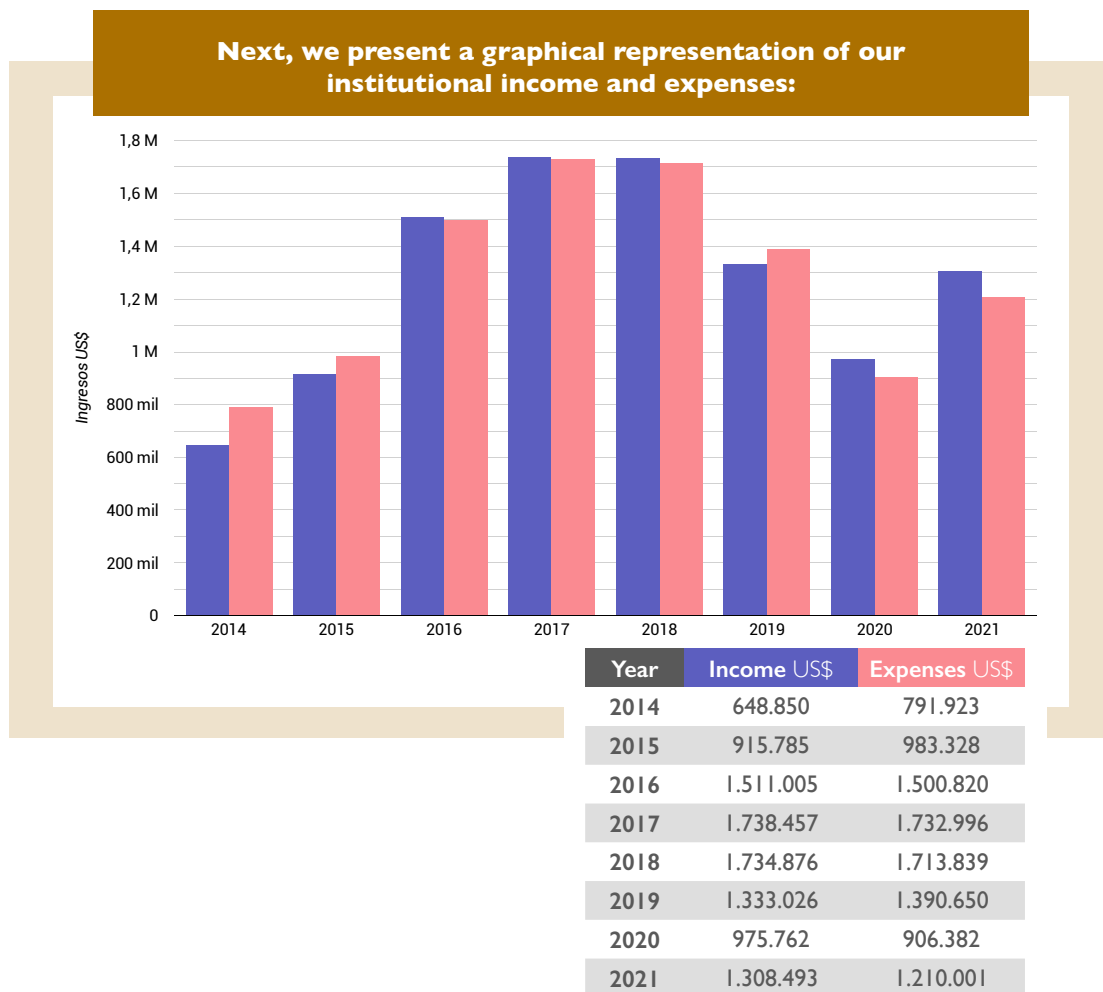
Under the leadership of Jaime Arellano, we reconnected with various countries in the region in order to provide technical support for efforts to modernize their judicial systems.

We have conducted consultancies for the Inter-American Development Bank, Universidad Lus Semper, the Haitian government, the Organization of American States (OAS) and the German Cooperation Agency (GIZ) as well as other organizations.

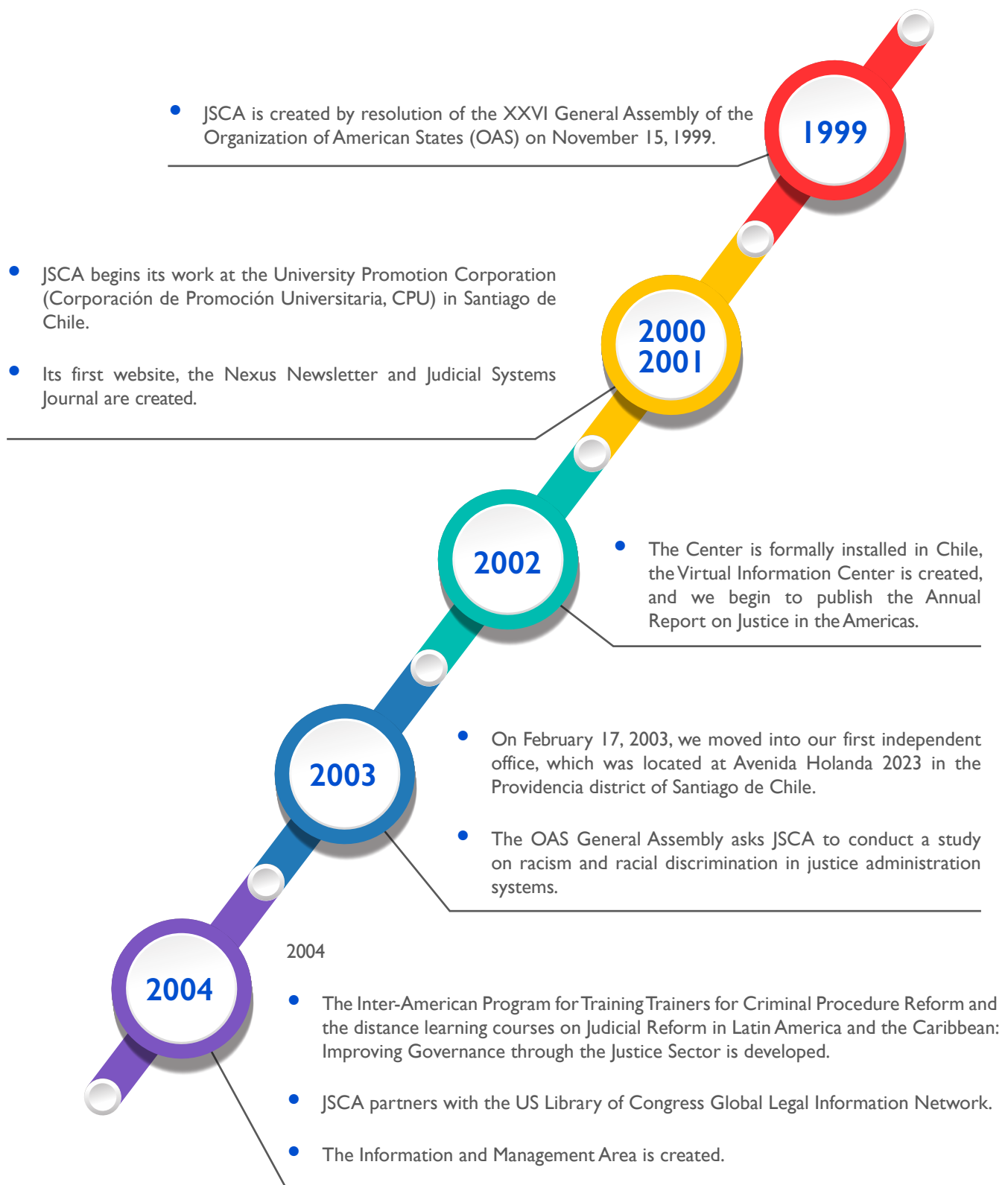
Financial Results for 2014- 2021

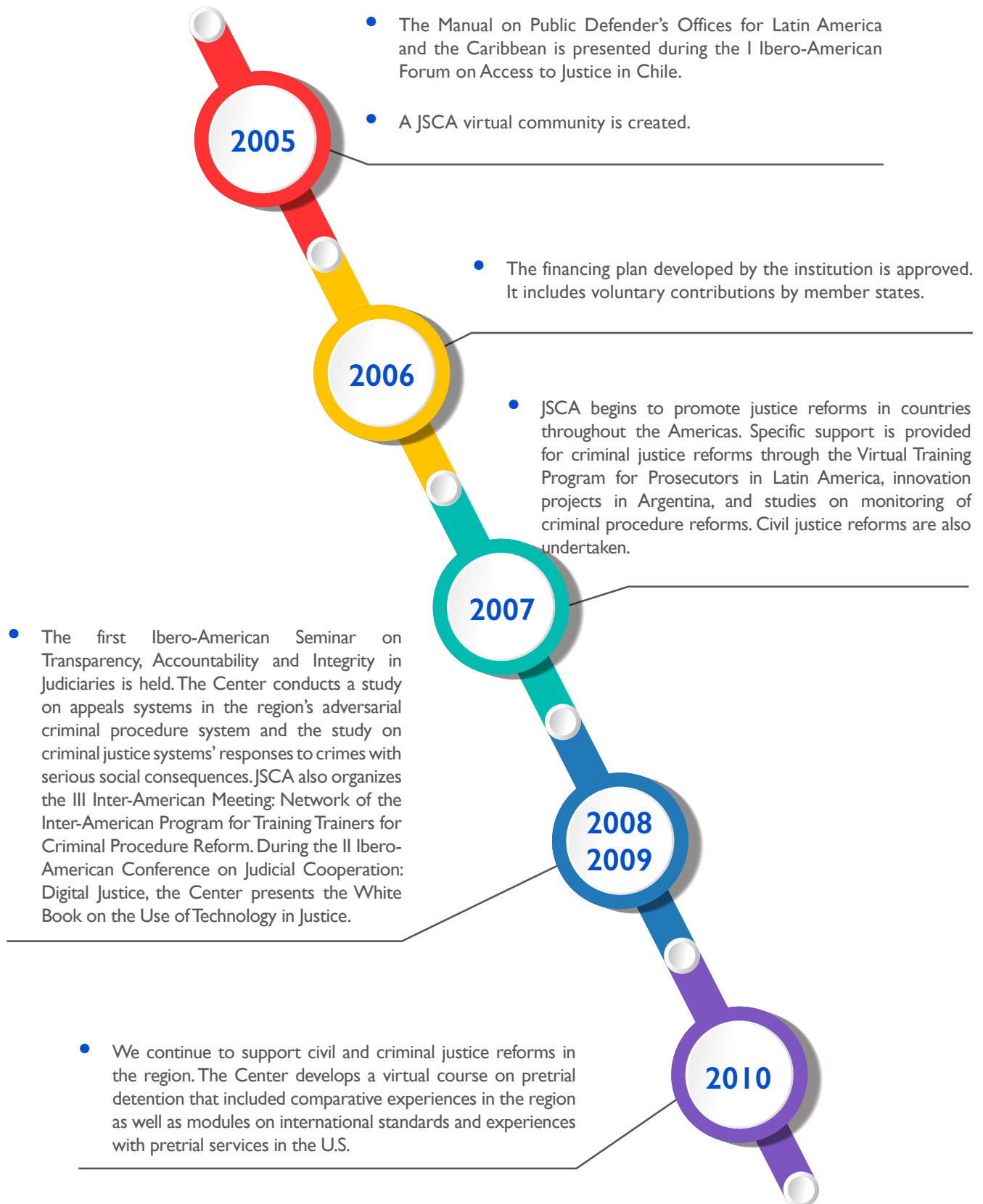
The 2014-2021 financial reports have been audited by external companies selected through a bidding process that is conducted every three years. These entities have conducted an exhaustive review of all JSCA transactions during each period and offered

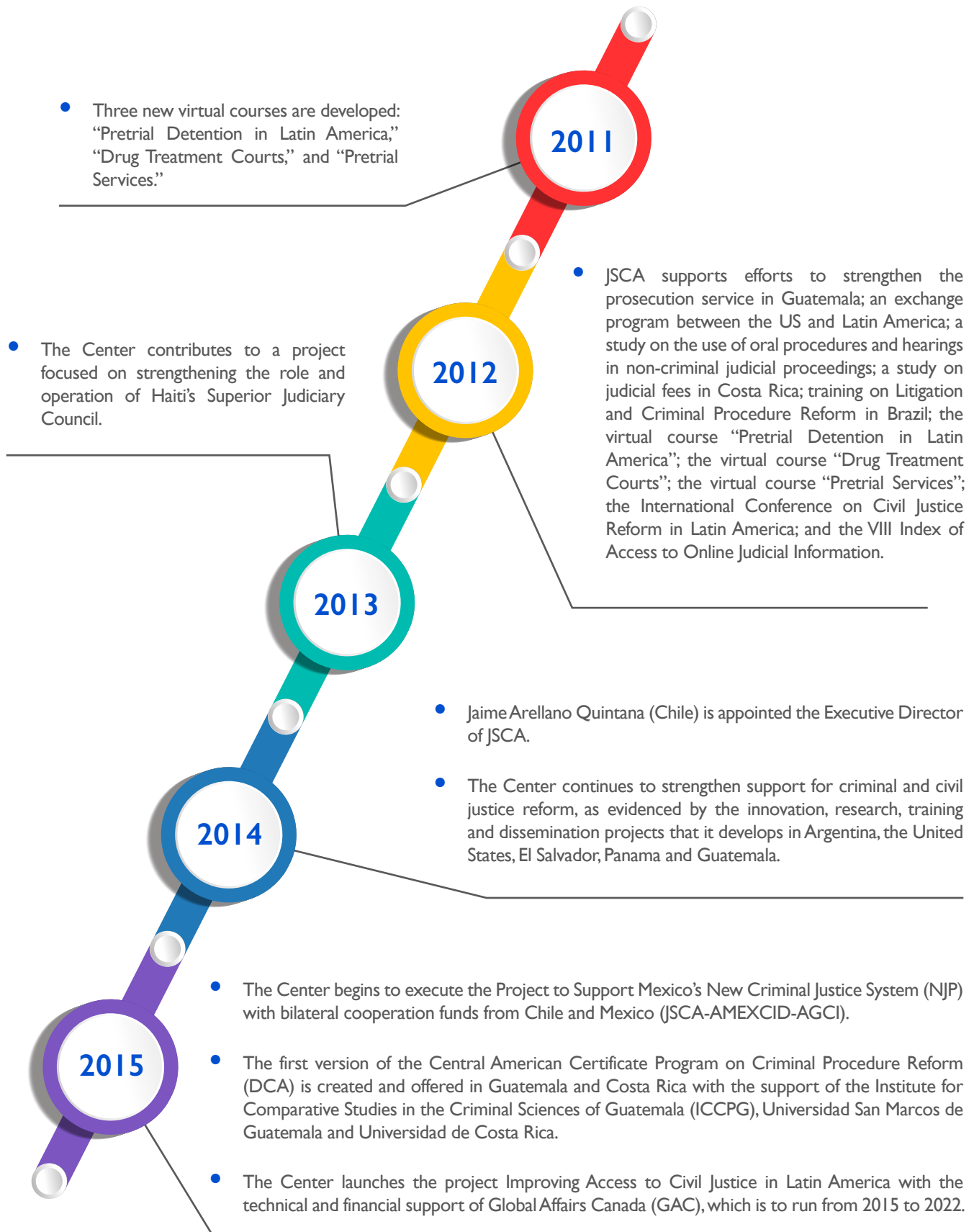
us their opinion and analyses. This allowed us to meet all aspects of the International Financial Reporting Standards.



Timeline JSCA 1999-2021







- The Center publishes the study “Evaluation of the Criminal Procedure Reform 10 Years After Its Nationwide Implementation” (Chile).
- The Center contributes to the Mission to Support the Fight against Corruption and Impunity in Honduras, MACCIH.
- JSCA becomes the General Secretariat of the Latin American Network of Public Prosecution Service Criminal Analysis Offices.
- The Center creates the first version of the Certificate Program in Oral Criminal Litigation (DLOP), which is offered in Washington, D.C. in collaboration with the American University Washington College of Law (AU-WCL).
- The first version of the Inter-American Training Program on Civil Justice Reform (PIC) is created.

2016

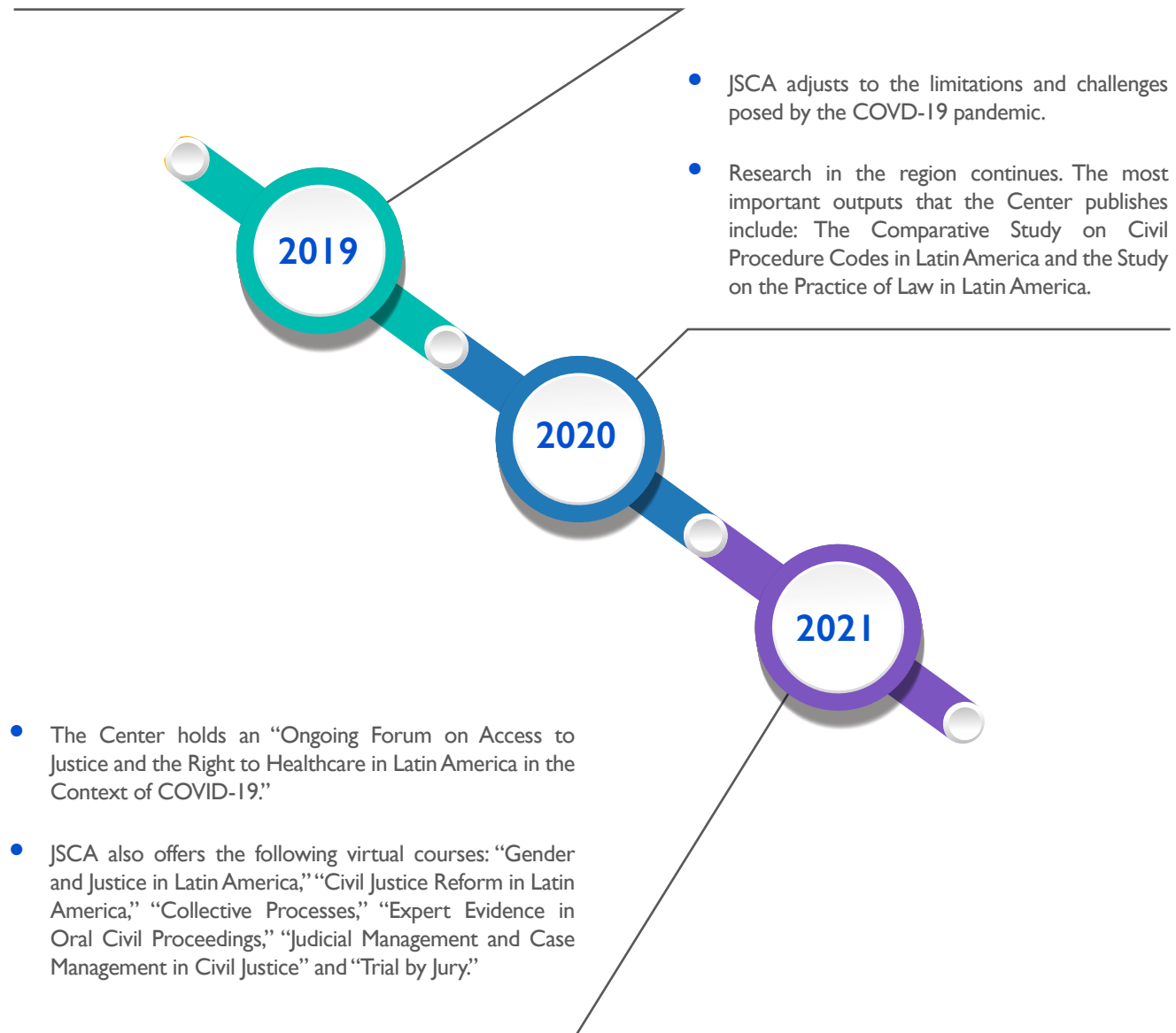
2017

2018

- Creation of the Observatory on Civil Conflict and Access to Justice (OCCA).
- Incorporation of the gender perspective in JSCA.

- Implementation of the JSCA gender equality policy and commitment to balanced presence of genders in hiring, the entity’s most cross-cutting and significant institutional innovation.
- Execution of the DIRAJus Project with the German Cooperation Agency.
- The Center launches “Technical Cooperation with the Peruvian Judiciary” to promote an oral and adversarial civil justice model with a pilot program in the Arequipa district.

- JSCA provides Technical Assistance for Criminal Procedure Reform in Brazil, the only country in the region that continues to have a mixed trial system.
- The Center launches its technical support for the Mexico City judiciary to introduce a pilot program on oral litigation in civil courts.
- The Technical Cooperation Program for the La Pampa Province Judiciary (Argentina) begins. It is designed to introduce an oral civil litigation pilot program.



History 1999-2021

1999

- The Justice Studies Center of the Americas was created on November 15, 1999 by resolution AG/RES I (XXVI-E/99) of the XXVI General Assembly of the Organization of American States (OAS), following the recommendation of the Meeting of Ministers of Justice or Other Ministers or Attorneys General of the Americas (REMJA) and in fulfillment of the agreement regarding the Plan of Action adopted by the Heads of State at the Second Summit of the Americas in April 1998.

1999

2000-2001

- JSCA began its work at the University Promotion Corporation (Corporación de Promoción Universitaria, CPU) in Santiago de Chile under the leadership of its first Executive Director, Juan Enrique Vargas Viancos (Chile).
- The organization's strategic lines were defined as: Mission, Relationships, Quality and Impact. The Center also established its first mutual collaboration and work agreements with various justice sector institutions, especially judiciaries and public prosecution services.
- The Argentine institutions ARGENJUS and INECIP became our first associate members.
- The first JSCA website, Nexus Newsletter and Judicial Systems Journal were created, the latter in collaboration with INECIP.
- We developed our first research activities on justice reforms in Latin America as well as training and technical assistance initiatives.

2000
2001

2002

- On September 8, 2002, the JSCA Headquarters Agreement was ratified by Chile's Congress, formally establishing the Center in that country.
- In Section III on Improving Justice Administration, REMJA IV approved the configuration of a registry of alternative dispute resolution centers.
- Eighteen agreements were signed that year.
- The Virtual Information Center was created, and we began to publish the Annual Report on Justice in the Americas.
- We joined the Ibero-American Network of Judicial Academies (RIAEJ) as a founding member and promoted the Network of Justice Civil Society Organizations of the Americas.
- We organized 18 events or courses, sponsored 6 more and co-financed 12 activities.
- We participated in Mexico's criminal justice reform process and a project designed to highlight the role of civil society organizations in judicial reforms in Argentina, Colombia, Chile and Peru.

2002

2003

- On February 17, 2003, we moved into our first independent office, which was located at Avenida Holanda 2023 in the Providencia district of Santiago de Chile.
- We increased our staff and expanded some areas of the organization.
- Meanwhile, the OAS General Assembly passed resolution AG/RES. 1930 (XXXIII-O/03) asking JSCA to conduct a study on racism and racial discrimination in justice administration systems.
- We conducted research, training and various other activities in 25 countries in the region. (We organized 22 events and co-financed 12 of them.)
- New organizations joined the Network of Justice Civil Society Organization of the Americas (32).

2003

2004

- At the request of the OAS General Assembly -AG/RES. 1930 (XXXIII-O/03), we conducted the study “Justice Administration and Racial Discrimination against Afro-Descendants.” Its conclusions pointed to a serious problem of invisibility of practices of racism and intolerance that affected the Afro-descendant population. Our results suggested that there was a need to adopt internal measures designed to “prevent and eventually eliminate racism and intolerance against this population.”
- We held the Inter-American Program for Training Trainers for Criminal Procedure Reform and the following distance learning courses: Judicial reform in Latin America and the Caribbean: Improving governance through the justice sector.
- We created a partnership with the US Library of Congress Global Legal Information Network.
- We launched an online catalogue of publications that included all of the print publications in the JSCA Library.
- The Information and Management Area was created.

2004

2005

- The Manual on Public Defender’s Offices for Latin America and the Caribbean was presented during the Ibero-American Forum on Access to Justice, which was held in Chile.
- A JSCA virtual community was created.

2006

- The Center’s Financing Plan was approved. It included voluntary contributions by member states in order to cover the basic operating costs of JSCA and its Virtual Information Center (VIC).

2005
2006

2007

- The Center promoted justice reforms throughout the Americas. JSCA offered specific support for criminal justice reforms through training activities (Virtual Training Program for Prosecutors), innovation projects (Argentina) and research (monitoring criminal procedure reforms). We also undertook efforts to support civil justice reforms, including studies on civil justice in the Americas and the book *New Civil Justice for Latin America: Contributions for Reform*. We also contributed to efforts to strengthen information and management systems in justice administration.
- JSCA set a series of key goals that year that it addressed through training workshops (meetings for public defenders), seminars (UNDP Work Meeting, OAS Permanent Council), certificate programs, the Virtual Information Center and the JSCA Virtual Library, as well as periodic and other publications.

2007

2008

- Cristián Riego Ramírez (Chile) became JSCA's next Executive Director.
- JSCA held three inter-American seminars and published various studies on judicial reform in the region. One of these studies, "Support for Haiti's Judicial System," which was funded by the United Nations Development Program (UNDP), allowed a Haitian delegation to travel to Chile to observe the operation of the adversarial criminal justice system.
- Eight inter-institutional cooperation agreements were signed that year.
- JSCA also continued to support criminal justice reforms through innovation projects, research and training activities such as the I International Seminar on Smart Strategies for Crime Reduction: "Criminal Analysis and Smart Prosecution."
- We also conducted studies on civil justice reforms, focusing on topics such as debt recovery and sentence execution procedures in Europe.
- In the context of the II Ibero-American Conference on Judicial Cooperation: Digital Justice, the Center presented the White Book on the Use of Technology in Justice.

2008

2009

- JSCA continued to support criminal and civil justice reforms in the region. The Center conducted seminars, studies, innovation projects and training activities. The highlights from that year include:
 - The First Ibero-American Seminar on Transparency, Accountability and Integrity in Judicial Branches;
 - The Study on Appeals Systems in Adversarial Criminal Procedure Systems in the Americas;
 - The Study on Criminal Justice System Responses to Crimes with Significant Social Impact; and
 - The III Inter-American Meeting of the Network of the Inter-American Program for Training Trainers for Criminal Justice Reform.

2009

2010

- We continued to support civil and criminal justice reform in the region. The Center developed a virtual course on pretrial detention that included comparative experiences in the region as well as modules on international standards and experiences with pretrial services in the US.

2011

- Three new virtual courses were developed: “Pretrial Detention in Latin America,” “Drug Treatment Courts,” and “Pretrial Services.”
- Sixteen inter-institutional cooperation agreements were signed.
- JSCA facilitated 19 courses and workshops.

2012

- JSCA continued to strengthen criminal and civil justice systems throughout the continent. Most of its support activities involved training, design support and technical supervision of proceedings. The most important aspects included:
 - Support for Strengthening the Guatemalan Public Prosecution Service; Exchange Program between the United States and Latin America;
 - Study on the Use of Oral Procedures and Hearing Systems in Non-Criminal Judicial Proceedings;
 - Study on Judicial Debt Proceedings in Costa Rica;
 - Training on Litigation and Criminal Procedure Reform in Brazil;
 - Virtual Course on “Pretrial Detention in Latin America”;
 - Virtual Course on “Drug Treatment Courts”;
 - Virtual Course on “Pretrial Services”;
 - International Conference on Civil Justice Reform in Latin America; and

- The Index of Access to Online Judicial Information (8th version).

- Sixteen inter-institutional cooperation agreements were signed, and we welcomed 13 interns from Canada, Chile, the United States, Finland, France and Mexico.

2013

- The Center continued to support justice sector reforms by implementing training activities such as: Strengthening the role and operation of Haiti’s Superior Judiciary.
- We signed six international agreements that year.
- JSCA also offered new courses and participated in 19 activities.

2010
2011

2012

2013

2014

- Jaime Arellano Quintana (Chile) became JSCA's next Executive Director.
- The Center continued to strengthen its support for the region's criminal and civil justice reform processes. These efforts included innovation projects, research projects, training activities and dissemination. Key efforts included:
 - The Argentine Training Program for Criminal Procedure Reform, developed with INECIP. A total of 43 professionals from various agencies participated in event. The entities represented included the judiciary, public prosecution service, public defense service and Ministry of Justice.

- The Program on Judicial Reform in Latin America and the United States, in collaboration with American University's Washington College of Law (AU-WLC).
- Study on the application of the American Convention of Human Rights in the operation of justice systems of the Americas, with funds from the United States Department of State.
- Design and implementation of the course "Reviewing Laws for Compliance" (El Salvador and Panama).
- Evaluation of the Impact of the New Management Model of Guatemala's Public Prosecution Service.
- Strengthening Information and Management Systems in Justice Administration.
- Study: Alternative Mechanisms for Promoting Access to Justice in Latin America (International Development Research Centre, IDRC).
- International Seminar: "Towards the Construction of a New Bolivian Criminal Justice System" (JSCA-IDRC).
- Index of Online Access to Judicial Information (Iacc)- 9th version, September 2014-March 2015 (JSCA-IDRC).
- Index of Online Judicial Services (ISJL)- 2nd version, October 2014-April 2015 (JSCA-IDRC).
- Drafting and submission of the draft proposal for a new cooperation project with Canada (DFATD-GAC).
- Nine inter-institutional cooperation agreements were signed.
- We participated in 22 regional events (conferences, seminars and workshops).

2014

2014

2014

2015

- The Center continued to strengthen its support for the region's criminal and civil justice reform processes. These efforts included innovation projects, research projects, training activities and dissemination. Key efforts included:
 - The Argentine Training Program for Criminal Procedure Reform (4th version) was developed with INECIP. A total of 76 professionals participated, including specialists from Uruguay.
 - The first version of the Central American Certificate Program on Criminal Procedure Reform (DCA) is created and offered in Guatemala and Costa Rica with the support of the ICCPG, Universidad San Marcos de Guatemala and Universidad de Costa Rica.
 - Program on Judicial Reform in Latin America and the United States, in collaboration with American University's Washington College of Law (AU-WLC).
 - International Seminar on Managing Public Prosecution Services (UNODC-UNDP-JSCA) in Boquete, Panama.
 - The Center began to execute the Project to Support Mexico's New Criminal Justice System (NJP), with bilateral cooperation funds from Chile and Mexico (JSCA-AMEXCID-AGCI).
 - The Center launched the project "Improving Access to Civil Justice in Latin America" with the technical and financial support of Global Affairs Canada (GAC), which is to run from 2015 to 2022.
 - JSCA created the first version of the Training Program for Criminal Court Judges (Hearing Management). It was offered in Santiago de Chile.
- Fourteen inter-institutional cooperation agreements were signed.
- JSCA participated in 13 regional events.

2015

2015

2015

2016

- JSCA continued to support justice sector reforms.
- The Center published the study “Evaluation of the Criminal Procedure Reform 10 Years After Its Nationwide Implementation” (Chile).
- It also participated in the Mission to Support the Fight against Corruption and Impunity in Honduras, MACCIH.
- JSCA became the Secretariat General of the Latin American Network of Public Prosecution Service Criminal Analysis Offices.
- Second Central American Certificate Program on Criminal Procedure Reform (DCA) was offered.
- The Center created the first version of the Certificate Program in Oral Criminal Litigation (DLOP), which was offered in Washington, D.C. in collaboration with the American University Washington College of Law (AU-WCL).
- The first version of the Inter-American Training Program on Civil Justice Reform (PIC) was created. Its objective was to provide tools and new paradigms for analysis to key stakeholders with legal training so that they could promote the implementation of civil justice reform in their local networks.
- JSCA also developed the Training Program for Civil and Criminal Court Judges from Nicaragua.
- JSCA collaborated with GIZ-DIRAjus on a project focused on building a Latin American concept of access to justice through meetings and workshops. The results are reflected in the publication *The Right to Access to Justice: Contributions to the Construction of a Latin American Repository*.
- JSCA held the I Latin American Meeting on Criminal Analysis and Strategic Prosecution in Buenos Aires, Argentina.
- JSCA organized the first version of the Chilean Civil Procedure Law Seedbeds Competition in collaboration with the Universidad Diego Portales Law School. The topic of the first version of the competition was “Due Process and Non-Criminal Procedure Reform.”

2016

2016

2016

2017

- This year brought the creation of the Observatory on Civil Conflict and Access to Justice (OCCA). This initiative allowed JSCA to create a network of social organizations that can submit and share strategic, high-impact information on civil disputes in their respective countries.
- JSCA also incorporated the gender perspective into all of its work. We also participated in the review process launched by justice systems in the region.
- The Center held the third version of the Central American Certificate Program on Criminal Procedure Reform (DCA).
- The second version of the Certificate Program in Oral Criminal Litigation (DLOP), which is offered in Washington, D.C. in collaboration with the American University Washington College of Law (AU-WCL).
- The Program on Innovation in the US Justice System was created. It is offered in New York in collaboration with the Center for Court Innovation (CCI). The first version was offered July 24-28, 2017. A total of 30 people participated in the program. They represented Argentina, Ecuador, Guatemala, Costa Rica, Panama, Mexico, Peru and Chile.
- The second version of the Inter-American Training Program on Civil Justice Reform (PIC) was offered that year.
- JSCA also created the first version of the Brazilian Training Program for Criminal Justice Reform. It was designed to present knowledge and tools to students so that they would be able to identify the various aspects of criminal justice reform based on experiences, lessons learned, and errors made in the Latin American context.
- JSCA began its technical support for the Haiti Justice Sector Strengthening Project executed by Chemonics with financing from USAID (2017-2021).
- The second version of the Program on Innovation in the US Justice System was offered in New York in collaboration with the Center for Court Innovation (CCI).
- JSCA provided technical cooperation to the Uruguayan Ministry of the Interior on Strategies and Skills for Litigation in an Adversarial System.
- The Center offered a course on Litigation Skills and Oral Civil Hearing Management for the Judiciary and attorneys in Costa Rica.
- JSCA's Executive Director participated in the V Biennial Conference "Innovative, independent, responsive. Delivering Justice in a Modern Court," which was organized by CAJO, the Caribbean Association of Justice Officials, with the support of JSCA.
- The Executive Director participated in a discussion on justice system reform organized by the Universidad Interamericana de Puerto Rico Law School.
- Ten inter-institutional cooperation agreements were signed.
- JSCA participated in 33 regional events.
- The English version of JSCA's website was launched.

2017

2017

2017

2018

- JSCA implemented its gender equality policy and commitment to balanced presence of genders in hiring, the entity's most cross-cutting and significant institutional innovation.
- The Center continued to promote various studies in order to improve access to civil justice in Latin America.
- The first Observatory on Civil Conflict and Access to Justice (OCCA) was launched.
- The Center offered an advanced course on Litigation Skills and Oral Civil Hearing Management for the Judiciary and Attorneys in Costa Rica.
- JSCA developed a study as part of the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH).
- Execution of the DIRAJus Project with the German Cooperation Agency. Various training activities on judicial procedures were held along with two cycles of virtual courses. We also organized a series of workshops entitled "Comprehensive Justice: Thinking through the Incorporation of Collaborative Mechanisms in the Civil Justice of the Future."
- JSCA presented the study "Challenges of Criminal Procedure Reform in Chile: An Analysis After More Than a Decade," and an international conference was held for authors of articles on evidentiary activity in oral criminal justice systems.
- We launched the "Training Program on Investigation and Litigation in Argentina's New Adversarial Criminal Justice System." This initiative was funded by INL, the United States Department of State's Bureau of International Narcotics and Law Enforcement (2018-2022). The program was originally designed for Salta and Jujuy Provinces, but was extended to include Rosario, Mendoza, San Juan, Buenos Aires and other provinces.
- The Center launched a technical cooperation initiative in collaboration with the Peruvian judiciary to promote an oral and adversarial civil justice models for with a pilot program in the Arequipa district. JSCA reached an agreement with the National Court and Superior Court of Arequipa to provide technical assistance on management and the use of oral procedures.
- The third version of the Program on Innovation in the US Justice System was offered July 23-27 in New York in collaboration with the Center for Court Innovation (CCI).
- The first version of the Inter-American Training Program on Civil Justice Reform (PIC) was created.
- The fourth version of the Central American Certificate Program on Criminal Procedure Reform (DCA) was held.
- The second version of the Brazilian Training Program for Criminal Justice Reform was held. The activity was attended by 52 people.
- The third (January), fourth (June) and fifth (October) versions of the Certificate Program in Oral Criminal Litigation (DLOP) were offered in Washington, D.C. in collaboration with the American University Washington College of Law (AU-WCL).

2018

2018

2018

2019

- The Center continued to publish studies designed to improve access to civil justice in Latin America.
- JSCA provided technical assistance for Criminal Procedure Reform in Brazil, the only country in the region that continues to have a mixed trial system.
- Technical assistance was provided to Chile's Ministry of Justice and Human Rights. It was focused on the viability of incorporating local courts into the civil procedure reform project. The main objective of the research was to describe the operation of Chile's local police courts, identifying elements that favor incorporating neighborhood, community and small claims jurisdictions into them.
- The Center launched its technical support for the Mexico City Judiciary in order to introduce a Pilot Program on Oral Litigation in civil courts. The goal was to introduce hearing management and oral litigation techniques. The project was structured around stages that involve implementing the following activities: executing an analysis of standards, statistics and qualitative data in order to establish a baseline and identify which aspects could be improved; designing proposals for adjusting judicial organizations in order to ensure improved use of oral procedures; the design of a protocol for supporting operators' efforts; validating the protocols of involved interest groups; training the judges responsible for implementing the pilot project; design of strategies for training attorneys in private practice; the development of an assessment of the pilot project's results; and conducting a seminar or conference in order to disseminate the results within the legal community.
- The pilot project for the implementation of reformed civil justice systems was implemented in Chubut, Argentina. The objective of the technical proposal was to provide assistance and advising in the planning, design and implementation of the reform in Chubut Province with a focus on the use of oral procedures.
- JSCA offered the first course on managing civil hearings for the Puebla Judiciary (Mexico).
- The Technical Cooperation Program for the La Pampa Province Judiciary (Argentina) began. It was designed to introduce an oral civil litigation pilot program.
- JSCA Training Director Leonel González participated in drafting the International Judicial Training Principles approved by the International Organization for Judicial Training (IOJT).
- The sixth version of the Certificate Program in Oral Criminal Litigation (DLOP) was offered in Washington, D.C. in collaboration with the American University Washington College of Law (AU-WCL).
- The fourth version of the Inter-American Training Program on Civil Justice Reform (PIC) was held.
- The third version of the Brazilian Training Program for Criminal Justice Reform was held. The activity was attended by 58 people.
- We signed four international agreements.

2019

2019

2020

- The seventh version of the Certificate Program in Oral Criminal Litigation (DLOP) was offered in Washington, D.C. in collaboration with the American University Washington College of Law (AU-WCL).

- JSCA adapted to the new reality of COVID-19 and developed a series of virtual courses as part of the initiative #StayAtHome. Over 200 applications were received for each of the courses that the Center offered. The highlights include Civil Justice Reform and Expert Evidence at Oral Civil Trial.
- The fifth version of the Inter-American Training Program on Civil Justice Reform (PIC) was held virtually.
- JSCA offered the second course on managing civil hearings for the Puebla Judiciary (Mexico). This version was offered remotely.
- Research in the region continued. The most important aspects include: The comparative study of civil procedure codes in Latin America and the study on the practice of law in Latin America.
- Training programs were designed and improved, including the virtual course on Gender and Justice in Latin America and the Certificate Program on Oral Criminal Litigation.
- A protocol for cases of sexual harassment was developed.
- We signed two international agreements.

2020

2020

2020

2021

- JSCA continued to develop its work despite the global conditions caused by the pandemic. The Center developed the following research activities:

- Technical assistance for Chile's Constitutional Convention.
- The second chapter of the "Assessment of the Chilean justice system in response to the human rights violations committed in the context of social protests" was published.
- Manual on litigating complex environmental civil cases.
- Exploratory study on peace justice in Mendoza, Argentina.
- OCCA promoted the development of a history of the concept of access to justice and a study of its current implications.
- Ongoing Forum on Access to Justice and the Right to Healthcare in Latin America in the context of COVID-19.
- Virtual Seminar: "The practice of law in Latin America."

- Virtual Seminar: "Access to justice for female victims of violence in Latin America."
- -Constitutional Dialogue between Chile and Canada: The Rights of Indigenous Peoples.
- Seminar on Justice and Social Context.

- The Center continued to develop the following training activities:

- JSCA offered its research internship program at York University's Osgoode Law School in Canada.
- We held the virtual courses "Gender and Justice in Latin America," "Civil Justice Reform in Latin America," "Collective Processes," "Expert Evidence in Oral Civil Proceedings," "Judicial Management and Case Management in Civil Justice" and "Trial by Jury."
- We marked the first anniversary of the CSJSA Oral Litigation Corporate Civil Module.

- JSCA also offered its virtual course on indictments and evidentiary filters (INL-Argentina) as well as a course on Examination Techniques in Oral Civil Mercantile Trial, organized by Universidad Lus Semper (Mexico) and co-organized by JSCA Executive Director Jaime Arellano.

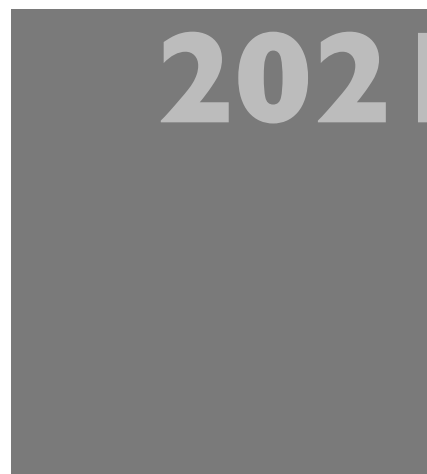
- Master class "The Impact of Technology on Criminal Justice" organized by Universidad Champagnat (Argentina). The activity was attended by JSCA's Executive Director.

- We held various activities linked to the agreement with the Konrad Adenauer Foundation Rule of Law for Latin America Program.

- We strengthened the JSCA Gender Equality Policy by honoring March 8 (International Women's Day), World Sexual Diversity Day and International LGBTIQ+ Day.

- We continued to disseminate our publications throughout the region, including: The Practice of Law in Latin America: In Search of an Agenda Vol. I; Comparative Studies on Civil Justice System Reforms Volume III: China and Japan; and Justice in Social Context.

- We also continued to position JSCA in traditional (radio, print news and TV) and digital media. We developed a Verbal Identity Manual and a Brand Manual.



Former Board Members

The following individuals also have served on JSCA's Board of Directors:

Georg M. Thomson 
Member of the Board of Directors
2002-2008 and 2015-2020

George M. Thomson holds an undergraduate degree in philosophy and English and a law degree from Queen's University as well as a master's in law from University of California, Berkeley. He has served as the Executive Director of the National Judicial Institute of Canada since 1999. He was a special advisor to Canada's Ministry of Justice (1998-1999), Assistant Prosecutor in the Ministry of Justice and Assistant Prosecutor of Canada (1994-1998). He served as Assistant Prosecutor of Ontario (1992-1994), Vice Minister of Labor of the Ontario Province (1989-1992) and Vice Ombudsman of the Ontario Province (1989). He served as a judge from 1982 to 1989 and as Director of Education for the Northern Canada Law Society (1985-1988). He joined the JSCA Board of Directors in 2002 and was appointed President of the Board.


Margarita de Hegedus 
Former Board Member (2018-2020)

Dr. de Hegedus is a Full Professor of procedure law at Universidad de Montevideo and Director of the Graduate Program in Applied Procedure Law and Specialization in Procedure Law and Litigation at the same institution. She was the President of the Eduardo J. Couture Uruguayan Association of Procedure Law, a member of the Ibero-American Procedure Law Institute and an honorary member of the Uruguayan Procedure Law Institute. She has taught at Universidad de la República (UDELAR); Uruguay's Bar Association; Universidad Católica Dámaso Antonio Larrañaga (UCUDAL) in Montevideo; the Center

for Judicial Studies of Uruguay (CEJU); the Supreme Court Judicial Academy, which is part of the Judiciary; and the Boston Foundation for Negotiation and Mediation.

Alexis Mera 
Former Board Member (2018-2020)

Dr. Mera holds a juris doctorate (1996) with a specialization in administrative law from Universidad de Salamanca, Spain (2002). She served as assistant to the Mayor of Guayaquil and former President León Febres-Cordero Ribadeneyra (1993-1997). As Advisor to Ecuador's Supreme Court Chief Justice (1997-2000), she participated in drafting the law that created the country's National Judicial Council. She has taught Constitutional Law in the Universidad Católica de Santiago de Guayaquil Law School and Political Law at Universidad de Especialidades Espíritu Santo de Guayaquil. As the legal secretary to the President of the Republic of Ecuador (2007-2017), she participated in the process of introducing the use of oral civil procedures in Ecuador. She also took part in passing the country's new Criminal Code.

Leonidas Rosa Bautista 
Former Board Member (2014-2019)

Leonidas Rosa Bautista is an attorney with experience teaching, practicing law and public administration. He served as Attorney General of the Republic and Deputy in the National Congress, participating in its Writing Commission. He also wrote the laws on Concessions, Private Financial Development Organizations and Industrial Areas for

Processing for Exports in Honduras. He was a member of the commission that drafted the regulations for the National Registry Law. He was appointed Secretary of Foreign Affairs by the President of the Republic. In 2005, he was elected Prosecutor General of the Republic. He served in that role until March 10, 2009.

Manuel Montecino Giralt 
Former Board Member (2013-2018)

Dr. Montecino holds an undergraduate degree in the legal sciences from Universidad Centroamericana José Simeón Cañas in El Salvador. He specialized in political science and constitutional law at the Center for Political and Constitutional Research in Madrid, Spain. He also earned a doctorate in law from the Universidad Nacional de Educación a Distancia de Madrid (2004). He served as Director General of Legal Affairs in El Salvador's Foreign Affairs Ministry beginning in 2009. Prior to that, he served as legal partnership coordinator in the area of Legal Protection and then as advisor to the Chief Justice in the Supreme Court Constitutional Chamber. He was appointed Vice President of JSCA's Board of Directors in 2017.



Douglass Cassel



Member of the Board of Directors,
2013-2018 and 2000-2006

Dr. Cassel was a professor at University of Notre Dame Law School and a Notre Dame Presidential Fellow in the United States. He specializes in international human rights law. He served twice as the President of JSCA's Board of Directors. Dr. Cassel was also a member of the boards of the Due Process of Law Foundation and the Lawyer's Committee for Civil Rights Under Law, both of which are headquartered in Washington, D.C. He was a member of the General Assembly of the Inter-American Human Rights Institute based in San José, Costa Rica. He has taught at Oxford University, Catholic University of Louvain, Alcalá de Henares University in Spain and DePaul, Northwestern and American University in the US.

Santiago Pereira



Former Board Member (2012-2017)

Dr. Pereira holds a law degree from Universidad de la República in Uruguay. He is a Full Professor of Procedure Law at the Universidad de Montevideo Law School and the Uruguayan Judiciary's Center for Judicial Studies (CEJU). He is the co-director of the graduate program in Applied Procedure Law and the master's degree in Law with a focus on Procedure Law at the Universidad de Montevideo Law School. He served as the Vice President of the Ibero-American Procedure Law Institute. He is a member of the International Procedure Law Association and founded the Eduardo J. Couture Uruguayan Procedure Law Association. Dr. Pereira has had a lengthy academic career, participating as national rapporteur, speaker and lecturer at national and international conferences and serving as a visiting professor at various Latin American and European universities. He was elected President of the JSCA Board of Directors in 2016 and Vice President in 2014.

Pedro Dallari



Former Board Member (2012-2017)

Pedro Dallari is an attorney and professor in the Department of International and Comparative Law at University of São Paulo, Brazil. In 2009, he served as an international legal expert on the Verification Commission of the Mission of Good Will in Colombia and Ecuador (MIB/OAS). He served on the JSCA Board of Directors from 2012 to 2017.

Ernesto Pazmiño



Former Board Member (2011-2016)

Dr. Pazmiño is an attorney and holds a juris doctorate. He teaches at the Universidad Andina Simón Bolívar Law School. He served as Ecuador's first Public Defender. He was a member of National Congress (2003-2007) and authored over 30 bills. He was also the Vice Minister and Minister of Social Welfare (2001-2002). Dr. Pazmiño has served as an international consultant and was elected Vice President of the JSCA Board of Directors in 2012.

Marc Rosenberg (+)



Former Board Member (2009-2014)

Marc Rosenberg graduated from University of Western Ontario in 1971 and received his L.L.B. from Osgoode Hall Law School in 1974. He became a member of the Ontario Bar Association in 1976 and focused almost exclusively on criminal law. Rosenberg served as the Vice Prosecutor General in the Public Law and Policy Division and the Civil Law Division. He was appointed to the Ontario Court of Appeal in December 1995. As a professor, he taught courses on Evidence, Advanced Evidence, Justice Administration, and the Role of the Prosecutor General. He served as Director of the Criminal Procedure Section for the Admissions Course for the Northern Canada Legal Society. He

became President of the JSCA Board of Directors in 2011.

Russell Wheeler (U.S.)



Former Board Member (2009-2012)

Dr. Wheeler serves as the President of the Governance Institute, a non-partisan research and public policy organization based in Washington, D.C. He is a Visiting Fellow in Governance Studies at the Brookings Institute. From 1977 until 2005, he was with the Federal Judicial Center, the federal courts' research and education agency, serving as deputy director since 1991. He also was one of the first Supreme Court scholarship recipients and continued to work with the Court for several years as a research assistant in the Chief Justice's Administrative Assistance Office. Dr. Wheeler then served as a senior associate in the National Center for State Courts. He received his doctorate in political science at the University of Chicago in 1970 and also holds a degree from Augustana College (Illinois, 1965). He was unanimously elected Vice President of the JSCA Board of Directors in 2009. He is a professor at the American University Washington College of Law.




Delano F Bart QC 
Former Board Member (2010-2012)

Abogado. Bart is an attorney at Chambers, Dublin and Johnson. In 2006, he served as Special Ambassador of Saint Kitts and Nevis, plenipotentiary representative to the UN. He was appointed Queen's Counsel in 2007. He served in the Federal Parliament and Cabinet of St. Kitts and Nevis from 1995 to 2006. He was Prosecutor General and Minister of Legal Affairs from 2004 to 2006 and has represented the government in various cases before the courts, including the Private Council, since 1995.

Carlos Maldonado Curti 
Former Board Member (2010-2012)

Maldonado is an attorney and politician who served as Minister and Undersecretary of Justice of Chile during the Bachelet administration (2007-2010); General Coordinator of the Criminal Procedure Reform Unit of the Ministry of Justice (2000-2005); and Executive Secretary of the National Commission to Coordinate the Chilean Criminal Procedure Reform (2000-2005). In the private sector, he also advised Mexico on the development of procedure reforms and operation of prisons managed through concessions under the Felipe Calderón and Enrique Peña Nieto administrations. He was appointed Vice President of the JSCA Board of Directors in 2011.

Germán Garavano 
Former Board Member (2005-2007)

Attorney. Germán Garavano is the Prosecutor General of the Autonomous City of Buenos Aires. He served as a member of the city's Magistrate's Council and is a former judge and researcher with Unidos por la Justicia. Garavano coordinated the National Judicial Reform Plan and Comprehensive Judicial Reform

Program for the Ministry of Justice (June 2000-November 2003). He was the first Secretary of the Permanent Argentine Dialogue on Justice. He is a researcher who trained at the A.L. De Gioja (Universidad de Buenos Aires) institute on the Judiciary, Economic Development and Competitiveness in Argentina" (UBACYT/CONICET, 1998-2000). He was the Academic Director of FORES and a visiting researcher at the Universidad Carlos III de Madrid Institute of Law and Economics (1997). He was elected President of the JSCA Board of Directors in 2007.


Lucila E. Larrandart 
Former Board Member (2008-2010)

The Honorable Lucila Larrandart is an attorney who has served as an Oral Tribunal Chamber Judge in Federal Criminal Court #1 in San Martín, Buenos Aires Province since 1993. She is a professor of criminal and criminal procedure law at the Universidad de Buenos Aires Law School. She is also Assistant Director of the Criminal Law and Criminology Department and professor of the course "Criminal Law, Special Section" in the graduate program in Justice Administration in the same school. Judge Larrandart has participated in the drafting of various laws, including the Criminal Procedure Code for Buenos Aires Province (1989), the Organic Judiciary Law for Buenos Aires Province (1990), the Draft Bill for the Law on Children and Adolescents for Mendoza Province, the Law on Children and Adolescents for La Pampa Province and the Law on the Role of the State and Criminal System for Children and Adolescents (United Nations Children's Fund).

Hebe Martínez Burlé 
Former Board Member (2005-2011)

Dr. Martínez is an attorney and holds a doctorate in law and the social sciences from Universidad de la República. She

has worked in the Legal Department of the National Court of Audit (1973-1976) and the Municipal Government of Montevideo as a member of the Marginal Labor Unit (for the "cantegriles," precarious settlements, 1985-1986). In 1984, she joined the Uruguayan Bar Association Commission on Human Rights Violations, which received complaints of human rights violations, and was a member of the Frente Amplio Human Rights Commission. Dr. Martínez was responsible for co-writing the bill that created the Ombudsman's Office and drafted the proposal for an Amnesty Law for political prisoners and inter-party coordination. She was elected President of the JSCA Board of Directors in 2010.

Carlos Eduardo Caputo Bastos 
Former Board Member (2004-2009)

Carlos Eduardo Caputo Bastos is an attorney and expert on labor and benefits law, financial and tax law, and constitutional law. He served as a consultant with the National Center for State Courts (Washington, D.C.); the European Union Delegation (Brasilia, Brazil); and the World Bank (Brasilia, Brazil). He worked as an arbitrator for the Brazilian Commercial Arbitration Chamber and the Pernambuco Center for Mediation and Arbitration. Caputo was a legal consultant for the National Liberal Professions Confederation (1987-1989), a technical consultant for the National Scientific and Technology Development Council (1985-1986) and a board member for the National Industry Confederation for the 1st Chamber of the 2nd Council of Taxpayers for the Treasury Ministry. He was also a board member for the National Trade Confederation for the 1st Chamber of the 2nd Council of Taxpayers for the Treasury Ministry

Justice Lloyd Beresford Ellis (+)



Former Board Member (2004-2009)

The Honorable Lloyd Ellis was a Bachelor of Laws (London) and Barrister of Laws (Inner Temple). He was a Crown Counsel in the General Prosecution Chamber (1965-1970); Magistrate in Residence in the Kingston Magistrate's Court (1970-1981); Assistant Senior Prosecutor in the General State Prosecutor's Office (1973-1981); Supreme Court Justice of Jamaica (1981-1998); Senior Supreme Court Magistrate of Jamaica (1998-2002); and Associate Tutor for Civil Proceedings at Norman Manley Law School (1975). He also served as the President of the Public Complaints Police Authority. Justice Ellis was elected Vice President of the JSCA Board of Directors by acclamation in 2008.

María Soledad Alvear Valenzuela



Former Board Member (2000-2004)

Ms. Alvear is an attorney and politician who served as Foreign Affairs Minister of Chile (2000-2004). During that time, she promoted a foreign policy approach that was characterized by a Latin American identity, encouraging economic openness and international cooperation. As Minister of Justice (1994-2000), she led a global reform of the Chilean judicial system that included the launch of the Criminal Procedure Reform. She was also the Minister Director of the National Service for Women (1990-1994), which she founded. During her tenure, she launched a plan focused on equal opportunities.

Mónica Nágel Berger



Former Board Member (2000-2004)

Nágel, an attorney and notary public, holds a master's degree in political science. She served as Minister of Justice and Grace and President of the National Registry Administrative Board, and was President of the Board of Construction, Facilities and Assets Acquisitions (the body that manages funds to be allocated to the country's prisons). She has a great deal of experience in consulting and program management, working with international entities such as the Inter-American Development Bank (IDB), ILANUD, UNICEF and the Inter-American Drug Abuse Control Commission. She was the first President of the JSCA Board of Directors.

Karl Terrence Hudson-Phillips (+)



Former Board Member (2001-2006)

Karl Terrence Hudson-Phillips practiced law in nearly every common law jurisdiction in the Caribbean, from the Bahamas to Guyana, for 43 years. He prosecuted several important cases in the Caribbean. He successfully prosecuted a former Premier of Antigua and Barbuda in the first instance for corruption and poor public service (1978). He participated in various extradition cases, representing foreign governments and fugitives.

Federico Callizo Nicora (+)



Former Board Member (2000-2004)

Federico Callizo was an attorney who served as the President of Paraguay's Bar Association and was a member of that entity's Board of Directors. He was also a founding member of the Inter-American Attorneys' Federation in 1971 and attended various conferences and meetings as an individual member or as the representative of the Paraguayan Bar Association over the course of 20 years. He was also a founding member of the Paraguayan Administrative and Tax Law Association. Callizo served as President and Vice President of the JSCA Board of Directors.

Raphael Carl Rattray



Former Board Member (1999-2002)

Raphael Carl Rattray served as a member of the JSCA Board of Directors from 1999 to 2002.

José Ovalle



Former Board Member (1999-2002)

José Ovalle served as a member of the JSCA Board of Directors from 1999 to 2002.



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