



ANNUAL REPORT

2010



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II. INSTITUTIONAL SUSTAINABILITY

1. Main Activities
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1. SPECIFIC SUPPORT FOR CRIMINAL JUSTICE REFORMS

1.1. Innovation Projects:

ENTRY No. 01/10

Support for Innovations in Criminal Procedure

Objectives:

To promote the adoption of ideas and instruments that have been developed to improve the operation of reformed criminal justice systems by the countries of the region. These activities are implemented at the request of the nations involved and generally come about as the result of local replicas of the Training Program. The support activities are very diverse depending on the nature and state of the processes. They generally involve training activities, support for design and supervisory efforts and, in more general terms, political support for the process.

Location(s):

- Córdoba, Argentina. This province introduced a criminal justice reform process in 1998 but did not introduce oral procedures at pretrial stages, which has caused problems in the operation of the system. In July 2010, the judicial system issued an order to move forward with a pilot project in the jurisdiction of San Francisco.
- Santa Fe, Argentina. This, the country's third most important province, launched a complete and radical criminal justice reform in 2009 which is to be implemented gradually.

Funding source: CIDA.

Impact or results:

In the context of the collaboration agreement signed with Santa Fe's Executive Branch in order to support the above-mentioned process, JSCA continued to provide technical support through the monitoring and support of activities and the training of justice system actors. JSCA's Executive Director participated in the selection of candidates for Prosecutor General and Public Defender General in the province and was a member of the public examination process for said candidates. This was the first time that said process was implemented in the province.

Regarding the Córdoba Province Pilot Project (Argentina). During this period, JSCA has worked with local officials to implement a plan to modernize the criminal procedure system by creating an oral hearing system for the investigation stage. It is important to note that Córdoba Province is the second most-populated province in Argentina and has a great deal of influence in the rest of the country and Latin America.

JSCA participated in the working session held August 2 and 3 in order to design the pilot project and supported the process of training local actors during a workshop held September 13 and 14 that was attended by nearly 50 justice system operators.

The pilot project began on September 27, and JSCA plans to monitor and evaluate it. Local authorities have committed to expand the project to the city of Córdoba during the first quarter of 2011.



1.2. Research

ENTRY No. 2/10
Study on Pretrial Detention in Latin America
<p>Objectives: To continue to identify key aspects to be addressed in the rationalization of the use of pretrial detention in the region in order to set an agenda in this area. Studies will be added to those that have already been implemented (Bolivia, Chile, Colombia, Ecuador, Guatemala, Honduras and Venezuela). This year new studies have focused on countries with federal government systems such as Mexico, Brazil and Argentina. A study of Peru was conducted as well.</p>
<p>Coverage: Regional</p>
<p>Funding source: Open Society Justice Initiative</p>
<p>Products: <u>Judicial Systems Journal:</u> The new virtual version of Judicial Systems Journal was launched in April. The first issue focused on pretrial detention, featuring articles such as “Pretrial Detention in Latin America: Early Sentences, Protective Logic and Counter-Reform (<i>Régimen de prisión preventiva en América Latina: la pena anticipada, la lógica cautelar y la contrarreforma</i>)” and “The New Agenda of Discussion of Pretrial Detention (<i>Nueva Agenda de discusión sobre la Prisión Preventiva,</i>” (authored by Cristián Riego, Executive Director of JSCA). The publication also included articles that provided a broader vision of the issue through the experiences of various countries in the region, including “Risk Evaluation Services and Supervision as Mechanisms for Managing Alternatives to Pretrial Detention (<i>Servicios de evaluación de riesgos y supervisión como mecanismos para el manejo de las medidas cautelares</i>)”; “Pretrial Services as a Means of Reducing Pretrial Detention Rates in the Region (<i>Servicios de antelación al juicio como una alternativa para disminuir los índices de prisión preventiva en la región,</i>” which was based on the observation of two pretrial services programs in Washington, D.C.) and “The Bail System and Pretrial Detention in Canada (<i>Sistema de libertad bajo fianza y prisión preventiva en Canadá.</i>” The publication also includes a report on the costs of pretrial detention in Chile that was authored Fundación Paz Ciudadana experts and members.</p> <p>The journal platform and contents are available online at www.sistemasjudiciales.org.</p> <p><u>Workshops:</u> In regard to the reports that are being developed now and in order to coordinate the research team, which is composed of a diverse group of consultants, a workshop was held in Buenos Aires on September 22 to review the first drafts of the four country studies and discuss research methodologies in order to improve the final versions. Representatives of Open Society Justice Initiative were invited to the event.</p>
<p>Impact or Results: <u>Opportunities for discussion</u> were developed in several countries, and each event was led by JSCA. Activities focused on presenting country reports were held, including:</p> <p>A seminar on the situation of pretrial detention in Central America was held in Costa Rica on January 26. The event featured a presentation on the work done by local researchers in Costa Rica, El Salvador, Guatemala and Honduras. The Supreme Court Chief Justice and Minister of Justice of Costa Rica attended the event and offered reflections on his country’s future in this area.</p>



On January 28, a roundtable discussion entitled “Regional Experience with Pretrial Detention in the Context of Mexico’s Criminal Procedure Reform” was held in Mexico City. The event featured the participation of a wide range of officials who discussed pretrial detention in that country and future areas of work. The meeting was organized by the Mexico City Human Rights Commission, JSCA, Open Society Justice Initiative, Institución Renace, A.B.P. and the Institute for Security and Democracy (INSyDE).

The Seminar “Pretrial Detention: The Situation of Ecuador and Latin America” was held on April 22 in Quito, Ecuador. The event, which was attended by 400 people, was organized in collaboration with the country’s Public Defender’s Office. It was designed to present the current state of pretrial detention in Ecuador, in Latin America and in comparison with Colombia.

The seminar “The State of Pretrial Detention in Guatemala” was held in Guatemala City on June 16. The event, which was quite well-attended, included the presentation of local results of the research project and a regional perspective.

A cycle of presentations was developed and implemented during the second half of the year in order to present the results of the Peru Report. The events were implemented in Lima, Piura, Chiclayo, Cusco, Trujillo, Arequipa and Tacna.

Finally, on November 1, JSCA’s Executive Director presented the institution’s assessment and public policy vision of pretrial detention to the Inter-American Commission on Human Rights.

Current activities:

The final versions of the reports developed this year will be ready in April 2011, and a new publication will be prepared for mid-2011. We will continue to disseminate and discuss the results of these actions over the course of the next year.

ENTRY No. 03/10

The Criminal Justice System and Crimes with Social Impacts

Objectives:

To explore and evaluate the current capacities of the region’s criminal justice systems to investigate, prosecute and punish crimes, particularly those that have the greatest impact on public opinion and among the population.

Coverage:

Argentina, Colombia, Chile, Perú, Venezuela and Mexico

Funding sources:

The Government of Italy and the Office of the Undersecretary of Public Affairs of the Organization of American States (OAS)

Products:

The final versions of the local reports on Argentina, Chile, Colombia, Mexico, Perú and Venezuela were finalized in 2010 along with a comparative report. Over the course of the year, the results were presented in the countries that had completed reports in order to discuss the results with local stakeholders and explore possible future actions.

Dissemination:

A seminar entitled “**Current Challenges for the Public Prosecutor’s Office**” was held in July in collaboration with Chile’s National Public Prosecutor’s Office and Fundación Paz Ciudadana. The



event was sponsored by the Ministry of Justice and the Ministry of the Interior's Public Safety Division.

Print publication:

All of the reports were included in a book entitled **Challenges to Criminal Prosecution and Investigation in the Americas**, a Spanish-language publication that will be made available in November 2010. It will be published online, and print copies will be distributed to the regional community during presentations and discussions that are to be held in 2011.

Judicial Systems Journal:

Abstracts of the Argentina, Chile and Colombia reports were included in the issue of *Judicial Systems Journal* that will be available online in November. The material will include audio recordings of interviews with key stakeholders regarding this issue.

Other:

Interviews with the Argentina report's author and the project coordinator were turned into a podcast (the interviews were conducted via Skype and recorded in radio program format). This will allow JSCA to disseminate the project contents to the region through the Internet.

Impact:

The seminar on this topic that was held in Chile was attended by 70 people and involved institutions related to the issue, allowing for a discussion of problematic aspects of criminal prosecution and challenges to be faced in regard to the prosecution of both common crimes and those with high social connotation.

JSCA's Executive Director also took part in activities in Mexico and Argentina that made mention of the report results.

The podcasts generated a great deal of interest in the community and the audio material was downloaded by many users.

ENTRY No. 04/10

Follow-up Study on Criminal Procedure Reform: Research, Publications and Dissemination

Objectives:

To explore the results and impact of the region's criminal procedure reforms. These studies form part of a group of research projects that JSCA has conducted in 14 countries in the region in an effort to generate empirical data on the achievements realized and obstacles faced.

Locations:

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

Funding source:

USAID-MSIMEX: Mexico

Products:

This study is being developed in five Mexican states (Mexico, Chihuahua, Oaxaca, Zacatecas and Morelos) that have implemented a criminal procedure reform. The objectives of this effort include collaborating with states that had initiated processes designed to improve the operation of the new system and contributing to states that are planning new reforms so that they can consider the achievements and problems encountered by those that have already done so.



This study has required JSCA's technical team to travel in order to transfer and confirm the methodology of the study for the 10 Mexican researchers who are gathering information.

A workshop for researchers was held April 29 and 30. Its focus was JSCA's methodology for follow-up studies. It was run by JSCA Program Director Mauricio Duce and Academic Coordinator Leticia Lorenzo.

JSCA is awaiting the submission of the final reports and planning validation workshops.

Impact:

The reports submitted are under review and we expect them to be finalized during the first half of 2011. They will be published once the study is completed.

ENTRY No. 05/10

Study on the Empirical Operation of Alternatives to Pretrial Detention in Chile

Objectives:

To explore the empirical operation of the alternatives to pretrial detention provided for in Article 155 in Chile's Criminal Procedure Code. The report is being developed in collaboration with Fundación Paz Ciudadana and a professional sociologist.

Coverage:

Chile

Funding source:

Open Society Justice Institute

Products:

The methodology and tool for gathering quantitative data on the use and impact of alternatives to pretrial detention is being developed. The researchers are compiling available data on the context as well as statistics on the topic.

The report will include interviews with local justice system operators and a comparison of the procedural path of cases in which pretrial detention, the measures provided for in Article 155 of the Criminal Procedure Code and both are utilized in order to develop conclusions on the use of certain measures in relation to the outcome of the case.

Impact:

A document describing the use and effectiveness of measures other than pretrial detention in the Chilean context will be developed. The final report will be submitted in January 2011.

ENTRY No. 06/10

Document Development for the Creation of a Risk and Supervision Evaluation System for Alternatives to Pretrial Detention in Chile

Objectives:

To develop base documents for the proposal of a system for overseeing alternatives to pretrial detention that involves the evaluation of the risk and supervision of the application of such mechanisms in order to optimize their use.

Coverage:

Chile



<p>Local counterpart: The Public Safety Division of Chile's Ministry of the Interior</p>
<p>Funding source: Open Society Justice Initiative</p>
<p>Products: Proposal presented to and approved by the Public Safety Division. Technical collaboration agreement to be signed by the two institutions in late 2010.</p>
<p>Impact: <u>Mutual Collaboration Agreement:</u> A technical collaboration agreement will be signed with the Public Safety Division during November 2010 as part of this project. <u>Specific Reports</u> The project involves the submission of four specific reports including: a review of comparative experiences in the implementation of risk assessment offices; a local report on the experiences of Chile; a report on costs; and systematization of existing data related to alternative measures. <u>Projection:</u> Once the project is finished (after approximately six months), JSCA will take part in a roundtable discussion designed coordinate various judicial system and government actors in order to establish the methodological design and final organization of the project.</p>

<p>ENTRY No. 07/10</p>
<p>Research on the Implementation of a Hearing Management Model in Guatemala</p>
<p>Objectives: To gather information on the current operation of the hearing management model in the <i>departamentos</i> in which it has been implemented in Guatemala; to analyze the results produced over the nearly five years that have passed since its implementation; and to present the challenges that have been identified in this area of the organization of criminal justice for the coming years.</p>
<p>Coverage: Guatemala</p>
<p>Funding source: CIDA</p>
<p>Products: Based on the visits carried out over the past year in Quetzaltenango, Huehuetenango, Sololá, Cobán, Chiquimula, Zacapa and Guatemala City to observe the operation of the criminal justice system, a final report was submitted during the first half of 2010 on the implementation of oral preliminary hearings and the design of innovative management systems in an effort to overcome the problems identified.</p>
<p>Impact: <u>Publication and Dissemination:</u> The report was published and printed in September 2010 in the book "Reformas de la Justicia en América Latina: Experiencias de Innovación," (Spanish language publication entitled <i>Justice Reforms in Latin America: Experiences in Innovation</i>), which contains a series of reports on innovation in the area of criminal justice and other areas in Latin America (see Publications section).</p>

<p>ENTRY No. 08/10</p>
<p>Research on the Implementation of the Judicial Administration Management Model in Trelew and Esquel</p>
<p>Objectives:</p>



To gather data on the implementation of a new judicial administration management model based on the experiences of the judicial offices of Trelew and Esquel.
Coverage: Chubut, Argentina
Funding source: CIDA
Products: <u>Publication and Dissemination:</u> The report was published and printed in September 2010 in the book “ Reformas de la Justicia en América Latina: Experiencias de Innovación, ” which contains a series of reports on innovation in the area of criminal justice and other areas in Latin America (see Publications section).

1.3. Training

ENTRY No. 09 /10
VII Inter-American Program for Training Trainers for Criminal Procedure Reform
Objectives: To improve the results of criminal justice reform processes in the region by training key actors and leaders and implementing replicas of the program in their countries. The Program consists of an on site basic course; an e-learning course offered through CEJACAMPUS; and an on site advanced course.
Coverage: The first phase, “Instruments for Implementing an Oral and Adversarial System,” was held May 3-7, 2010. The e-learning stage, “Problems in the Implementation of Criminal Procedure Reform,” ran May 17 through October 24. Finally, the advanced course, “Litigation Skills for an Oral System,” will take place November 22-6 in Santiago de Chile.
Funding source: CIDA
Products: Program training materials Two on site courses (stages 1 and 3) and the execution of stage 2 via Internet Improvement of the CEJACAMPUS Website through the conversion of the platform to DOKEOS.
Impact: <u>Program Stages and Attendance:</u> The Program was very well-received in the region. A total of 280 individuals from 14 countries applied, and 51 participants from various American nations were selected to attend the courses. The following countries were represented: Argentina, Bolivia, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru and Venezuela. A total of 52 people took part in the advanced course, 49 of whom had completed stages 1 and 2, and 3 of whom were students from the previous year who had not yet completed the advanced course. Once the first three stages are complete, students will develop replicas in their home countries. Information on the replicas will be included in the next report.



ENTRY No. 10/10
IV Inter-American Meeting: Alumni Network of the Inter-American Program for Training Trainers for Criminal Procedure Reform
<p>Objectives: To promote the Program's Alumni Network in order to broaden members' knowledge of topics linked to innovative initiatives in regional reform processes and to strengthen collaboration in the network.</p>
<p>Coverage: The meeting is to be held on November 10 in Santiago, Chile</p>
<p>Funding source: CIDA</p>
<p>Products: The meeting is part of the International Conference Celebrating the 10th Anniversary of Chile's Criminal Procedure Reform, which was developed by the Universidad Diego Portales Law School's Criminal Procedure Reform and Litigation Program with the support of JSCA.</p> <p>The Network activity includes the presentation of a methodology as part of a panel discussion entitled "Experiences in Risk Assessment and Supervision in the Use of Protective Measures in Criminal Procedure." The discussion is to be led by JSCA Executive Director Cristián Riego; Javier Carrasco, Project Manager of the Presumption of Innocence in Mexico Project of the Open Society Justice Initiative; Francisco Rojas, Assistant Chief Prosecutor for the Office of Domestic Violence and Sex Crimes in the Southern Metropolitan Region Prosecutor's Office; and Alberto Binder.</p>
<p>Impact: The activity was attended by 49 Alumni Network members from Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Panama, Peru, Uruguay and Venezuela.</p>
ENTRY No. 11/10
Alumni Network Activities
<p>Objectives: To promote the Alumni Network in order to expand members' knowledge of the implementation of innovative initiatives in regional reform processes and increase collaboration among network members.</p>
<p>Coverage: Regional</p>
<p>Funding source: CIDA</p>
<p>Specific activities: After the National Redex Meeting held in Argentina in 2009, a publication was launched simultaneously in several provinces during the first semester of 2010 (Santiago del Estero, Tucuman, Catamarca). This publication came as part of a series of activities that were held throughout the country in late 2009. The book on the first Redex meeting in Argentina and the presentations offered during the event can be accessed online at www.cejamericas.org.</p> <p>The II National Meeting of Criminal Procedure Reform Trainers of Argentina was held October 14 and 15 in Formosa. It was sponsored by the province's Superior Court and featured the participation of 15 network members and JSCA Program Director Mauricio Duce.</p>
<p>Impact: Local alumni groups have maintained virtual exchanges through the Cejacampus Web platform. National alumni groups have continued to organize activities to be held in 2011. A book containing the papers presented at the II Redex National Meeting in Argentina will be published at the end of this year.</p>



ENTRY No. 12/10
Training Course: “Challenges and Opportunities in the Assessment of Evidence During Adversarial Oral Trials”
<p>Objectives: To show the complexities of and possibilities opened by the assessment of evidence in adversarial oral systems so as to improve the quality of judicial decisions. To introduce a methodology that allows judges to improve their capacities and skills in the handling and assessment of specific types of evidence.</p>
<p>Coverage: The course was held September 2 and 3 in Santiago de Chile.</p>
<p>Funding source: CIDA</p>
<p>Products: The training program was developed with the support of Canada’s National Judicial Institute and featured the participation of NJI and JSCA academics. Training materials consisted of exercises and video recordings that can be used in course replicas.</p>
<p>Impact: The course was directed at judicial trainers from the member organizations of the Ibero-American Network of Judicial Academies (RIA EJ) and trainers who work with JSCA. There were 37 participants including judges and judicial trainers from Argentina (9), Brazil (2), Chile (14), Costa Rica (2), Honduras (1), Peru (5), Puerto Rico (2), the Dominican Republic (1) and Uruguay (1).</p>

ENTRY No. 13/10
Virtual Course “Introduction to Gender Issues in Criminal Justice in Latin America”
<p>Objectives: To incorporate the gender variable into the processes of discussing, designing and implementing judicial reforms through an e-learning course.</p>
<p>Coverage: This is an e-learning course.</p>
<p>Funding source: CIDA</p>
<p>Products: The course ran from July 5 through August 29. For more information, see www.cejacampus.org.</p>
<p>Impact: <u>Response:</u> A total of 24 people from 11 countries enrolled in the course.</p> <p><u>Publication:</u> We published a manual for the virtual course in June 2010. The text, which has the same title as the course, was edited by Lidia Casas. Two hundred print copies have been distributed and the text has been made available on the JSCA Website.</p>

ENTRY N 14/10
Virtual Course “Challenges to the Public Prosecutor’s Office in Latin America 2010”
<p>Objectives: The purpose of this program is to present an introduction to the current state of public prosecutor’s</p>



offices in the region and the main challenges that said institutions must face in the context of the introduction of adversarial criminal procedure systems as a result of the criminal procedure reform.
Coverage: This activity was an e-learning course.
Funding source: CIDA
Products: This course ran September 6 through November 14. See www.cejacampus.org .
Impact: Response: A total of 35 students from 11 countries in the region enrolled in the course.

ENTRY No. 15/10
Development of the Virtual Course “Pretrial Detention in Latin America”
Objectives: This training program will include an overview of the use of pretrial detention in the region and challenges to consider in a regional discussion. It will include an empirical and normative assessment of pretrial detention in Latin America; international standards for its application and use; elements of the discussion of the use of pretrial custody; and information on pretrial services in the United States, which are designed to promote the use of alternative measures.
Coverage: This activity was an e-learning course.
Funding source: CIDA
Products: The manual for this course has been finalized and training modules are being compiled for the Cejacampus virtual platform.
Impact: This course will be offered next year.

ENTRY No. 16/10
Virtual Course on “Drug Treatment Courts”
Objectives: This course is designed to review the reaches and components of drug treatment courts as an innovative approach to the issue of the effects of drug additions. Participants will review the progress that has been made, contemporary research and theories based on these programs. The purpose of the program is to allow judges, prosecutors, public defenders and members of psychosocial teams learn about these aspects and apply them to their daily work.
Coverage: This course is offered using the e-learning methodology.
Funding source: CIDA
Products: The course is mainly based on the “Drug Treatment Courts in Chile” documents developed by Fundación Paz Ciudadana in 2010 and benefitted from the collaboration of Chilean academics and criminal justice system operators. The materials have been adapted to the reality of Latin America.
Impact: The course will be offered next year.



ENTRY No. 17/10
Internships in Canada
<p>Objectives: To allow a group of training program alumni to learn about the Canadian justice system and the organization and functioning of the prosecution service through direct work experience.</p>
<p>Coverage: Canada</p>
<p>Local counterparts: Public Prosecution Service, National Judicial Institute and Ontario Province Prosecution Service</p>
<p>Funding source: CIDA</p>
<p>Products: This year, seven members of the Alumni Network completed three to five-week internships. The first program ran from May 3 through 21 and was completed by Guillermo Nicora (Argentina) and Fábio Gusman (Brazil), who visited the Public Prosecution Services of Ottawa and Montreal.</p> <p>Claudia Barcia (Argentina), Rosaly Ledesma (Bolivia) and Ximena Vintimilla (Ecuador) visited the Crown Attorney Offices in Ontario during June (the exact dates were June 7 through 25, 2010).</p> <p>Claudio Fuentes (Chile) completed a one-week internship (July 4-8) that involved attending the National Judicial Institute's "Evidence Workshop" in Québec.</p> <p>Finally, Ramón García of Chile attended the "Preventing Wrongful Convictions" course at the National Judicial Institute in St. John's Newfoundland during one week in late October.</p>
<p>Impact: Interns generated reports on what they learned, which will be published on our Website.</p>
ENTRY No. 18/10
Internships on Pretrial Detention in the United States
<p>Objectives: To allow a group of professionals linked to JSCA's work in the area learn through direct work experience about pretrial services, which have been created to provide quality technical information to the parties and judges who make decisions about release conditions for those caught committing a crime.</p>
<p>Coverage: Washington, D.C.</p>
<p>Local counterpart: Open Society Justice Initiative</p>
<p>Funding source: Open Society Justice Initiative</p>
<p>Products: During the last week of November, a delegation composed of JSCA Research Coordinator Leticia Lorenzo and two representatives of the Ministry of Justice and Ministry of the Interior of Chile will conduct a research visit to the Pretrial Justice Institute in Washington D.C. The institution offers pretrial services at the federal level and supports the management of protective measures through risk assessment and supervision programs.</p>



Impact:
The professionals who participate in this internship will draft reports on what they learn.

ENTRY No. 19/10
Visits/ Workshops on Criminal Justice in Chile
Objectives: To allow foreign delegations to learn about the development of Chile's criminal procedure reform and its logics and dynamics in terms of judicial matters and administration, implementation and management. This will be developed through guided visits that will feature oral hearing and administrative procedure observations and meetings with JSCA staff and others.
Coverage: Metropolitan Region, Chile
Funding source: The delegations will be responsible for covering the costs of their visits.
Products: The following visits took place in 2010: A workshop and visit for 21 Colombian judges was held in November. There will be a workshop and visit for 15 defense attorneys from Mexico during the second week of December.

1.4 Dissemination

ENTRY No. 20/10
International Seminar on the Adversarial Process and Judicial Management
Objective: To present and discuss ideas about the criminal justice system institutions that need to be in place in order to implement adversarial procedure.
Location: Trelew, Chubut, Argentina, March 4 and 5, 2010.
Funding source: Government of the Province of Chubut, Municipality of the City of Trelew and the Public Prosecutor's Office of the City of Buenos Aires
Local counterpart: Superior Tribunal of Chubut
Products: http://ceja.cl/portal/index.php?option=com_content&view=article&id=413
Impact: This event was attended by high-ranking judicial officials from the provinces and abroad, and was covered by various media.

2. SPECIFIC SUPPORT FOR CIVIL JUSTICE PROJECTS

2.1 Innovation Projects

ENTRY No. 21/10
Study of the Use of Oral Procedures in Areas Other Than Criminal Justice
Objective: To support local initiatives to implement oral procedures in the development of judicial decisions in non-criminal cases. Costa Rica's experience in civil and administrative cases was studied and



disseminated, and the procedure used for Chile's new labor and family hearings was analyzed.
Coverage: Costa Rica and Chile
Funding source: CIDA
Products: <u>Publication:</u> The studies mentioned above were published and printed in September 2010 as part of the book <i>Reformas de la Justicia en América Latina: Experiencias de Innovación</i> , which also contains reports on experiences with innovation in criminal justice and other areas throughout the region.
Impact: The family law report, which was handled by researchers Claudio Fuentes, Felipe Marín and Erick Ríos, was presented July 27 at an activity organized by Universidad Diego Portales entitled "Future Challenges of Family Justice." The seminar was attended by nearly 150 people, including family court judges, litigants, academics and other professionals associated with the legal system.

2.2 Training

ENTRY No. 22/10
Development of the Virtual Course on Oral Procedures in Civil Justice
Objectives: To review elements that should guide civil justice reform processes in terms of procedural aspects and litigation.
Coverage: This activity is executed using e-learning technology.
Funding source: CIDA
Products: The contents of the course are being developed during the final half of 2010.
Impact: The course will be offered next year.

2.3 Dissemination

ENTRY No. 23/10
Seminar Cycles "Transforming Civil Justice in Ibero-America: Contents and Challenges"
Objective: To analyze oral procedures and extract conclusions regarding aspects that countries that take on procedure reforms should consider based on the lessons learned from ongoing reforms.
Coverage: Madrid, Montevideo and Santiago
Funding source: Proyectos de Cooperación Interuniversitaria UAM- Banco Santander con América Latina
Local counterpart: Universidad de Montevideo, Universidad Autónoma de Madrid and Universidad Diego Portales
Products: The International Seminar "Transforming Civil Justice" was held June 17-18 in Montevideo. A



Colloquium on Civil Justice in Chile was then held at the Universidad Diego Portales Law School on August 25 in collaboration with JSCA. Uruguayan and Spanish experts took part in the event.

Impact:

Response:

A total of 200 people including high-ranking judicial officials and representatives of other countries in the region attended the Montevideo event. The Colloquium was attended by 30 invited guests.

Publication:

A book containing the most representative papers presented at both activities will be published.

3. STRENGTHENING INFORMATION AND MANAGEMENT SYSTEMS IN JUSTICE ADMINISTRATION

3.1. Judicial Information

ENTRY No. 24/10

Index of Online Access to Judicial Information, 6th Edition, 2010

Objectives:

To measure the quality and quantity of information that the judicial branches and prosecution services of OAS member states publish on their Websites and to rank them according to pre-set indicators. The 2010 Index compares this year's results with those of 2004, 2006, 2007, 2008 and 2009, which are presented in earlier studies developed by JSCA. This publication also analyzes the type of information that judicial systems offer online at the hemispheric level.

Coverage:

The OAS member states.

Funding source:

JSCA

Products:

Virtual publication on the JSCA Website; media coverage in countries around the region; dissemination of seminar and other event results; CD containing results and methodology.

Impact:

The results and methodology have led to improvements in the judicial branch and prosecution service Websites, which now provide more data and are becoming more focused on the public's needs.

Dissemination and presentation of results.

The 2010 edition will be presented at the VIII International Seminar on Judicial Management in Brasilia in late November. JSCA also will have an informational stand in place throughout the event.

ENTRY No. 25/10

Effective Justice: The Role of New Technologies in the Transformation of the Judicial System

Objectives:

To produce a locally validated assessment of 26 Inter-American Development Bank beneficiaries with special emphasis on the levels of and opportunities for inter-institutional coordination for select judicial processes and challenges regarding access to information and judicial services.

Coverage:

Argentina, Brazil, Mexico, Venezuela, Chile, Colombia, Peru, Bahamas, Barbados, Costa Rica, Jamaica, Panama, Suriname, Trinidad and Tobago, Uruguay, Belize, Bolivia, the Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Nicaragua and Paraguay.



<p>Funding source: Inter-American Development Bank (IDB)</p>
<p>Products: Information gathering instruments (online questionnaires in English, Spanish and Portuguese) for four types of judicial procedures (criminal, labor, commercial and family). Documents describing the four processes studied for the respondent countries/institutions. Analyses of the data submitted by the various countries and institutions for the processes.</p>
<p>Impact: Publication on ICTs and other resources that can be used to execute the processes of interest or to provide access to judicial information. This result can be used to manage ICTs at the institutional level or disseminate best practices at the regional level.</p>

<p>ENTRY No- 26/10</p>
<p>Action-Learning Program on Judicial Transparency and Accountability in LCR</p>
<p>Objectives: Preparatory work for the Action-Learning Program on Judicial Transparency and Accountability in LCR. Development of contents and facilitation of the program's execution.</p>
<p>Coverage: Brazil, Chile, Costa Rica, Paraguay and Uruguay</p>
<p>Funding source: World Bank</p>
<p>Products: Development of contents (including papers) on transparency, judicial integrity and accountability. Co-organization of five video conferences for the partner Supreme Courts and the World Bank Institute in which the contents generated by experts in the areas of interest will be presented. Generation of local plans of action for each participating Supreme Court for the treatment of transparency, judicial integrity and accountability. Participation in regional event in Brasilia organized by the World Bank Institute and the Supreme Court of Brazil.</p>
<p>Impact: Assessment and plans to promote transparency, judicial integrity and accountability at the level of the Supreme Courts of participating nations. Local working groups composed of justice sector actors (judges, attorneys, administrators, etc.) and civil society representatives will approve the proposed plans of action based on the recommendations of participating experts and the best practices identified.</p>

<p>ENTRY No. 27/10</p>
<p>The Impact of Information Technologies on Access to Judicial Information and Justice</p>
<p>Objectives: To improve the transfer, collaboration and dissemination of the role of ICTs among the region's judicial institutions, generating an instrument for measuring access to information and justice.</p>
<p>Coverage: Five OAS member states</p>
<p>Funding source: Institute for Development and Research Center (IDRC)</p>



<p>Products: Identification of best regional and international practices regarding the use of ICTs Development of an e-justice model Development of an index for measuring the level of access to justice (pilot program in Chile to be expanded to four countries in the region following a selection process) Dissemination of best results and practices.</p>
<p>Impact: The results portion will be complemented by an analysis developed by JSCA to measure access to judicial information. ICT service measurement mechanisms will be installed to determine the level of e-justice available in the region's judicial institutions. The competitive effect that the ranking process will generate should lead countries/institutions to improve their technological platforms and expand services to more groups, particularly at-risk sectors. The results will be presented in 2011.</p>

3.3 Training

ENTRY No. 28/10
Virtual Course on Managing Criminal Justice System Agencies
<p>Objectives: To provide participants with a comprehensive overview of the management of criminal justice system agencies in an adversarial context and with tools for assessing and implementing plans that reflect the concepts discussed.</p>
<p>Coverage: This activity will be implemented using e-learning technology.</p>
<p>Funding source: CIDA</p>
<p>Products: The manual for the course is being developed and training modules for CEJACAMPUS are expected to be generated during the first semester of 2011.</p>
<p>Impact: The course will be offered next year.</p>

3.4 Dissemination

ENTRY No. 29/10
VIII International Seminar on Judicial Management "Strategic and Technological Planning for Today's Caseload"
<p>Objective: To explore and discuss strategic and technological planning for judicial branches at the intra- or inter-institutional level, identifying accumulated experiences and specific best practices related to the procedural sphere and the implementation of ICTs. To ascertain how these two variables can be particularly useful for the analysis and adoption of measures for confronting class action lawsuits while protecting citizens' fundamental rights. The three panels will discuss: strategic planning in Supreme Courts; strategic planning for today's caseload volumes; and ICTs at the service of justice administration. Innovative experiences in management from various areas will be presented as well.</p>
<p>Location: Brasilia, Brazil, November 28-30, 2010</p>



<p>Funding source: Brazilian National Justice Council</p>
<p>Local counterparts: Brazilian National Justice Council and Brazilian Center for Judicial Research</p>
<p>Products: As of the writing of this report, the event had not yet taken place. A competition was held for papers on experiences in this area, and ten were selected for presentation. A CD was developed and will be distributed to event attendees. The seminar objectives, justification for and program are available online at http://www.cejamericas.org/. Audio and video recordings and other materials will be published on the same Website following the event.</p>
<p>Impact: Some four thousand people are expected to attend the event in representation of several countries, including high-ranking judicial officials. Various media outlets will cover the seminar. There are plans for online transmission of the event and coverage on Brazil's Judicial Channel. Work is being done on a book that will contain the papers presented.</p>

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

4.1 Institutional Agreements

ENTRY No. 30/10
Inter-Institutional Cooperation Agreements
<p>Objectives: To strengthen links and collaboration with government and civil society institutions that are connected to the region's judicial systems. In 2010, three inter-institutional cooperation agreements were signed, bringing the total number signed since JSCA's inception to 82.</p>
<p>Impact: Cooperation Agreement with Brazil's National Justice Council, June 14, 2010 in Santiago de Chile. Technical Cooperation Agreement with Chile's Public Safety Agency, November 2010 in Santiago. Cooperation Agreement with Universidad Austral de Argentina in April 2010.</p>

4.2 JSCA Internships

ENTRY No. 31/10
Pro Bono Internships
<p>Objectives: To enrich JSCA's work through the new approaches provided by interns and to create lasting links with former interns in order to establish contact with local experts and institutions. These positions are mainly directed at students or recent graduates and provide an opportunity to understand and take part in JSCA's work on judicial reform in Latin America.</p>
<p>Location: JSCA Headquarters, Santiago, Chile.</p>
<p>Funding source: Not required</p>



Products:

JSCA received **10 pro bono interns** from three countries in 2010.

Mary Roberts of the University of Toronto and **Jessica Horwitz** of Queen’s University, Ontario, Canada, worked on JSCA Management Area projects in May and June. The initiatives that they worked on include “Effective Justice: The Role of New Technologies in Transforming the Judicial System,” which was developed at the request of the Inter-American Development Bank and the Action-Learning Program on Judicial Transparency and Accountability in LCR, focusing their efforts on justice service perception surveys in Chile. Jessica also contributed to the project on “The Impact of Information Technologies on Access to Judicial Information and Justice by Citizens,” which is being developed by the International Development Research Centre (IDRC). Both contributed to the evaluation structure of the Index of Online Access to Judicial Information.

Ryan Lax of the University of Toronto, Canada, worked from May through July on the projects mentioned above for JSCA’s Management Area. He focused on identifying specific experiences of Judicial Academies and the systematization of best practices in the implementation of ICTs in the justice sector. During this same period, **Herbert J. Rivera** of Georgetown University collaborated on Management Area projects such as the Index of Online Access to Judicial Information and the Impact of Information Technologies on Access to Judicial Information and Justice.

During the second stage of the development of the Index, interns **Rodrigo Velásquez**, who is Nicaraguan but is studying at Chile’s Universidad de los Andes, and **Ignacio Alarcón**, a Chilean students from Universidad Alberto Hurtado, evaluated the institutional Websites of prosecution services and judicial branches of OAS member states.

Finally, between October and December, the Center hosted three students from American University, who took part in the project “Effective Justice: The Role of New Technologies in the Transformation of the Judicial System.” The interns’ names are **Megan Patterson**, **Kara Sparling** and **Susan Stine**.

Finally, **Natalie Reyes** of New York University is completing an internship at JSCA. She is contributing to projects and research related to pretrial detention and alternatives to it, and is providing support in the Management Area. She will continue at the Center through the end of 2010.

During the second semester of this year, JSCA signed an agreement with the University of Toronto for collaboration on Management Area projects, which will take place between October and December through distance learning and sharing technologies.

Impact:

The interns made valuable contributions to each of the studies (see www.cejamericas.org). When an intern finishes his or her program, they are given a survey regarding their experience at JSCA. All of the surveys applied this year indicate that the interns are 100% satisfied with their experience.

4.3. Summary of Other JSCA Workshops and Courses

Table 1
Summary of Other JSCA Workshops and Courses

Title	Description	Location	Date(s)
Workshop on Litigation Skills in an Oral and Adversarial System	This workshop was offered to 35 students at the Universidad San Carlos de Guatemala Law School who had completed courses on Criminal and Criminal Procedure Law.	Guatemala City, Guatemala	February 27-May 22



Seminar-Workshop for Prosecutors: Organizational Forms for Prosecution Services	JSCA Training Program graduate Claudia Barcia participated in this program organized by Guatemala's Prosecution Service.	Quetzaltenango, Guatemala	March 25-6
Presentation of the book on Argentina's First Alumni Meeting	This activity was held in the Salón Rojo at Universidad de Buenos Aires and was sponsored by the Criminal Law and Criminology Department. 65 people attended.	Buenos Aires, Argentina	April 6
Oral Procedures in Criminal Justice	The purpose of this lecture was to present the concepts of adversarial criminal procedure and the most recent reforms implemented in Ecuadorean legislation to undergraduates and legal professionals. It was attended by 120 people.	Loja, Ecuador	April 7
"First National Conference on Alternative Dispute Resolution Measures, Restorative Justice and Mediation in Criminal Matters"	This activity was organized by INECIP and sponsored by the Córdoba Provincial Judicial Branch and Prosecutor's Office and the National Prosecutor's Office. Additional sponsors include the UNC School of Law and Social Sciences, JSCA, Editorial Advocatus and Diario Comercio y Justicia.	Córdoba, Argentina	April 14-16
Presentation of the Conclusions of the First National Redex Meeting in Argentina	This activity was held in the Superior Court of Santiago del Estero. Its purpose was to disseminate the work of the Argentinean Alumni Network in the area of reform. It also served as a space for the exchange of ideas and for learning about the situation of the province. Meetings were held with members of the courts to analyze possible future actions.	Santiago del Estero, Argentina	April 19
Presentation of the Conclusions of the First National Redex Meeting in Argentina	This activity was organized by the Tucumán Bar Association and sponsored by the province's Judicial Branch and local universities. 38 people attended.	Tucumán, Argentina	April 20
Pretrial Detention: The Situation of Ecuador and Latin America	This seminar was organized with the Public Defender's Office of Ecuador. The focus was pretrial detention in that country compared to the Latin American context and the Colombian experience. The event was attended by 400 people.	Quito, Ecuador	April 22
Witness Credibility: Problems and Challenges for Litigation	The purpose of this lecture was to raise awareness among public defenders in Ecuador regarding the problems related to the change in the system for evaluating evidence for litigators in an oral and adversarial system. A total of 150 people attended.	Quito, Ecuador	April 22
Best Practices of Investigatory Judges in Cañete	Workshop held for 50 participants.	Cañete, Lima, Peru	April 22-23
Judicial Reform in Latin America	A presentation was offered on the current state of the implementation of criminal procedure reforms in Latin America	La Paz, Bolivia	April 26



	followed by an analysis of the case of Bolivia. Attended by 250 people.		
Raising Awareness of the Adversarial Criminal Justice System among Members of the Panamanian National Police	Workshop held for 100 members of the National Police.	Coclé, Panama	May 11
Training Exercise for the Coclé Province Police Department on the Function of the Judicial Police and Investigatory Procedure	Workshop directed at 35 National Police agents.	Coclé, Panama	May 18
The State of Pretrial Detention in Guatemala	The purpose of this seminar was to explore the current state of the use of pretrial detention in Guatemala and Latin America. A total of 50 people attended.	Guatemala City, Guatemala	June 16
Case Theory Workshop	This workshop was held for 35 people as part of the course “The New Oral and Adversarial Criminal Procedure.” It was sponsored by the Supreme Court of the State of Chihuahua and organized through the Center for Judicial Training and Education in Ciudad Juárez. Sponsors included the National Commission of Superior Courts of Mexico. The event was directed at members of the Chihuahua State Judicial Branch.	Ciudad Juárez, Chihuahua, Mexico	June 18-19 and 25
Criminal Procedure Reform in Bolivia and Around the Region	This activity, which was organized by the La Paz Bar Association and sponsored by Universidad Mayor de San Andrés, was designed to allow its 150 attendees to reflect on the state of justice in Bolivia. The event was attended by court officials, private litigators and law students.	La Paz, Bolivia	June 25-6
Methodology for Providing Training on Litigation Techniques for Oral Trials	This seminar was attended by 154 people.	Managua, Nicaragua	June 20-25
Latin America’s Criminal Procedure Reform Process and Its Impact on Mexico	Lecture offered in the context of the Zacatecas Judicial Branch Legal Book Fair. Attended by 30 people.	Zacatecas, Mexico	July 2
Training Course on Criminal Justice Litigation	This course was attended by 61 people	San Fernando del Valle de Catamarca, Argentina	August 4, 11 and 23
Course on Legal Arguments in the New Legal System	Activity directed at Coahuila State Judicial Branch staff at the invitation of the Supreme Court. Attended by 30 people.	Torreón, Coahuila, Mexico	August 6-7
Training Session on Criminal Law and Oral Trial and Pretrial Hearing Litigation	Training session on litigation skills directed at 37 public defense attorneys.	La Paz, Bolivia	August 23-25



Techniques			
Lecture offered at the Legal Book Fair of the Zacatecas Judicial Branch	Activity developed with the Institute for Comparative Studies in the Criminal and Social Sciences and the Legislature of Buenos Aires. JSCA Executive Director Cristián Riego and Program Director Mauricio Duce participated. The event was aired online.	Buenos Aires, Argentina	September 21-22
II Meeting to Analyze the 100 Rules of Brasilia by Justice Institutions from Brazil, Argentina, Uruguay, Paraguay and Chile: Access to Justice for Those at Risk	Organized by the Buenos Aires Public Prosecutor's Office.	Buenos Aires, Argentina	October 18-19
Conference Celebrating the 10th Anniversary of Chile's Criminal Procedure Reform	Organized by the Universidad Diego Portales Law School.	Santiago, Chile	November 11-12

4.4 Participation in Lectures, Seminars and Other Activities

Table 2
SUMMARY OF PARTICIPATION IN LECTURES, SEMINARS AND OTHER ACTIVITIES

Activity	JSCA's Role	Country	Date
Colloquium: Criminal Procedure Reform and Pretrial Detention.	JSCA Program Director Mauricio Duce addressed the issue of pretrial detention. Organized by the Universidad Diego Portales Law School.	Santiago, Chile	January 20
Meeting of Ministers of Justice and Attorneys General of the Americas (REMJA)	JSCA Executive Director Cristián Riego and Secretary to the Board of Directors Francisco Cruz attend.	Brasilia, Brazil	February 24-26
Transforming Civil Justice in Ibero-America: The Spanish and Uruguayan Models	Cristián Riego attended. Organized by Universidad Autónoma de Madrid and Universidad de Montevideo.	Madrid, Spain	March 15-19
Seminar on Oral Procedures, Pretrial Detention and Public Safety	Attended by JSCA Research Coordinator Leticia Lorenzo. Ministry of Justice activity.	Peru	March 25-27
XV Ibero-American Judicial Summit	Cristián Riego and Management and Information Area Coordinator Adrián Medrano attend. The main topic was "The Judge's Role in Contemporary Society: The Image of Justice and Relationships with Society."	Montevideo, Uruguay	April 28-30
III Regional Conference for Latin America of the International Prosecutors' Association	Attended by Cristián Riego. Organized by the Office of the Prosecutor General of the City of Buenos Aires.	Buenos Aires, Argentina	April 21-23
Conference on Oral Procedures in the Context of Intellectual Property Meetings	Leticia Lorenzo attended.	La Paz, Bolivia	April 26-7
Seminar on Bolivia's Reform	Leticia Lorenzo attended. Organized by	La Paz, Bolivia	April 26



and Constitution	Universidad Mayor de San Andrés		
Third Meeting of the Observatory on Organized Crime for Latin America and the Caribbean	Cristián Riego offered a presentation at this Open Society activity.	Bogotá, Colombia	May 11-12
CIDA Steering Committee	Cristián Riego and Mauricio Duce participated.	Toronto, Canada	May 27
Coordination Meeting with the National Justice Council	JSCA General Coordinator Andrea Cabezón attends.	Brasilia, Brazil	June 14-15
IV AIDEF Conference “Public Safety and Defender’s Offices in the Context of the 100 Rules of Brasilia on Access to Justice for Those At Risk”	Leticia Lorenzo attended this event, which was organized by the Inter-American Association of Public Defender’s Offices	Guatemala City, Guatemala	June 17-18
The Transformation of Civil Justice in Ibero-America: The Spanish and Uruguayan Models	Cristián Riego participated. Organized by Universidad Autónoma de Madrid and Universidad de Montevideo.	Montevideo, Uruguay	June 17-18
Seminar on the Situation of Criminal Procedure Reform Actors: The Situation of Bolivia and a Comparative Perspective	Leticia Lorenzo attended this event, which was organized by the La Paz Bar Association.	La Paz, Bolivia	June 25-26
International Seminar “Mediation and Alternative Dispute Resolution: A Contribution to Social Cohesion”	Cristián Riego took part in a panel on public policy and mediation. Organized by the Ministry of Justice.	Santiago, Chile	June 24
I International Seminar on the Virtual File and ICTs in Justice Administration	Adrián Medrano presented at this event, which was organized by the Lambayeque Bar Association.	Lambayeque, Peru	June 25 and 26
Seminar-Workshop on Public Policies for Modernizing Justice Systems in Terms of Technology	Cristián Riego and Adrián Medrano participated in this CGPJ/Summit/ Aecid event.	Montevideo, Uruguay	July 26-29
Seminar “Future Challenges of Family Justice”	Cristián Riego, Mauricio Duce, and researcher and attorney Erick Ríos took part in this Universidad Diego Portales event.	Santiago, Chile	July 28
VI Meeting of Colombia’s Superior Judiciary Council “Administration of Justice in Colombia in the International Context”	Cristián Riego participated in the event.	Santa Marta, Colombia	July 29-31
Presentation of the results of the Program for Judicial Reform to Improve Transparency, Accountability and the Integrity of Judicial Branches	Adrián Medrano participated in the event.	Brasilia, Brazil	August 4-5
Event on Evaluating of and Challenges for Judges’ Training	Cristián Riego attended this event, which was organized by the Institute for Judicial Research.	Santiago, Chile	August 6
Bicentennial Criminal Law Conference	Cristián Riego participated in this event, which was organized by Universidad de	Buenos Aires, Argentina	August 23-5



Buenos Aires.			
Seminar “Public Safety and Private Participation: Collaboration or Competition?” (II International Public Safety Fair FISEG 2010)	Mauricio Duce participated as a panel session moderator.	Santiago, Chile	September 9
World Justice Project Latin America & Caribbean (LAC) Rule Of Law Conference	Cristián Riego participated in this event.	Lima, Peru	September 8-10
XII Meeting of Judicial Branch Computer Services Area Heads	Ricardo Lillo, a research attorney with JSCA, attended as an observer. Organized by the Río Negro Judicial Branch.	Bariloche, Argentina	September 16 and 17
I Conference on Alternative and Substitutive Measures Offices and Patterns in Criminal Justice	Cristián Riego presented and Mauricio Duce attended. Organized by INECIP.	Buenos Aires, Argentina	September 21-22
Seminar on Information Technologies in the Judicial System	Adrián Medrano participated in this event, which was organized by CEJ and sponsored by the Supreme Court.	Asunción, Paraguay	September 24
Election of the Prosecutor General of Santa Fe	Cristián Riego served as a member of the jury.	Santa Fe, Argentina	September 27
Seminar on Alternative Reclusion Methods	Mauricio Duce presented.	Santiago, Chile	October 13
I Conference on Criminal Procedure Reform in Santiago Del Estero	Leticia Lorenzo presented a talk.	Santiago del Estero, Argentina	October 21-3
International Seminar “The Criminal Procedure Reform and Its Implementation: The Cases of Mexico and Chile”	Cristián Riego presents an assessment of pretrial detention use in the region. Organized by the Chilean Cooperation Agency, UNDP Chile, the Secretariat of Foreign Relations and the General Directorate of Technical and Scientific Cooperation	Mexico City	October 28-9
International Association For Court Administrators	Russell Wheeler, President of the JSCA Board of Directors, and Adrián Medrano took part in this event.	Trinidad and Tobago	November 1-3
Session of the Inter-American Commission on Human Rights	Cristián Riego offered a presentation on pretrial detention in the region.	Washington, D.C.	November 1

4.4 JSCA Virtual Information Center (VIC) and Virtual Library

ENTRY No. 32/10
Virtual Information Center (VIC)
Objectives: JSCA’s Website is its main vehicle for providing information and generating spaces for interaction among individuals and institutions interested in judicial reform issues at the regional level. Our goal is to continue to improve and expand the site throughout the year, increasing the services provided to our users, which include the virtual library, calendar, JSCA project and product information, course registration materials and access to virtual courses through CEJACAMPUS.



Funding source: JSCA
Impact: A total of 381,945 searches (through September 2010) were logged on the Website. Virtual products or platforms include the sites for the 6th Index of Online Access to Judicial Information, the VII Seminar on Judicial Management and the corresponding multimedia CDs. This year, a new Joomla platform for www.cejamericas.org was developed.

ENTRY No. 33/10
JSCA Virtual Library
Objectives: To provide information on justice reform and modernization processes at the regional and global levels and to provide spaces for dissemination and exchange. Specifically, the Virtual Library gathers and disseminates information of interest such as international and national laws; local, regional and global research studies; and articles through the institution's Website.
Funding source: JSCA
Products: We continued to encourage users to submit documents for inclusion in the Library during 2010.
Impact: During this year, JSCA's Virtual Library was searched 15,068 times (through September). The Virtual Library has a total of 5,380 documents related to justice in the Americas.

4.5 Regular and Special Publications

ENTRY No. 34/10
Nexus Newsletter
Objectives: Nexus Newsletter is our key tool for communicating with our external audience. Its purpose is to provide a news summary on justice reform and modernization processes in the Americas, to describe related events and provide information useful to those involved or interested in these issues.
Funding source: JSCA
Products: Twelve new issues were published in keeping with the corporate lines of JSCA's Website design. Each issue was translated into English. See www.cejamericas.org .
Impact: The newsletter currently has 9,873 subscribers (7,579 read it in Spanish and 2,294 do so in English).

ENTRY No. 35/10
Judicial Systems Journal
Objectives: To promote the exchange of ideas and experiences related to judicial reform processes in the region. The journal has released 13 print issues and is the region's main source on this topic. During the first semester of 2010, the journal became virtual, which facilitates its distribution, lowers costs, and allow for more intense interaction among readers.



The most recent issue focuses on pretrial detention. A second 2010 issue, which is to be released in November, is centered on complex crimes. There will be a special section on judicial structure.
Funding source: JSCA
Products: The platform that will house our new virtual journal and allow users access to new tools was finished this year. The Website is www.sistemasjudiciales.org .

ENTRY No. 36/10
Social Networks
Objectives: To promote the exchange of ideas and experiences with judicial reform processes in the region and generate a greater impact on new Internet users.
Funding source: JSCA
Products: During the first semester of 2010, JSCA developed a Facebook presence that allowed it to disseminate the institution's news and share news from the justice sector. The platform currently has 2,200 members and is updated daily. In June, we created a JSCA Twitter page that allows us to disseminate brief news messages. JSCA currently has 50 Twitter followers and 150 scribd followers. Finally, the JSCA and Judicial News podcast platforms were developed during the second semester of 2010 to generate interview programs online. We have 17 podcasts and have had a total of 2,000 audio downloads.

ENTRY No. 37/10
JSCA Publications
Objectives: JSCA's publications are designed to help the institution reach audiences whose Internet connections do not allow for the downloading of the research that is available online. JSCA makes limited print editions of some of its publications available free of charge (recipient pays shipping).
Funding sources: CIDA, USAID
Products: VII Seminar on Judicial Management: Investing in Justice. Prosecuting Complex Crimes: The Capacities of Criminal Justice Systems in Latin America. See Entry 3. Justice Reform in Latin America: Experiences in Innovation. See Entries 10, 11 and 23. "Introduction to Gender Issues in Criminal Justice in Latin America." See Entry 13.
Impact: "VII Seminar on Judicial Management: Investing in Justice" Published in March 2010. This publication features a collection of the presentations offered at the seminar, which was held in October 2009. A total of 1,000 print copies of the publication have been made available to date as well as a free PDF version, which has been published online. The study on prosecution and investigation contains local reports on Argentina, Chile, Colombia, Mexico, Perú and Venezuela as well as a comparative introductory chapter. Published in November



2010. The final version of the report is in progress. The issue on innovation that will be published in November 2010 features seven experiences presented in two sections. The first contains innovative experiences in the transformation of the criminal justice system including the introduction of a hearing management model in Guatemala, the reform process in Argentina's Chubut Province and the changes implemented in Buenos Aires. The second section has four papers that document innovative experiences outside of the criminal arena. The first describes the introduction of oral procedures in non-criminal cases in Costa Rica and the other three refer to recent reforms introduced in Chile. The first analyzes the operation of the new family courts in Santiago, the second focuses on the new labor justice model and the third analyzes the use of alternatives to pretrial detention in cases involving domestic violence. A total of one thousand copies were printed, and the publication was posted on the JSCA Website, www.cejamericas.org.

"Introduction to Gender Issues in Criminal Justice in Latin America," a Spanish language publication issued in June, was updated and adapted to manual format by Chilean expert Lidia Casas. A group then shaped the Virtual Training Program of the same name, which JSCA has implemented twice.

The purpose of the effort is to identify aspects of criminal procedure in which gender issues become important, providing tools that help judicial actors to handle them in a manner that is in keeping with new demands.

II. INSTITUTIONAL SUSTAINABILITY

1. Financial Report

1.1. Income

Resources received and projected through December of this year total US\$1,331,290. This amount is 1% lower than the income reported for 2009. The table below presents information on income by type of source:

**TABLE No. 1
INCOME FOR 2010 BY TYPE OF SOURCE**

SOURCE	COOPERATION PROJECT	VOLUNTARY CONTRIBUTION	OVERHEAD	OTHER	TOTAL	%
CIDA	707,492		84,899	700	793,091	60%
Government of Chile		50,000			50,000	4%
IDB				42,000	42,000	3%
Other contributions				78,326	78,326	6%
OPEN SOCIETY				50,000	50,000	4%
ICA			6,947	57,890	64,837	5%
MSI				32,025	32,025	2%



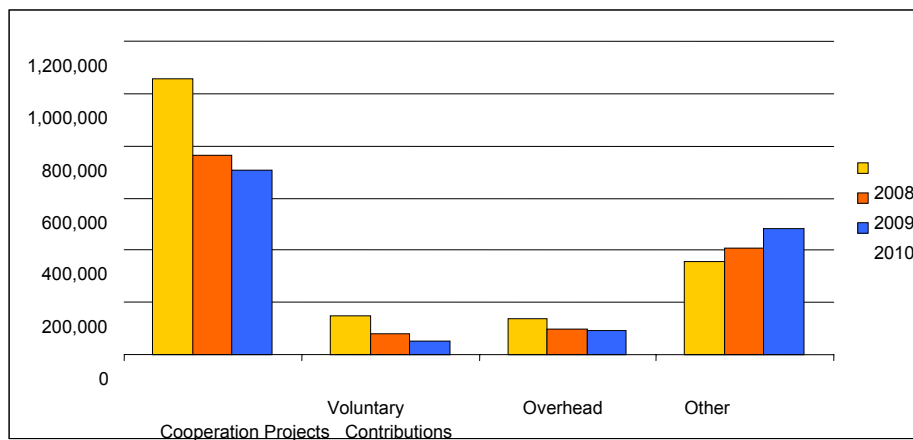
World Bank				48,286	48,286	4%
Technical Assistance				57,270	57,270	4%
Seminar and Course Fees				112,198	112,198	8%
Judicial Systems Journal				240	240	0%
Interest Earned				3,017	3,017	0%
TOTAL	707,492	50,000	91,846	481,952	1,331,290	100%
%	53%	4%	7%	36%	100%	

CIDA continues to be the most important source of cooperation project funding. New funding was obtained from Open Society, IDB, ICA, the World Bank and MSI.

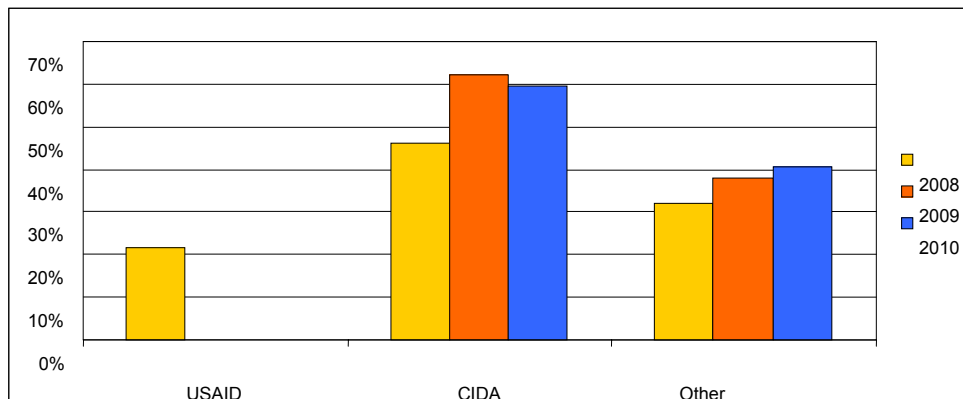
There has been a 2% decrease in voluntary contributions due to the lower contribution received by the Government of Chile and the absence of contributions from other nations.

The figures below present funding by source and type of source for 2008, 2009 and 2010.

**FIGURE No. 1
INCOME BY TYPE OF SOURCE 2008- 2009-2010**



**Figure No. 2
INCOME BY SOURCE 2007 – 2008-2009**



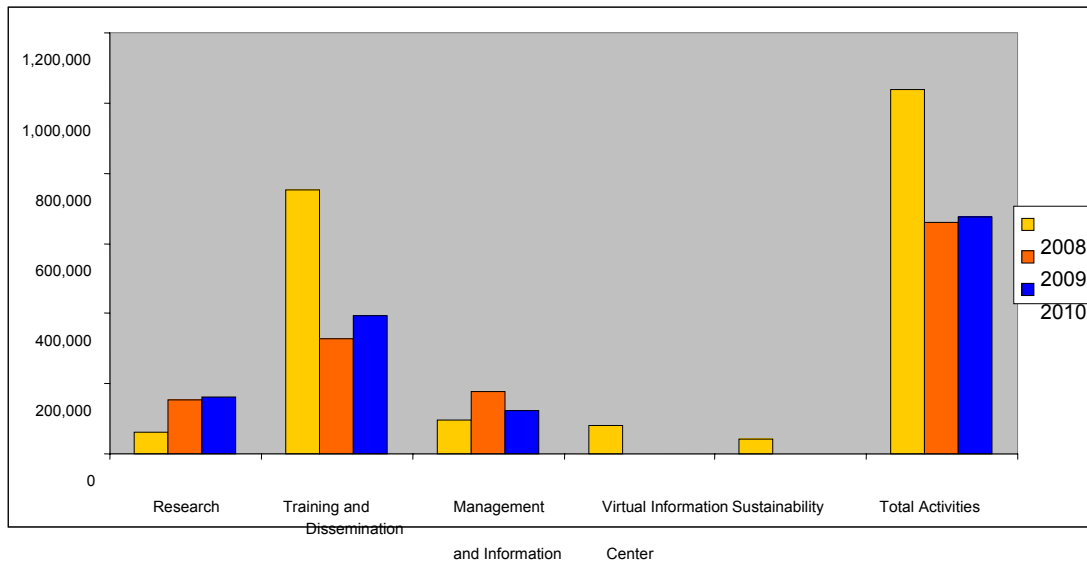
2.2 SPENDING

Total projected spending for 2010 is US\$1,324,925. This is 1% lower than the amount reported the previous year. Table 2 presents detailed information on expenditures made this year.

**TABLE No. 2
SPENDING 2010**

I. Activities	
1. Research	162,373
2. Training and Dissemination	391,780
3. Management and Information	121,915
Subtotal	676,068
II. OPERATING COSTS	
1. Salaries	503,757
2. Operating Costs	87,204
3. Equipment	20,896
4. Travel and Participation in Conferences	15,000
5. Meetings of the Board of Directors	12,000
6. Audits	10,000
Subtotal	648,857
III. TOTAL	1,324,925

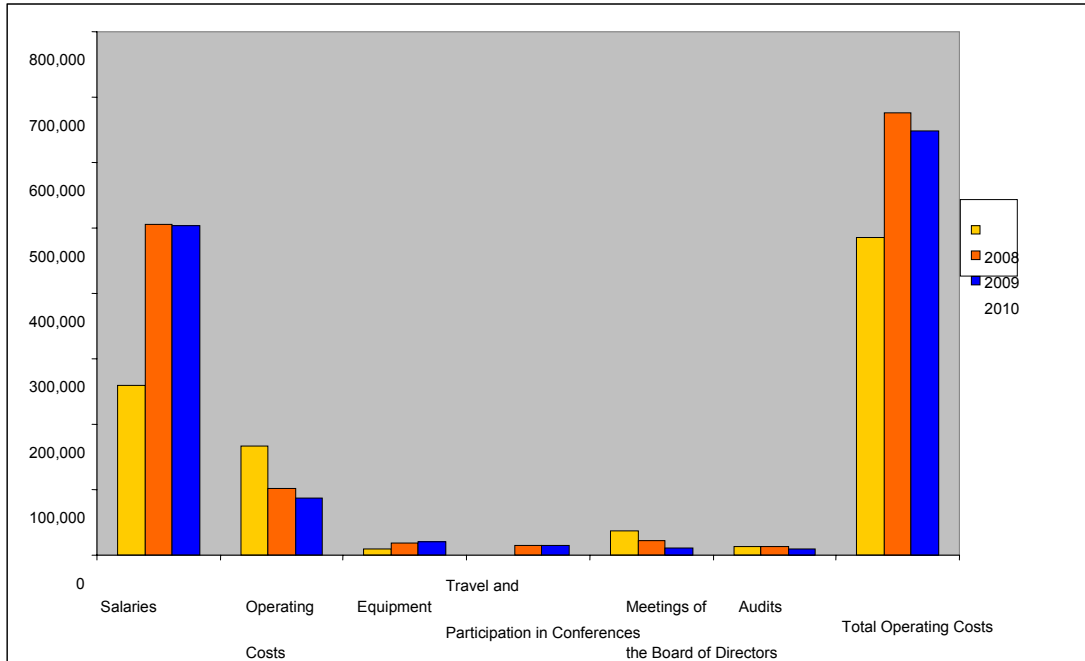
**Figure No. 2
COMPARISON OF SPENDING ON ACTIVITIES 2008-2009-2010**



In 2010, most activates-related spending was related to training initiatives. There was a 2% increase over the previous year in activities.



**Figure No. 3
COMPARISON OF OPERATING COSTS 2008-2009-2010**



Salary expenditures remained stable and operating costs dropped 17% as compared to 2009 as a result of the decrease in operating costs and meetings of the Board of Directors.

III. BALANCE

In summary, the income projected for 2010 (US\$1,331,290) will exceed expenditures for this year (US\$1,324,925), generating a positive balance of US\$6,365.

The figure below compares these statistics to those from the two previous years.

**Figure No. 4
COMPARISON OF BALANCES 2008 -2009-2010**

