



2006 ANNUAL REPORT



TABLE OF CONTENTS

Introduction.....	3
 I. JUSTICE REFORM IN THE AMERICAS	
1. Promoting Judicial Reform in the Region	4
<i>1.1. Inter-American Seminars.....</i>	<i>4</i>
<i>1.2. Research.....</i>	<i>4</i>
<i>1.3. Other Activities.....</i>	<i>5</i>
2. Specific Support for Criminal Justice Reforms.....	8
<i>2.1. Pilot Projects.....</i>	<i>8</i>
<i>2.2. Research.....</i>	<i>9</i>
<i>2.3. Training.....</i>	<i>11</i>
3. Specific Support for Civil Justice Reforms.....	13
<i>3.1. Research.....</i>	<i>13</i>
<i>3.2. Training.....</i>	<i>14</i>
4. Strengthening Information and Justice Administration Management Systems	
<i>4.1. Development of Information Systems</i>	<i>15</i>
<i>4.2. Development of Management Systems.....</i>	<i>16</i>
5. Other Activities in Fulfillment of JSCA's Key Goals.....	18
<i>5.1. Summary of Other Courses and Workshops Offered by JSCA.....</i>	<i>18</i>
<i>5.2 Participation in Conferences, Seminars and Similar Events.....</i>	<i>22</i>
<i>5.3. Virtual Information Center and Virtual Library</i>	<i>27</i>
<i>5.4. Regular and Special Publications.....</i>	<i>28</i>
 II. INSTITUTIONAL SUSTAINABILITY	
<i>1. Main Activities Executed.....</i>	<i>30</i>
<i>2. Financial Report.....</i>	<i>33</i>
 APPENDICES	
Appendix 1: <i>Comparison of Objectives and Activities 2006</i>	
Appendix 2: <i>Media Coverage of JSCA</i>	



Introduction

This report presents the activities implemented by the Justice Studies Center of the Americas (JSCA) during 2006.

This year has been very important for our organization. First, and as we discuss in this report, the activities developed since its inception in 2001 began to produce results. Highlights include the pilot projects executed in Argentina to increase the use of oral procedures and reduce judicial responses to crimes in which the perpetrator was caught in the act, and the over 40 local replicas implemented just this year by students and graduates of JSCA training programs. This demonstrates the existence of a solid international network led by JSCA, which is enthusiastically contributing to the improvement of justice in the region. It is also important to note that during this year the institution has continued to develop studies that focus on issues that are particularly important for strengthening democracy in the Americas, including gender and indigenous peoples and criminal justice. This year also saw the launch of efforts to strengthen civil justice in the region, which will be expanded during 2007.

Second, 2006 was crucial for developing and launching specific efforts to achieve financial sustainability for the Center in the medium- and long- term. The JSCA Board of Directors approved the institutional Financial Plan during the VI Meeting of Ministers of Justice

and Ministers or Attorneys General of the Americas (REMJA). We also negotiated continued support from our main funders. We will continue to implement measures designed to ensure JSCA's financial sustainability during 2007.

This report is divided into two sections. The first describes activities that are directly related to JSCA's institutional mission of promoting justice reform in the countries of the region. We discuss actions executed in order to achieve general reforms of justice systems, specific activities in the areas of civil and criminal justice, and efforts to improve information systems and judicial performance. Each action described in this section is presented in a chart that lists the title, objectives, location(s), funder(s), local counterpart(s), products and impacts. These charts reflect the structure of the 2006 Plan of Action that was approved by JSCA's Board of Directors.

The second section presents the main activities developed in order to achieve institutional financial sustainability and the JSCA 2006 Financial Report.

Finally, this document contains two appendices. The first is a chart that presents objectives and activities for 2006. The second is a summary of actions taken to position the organization in the media.



I. JUSTICE REFORM IN THE AMERICAS

1. Promoting Judicial Reform in the Region

1.1. Inter-American Seminars

ACTIVITY N° 1
Inter-American Seminar on Judicial Government
Objectives: To initiate a systematic regional discussion of aspects of the government of judicial institutions and more adequate institutional approaches to meeting their responsibilities. Experiences from both within the region and elsewhere were reviewed.
Location(s): Buenos Aires, Argentina. The event was attended by 150 people from nine countries.
Funding Sources: USAID and local funding
Local Counterpart: Fundación Carolina de Argentina
Impact or Results: The seminar attracted a large audience and was rated as excellent by participants. This event gave continuity to the line of inquiry introduced in issue 10 of <i>Judicial Systems Journal</i> .

ACTIVITY N° 2
IV Inter-American Seminar on Judicial Management
Objectives: To analyze the theoretical progress and innovative experiences in countries around the region related to the formulation of judicial budgets as strategic management instruments, the management of human resources and the generation of information to support decision-making processes in judicial systems.
Location(s): San Salvador, El Salvador
Funding Source(s): El Salvador Supreme Court Modernization Project
Local Counterpart: Supreme Court of El Salvador
Products: The event was attended by 240 representatives of countries from the region, many from Central America.

1.2. Research

ACTIVITY N° 3
Report on Fulfillment of the Mandates of the Summits of the Americas
Objectives: To analyze the mandates of the Summits of the Americas related to legislative reform for the development and modernization of the justice sector and the degree to which they have been fulfilled by the countries of the region. To detect particularly valuable experiences in this area.
Location(s): The entire region.
Funding Source(s): Inter-American Dialogue using IDB resources



Product: Report
Impact or Results: The research will be used to develop proposals for the Summits and will be distributed throughout the region.

ACTIVITY N° 4
Comparative Study of Judicial Reforms in Latin America
Objectives: To explore the results of the efforts made in countries that are representative of the region to reform judicial systems in order to extract useful lessons that can be used to support the political process behind the reforms and the actions of international cooperation agencies.
Location(s): Argentina, Chile, Colombia, Guatemala, Peru and Venezuela Evaluación de la Reforma Judicial en América Latina (Spanish language version) Judicial Reform in Latin America (English language version)
Funding Source: Open Society
Local Counterpart: Project carried out jointly with the Center for Strategic and International Studies (CSIS).
Impact or Results: We generated country studies and a regional report. These documents were discussed at a workshop held in Washington that was attended by numerous justice sector experts.

1.3. Other Activities

ACTIVITY N° 5
Agreements Signed during 2006
Objectives: To strengthen ties with judicial institutions in the region. We have signed a total of 65 cooperation agreements with judicial branches, prosecutor's offices and public defender's offices in the Americas. During this year we signed seven cooperation agreements.
Location(s): Argentina, Chile, Mexico, Paraguay and the Dominican Republic
Local Counterparts: Ibero-American Association of Public Prosecutor's Offices, Paraguayan Human Rights Institute, Superior Court of the State of Durango, Supreme Court of the Province of Buenos Aires, Institutionality and Justice Foundation (FINJUS), Caribbean Institute for the Rule of Law (ICED).
Impact or Results: Cooperation Agreement with the Ibero-American Association of Public Prosecutor's Offices Chile 11/7/2006 Cooperation Agreement with the Paraguayan Human Rights Institute Paraguay 10/23/2006 Cooperation Agreement with the Superior Court of the State of Durango Mexico 7/28/2006 Agreement to Extend the Pilot Program on Criminal Justice in Cooperation with the Province of Buenos Aires Argentina 6/28/2006 Cooperation Agreement with Fundación Institucionalidad y Justicia (FINJUS) Dominican Republic 6/6/2006 Cooperation Agreement with the Instituto Caribeño para el Estado de Derecho (ICED) Dominican Republic 6/6/2006



Assistance with Drafting a Report on the CPR in the Dominican Republic, Agreement between FINJUS, ICED and JSCA Dominican Republic 6/6/2006

ACTIVITY N° 7
Consultancy for the Commission on the State of Justice of the Republic of Panama
Objectives: To develop recommendations for applying the 27 proposals contained in the “State Pact for Justice,” which the Commission drafted in 2005. The proposals are designed to improve justice administration in Panama.
Location(s): Panama
Funding Source: UNDP
Products: Report with recommendations and Excel spreadsheet with basic data for developing a baseline that would allow for the evaluation of the impact of the measures taken.
Impact or Results: It is expected that the implementation of the recommendations will allow the State Pact for Justice to be developed into a series of projects with specific and measurable objectives, goals and activities and precise definitions of the medium- and long-term impacts on justice in Panama.

ACTIVITY N° 8
Judicial Educators' Network (JEDNET)
Objectives: To provide effective legal education by supporting various associations and groups, including JSCA. JEDNET promotes the exchange of skills and information with various legal education groups and the development of judicial reforms.
Location(s): Canada
Funding Source: CIDA
Local Counterpart: National Judicial Institute – NJI- Canada
Products: JSCA developed a Spanish-language version of the program’s main websites. It also contributed written descriptive and judicial materials regarding the teaching of law, the challenges that it presents and its implementation.
Impact or Results: JEDNET is an ongoing project. A website has been developed in English and French. On December 14, a Roundtable Discussion on Judicial Education was held in Santiago de Chile. The event was organized by JSCA and was designed to allow JEDNET partners and judicial educators to share knowledge and experience and discuss the role of judicial training in reform. The event was attended by those who had gone to administrative meetings for JEDNET as well as six to 10 other people from Chile, Argentina and Peru who work in the area of judicial training.

ACTIVITY N° 9
Pro Bono Internships
Objectives: To enrich JSCA’s work through interns’ contributions and to create lasting connections with local experts and institutions. The pro bono internship, which is mainly directed at students and recent graduates, offers an



opportunity to learn about and take part in JSCA's work on judicial reform in Latin America. Interns acquire knowledge and skills in several areas, as they are asked to work with our Management and Information, Training, Research, Press and Communications and Events areas.
Location(s): Santiago, Chile
Funding source: USAID
Impact or Results: This year we hosted 14 pro bono interns who worked on projects in our Research, Management and Information and Administration Areas. The interns represented Chile, the U.S., Brazil and Nicaragua. We have received 12 inquiries about this type of internship since April of this year.

ACTIVITY N° 10
Paid Internships
Objectives: The paid internship program is directed at young professionals. Its main objective is to promote the exchange of experiences and create connections with local institutions and experts. Its specific objective is to provide participants with practical opportunities to develop and acquire a wide range of skills that enrich their work as well as that of JSCA. This year the program was strengthened by the signing of a cooperation agreement with the Judicial Academy of the Dominican Republic, which will send one professional to join us each year and cover his or her remuneration.
Location(s): Santiago, Chile
Funding source: USAID
Impact or Results: The paid interns from the 2005 program completed their work in March 2006. We held the 2006 competition and received 105 applications from 18 countries. This year's winner is Sandra Banfi Vique of Uruguay, who joined our team on October 10, 2006. Through an agreement with the Judicial Academy of the Dominican Republic, Mariloy Díaz also joined our team. Díaz and Banfi will be responsible for developing the Report on Judicial Systems in the Americas 2006 – 2007.

2. Specific Support for Criminal Justice Reforms

2.1. Pilot Projects for Improving the Implementation of Criminal Procedure Reforms

ACTIVITY N° 11
Criminal Justice Pilot Plan in the Province of Buenos Aires (Argentina)
Objectives: To strengthen the adversarial system. This project involves gradually extending the Mar del Plata pilot project to the rest of the province.
Location(s): The judicial departments of San Martín and Zárate.
Funding Source: Province of Buenos Aires
Local Counterparts: Supreme Court, Attorney General's Office and Ministry of Justice of the Province of Buenos Aires. Unidos por la Justicia.



Impact or Results:

Following a positive evaluation of the pilot plan implemented in Mar del Plata (see the results of the Evaluation), provincial authorities decided to continue to apply the new system for trying criminals who were caught in the act throughout the province. The work began with the judicial districts of Zárate-Campana and San Martín, and there are plans to extend the program to the rest of the province. This period saw the launch of operations of the new system in these departments. Training was held for staff members, a baseline was developed, and resolutions and instructions were drafted. Authorities also made necessary management adjustments. Finally, training activities began in the next departments to be added to the system.

ACTIVITY N° 12

Criminal Justice Pilot Project in the Province of Córdoba (Argentina)

Objectives:

To strengthen the adversarial system by reproducing the improvements made in Mar del Plata (use of oral procedures by investigative judges and early decisions).

Location(s):

Province of Córdoba, Argentina

Local Counterparts:

Supreme Court and Attorney General's Office of the Province of Córdoba, INECIP Córdoba

Impact or Results:

Progress was made in the design of a new work model and operators were trained. The new system will be implemented next year.



ACTIVITY N° 13
Support for Criminal Justice in the City of Buenos Aires (Argentina)
Objectives: To strengthen the adversarial system by introducing the use of oral procedures during the pre-trial stages.
Location(s): Buenos Aires, Argentina
Funding Source: Magistrate's Council
Local Counterpart: Magistrate's Council and local actors
Impact or Results: JSCA provided support for the internal process, which already had begun.

2.2. Empirical Research on Criminal Procedure Reform

ACTIVITY N° 14
Updating of Follow-Up Study: Research, Publication and Distribution
Objectives: To assess the implementation of criminal procedure reforms in countries not previously covered and the changes that have been implemented since the original studies were conducted in countries that had been evaluated.
Location(s): Argentina, Colombia, Costa Rica, Ecuador, the Dominican Republic and Guatemala
Funding source: USAID
Local Counterparts: INECIP, Corporación Excelencia en la Justicia, FINJUS and Fundación Esquel
Products: One report per country. See www.cejamericas.org .
Impact or Results: The studies demonstrate the importance of JSCA's work in this area. The problems detected continue to be critical for countries with new reforms, and positive results have been detected in nations where JSCA has supported efforts to overcome problems. The studies will be the subject of local seminars and a publication.

ACTIVITY N° 15
Report on the Implementation of the Adversarial System in the State of Nuevo León
Objectives: To identify the strengths and weaknesses of the reform process, document them and disseminate them throughout Mexico in order to allow local actors to discuss the results and extend their application to other areas.
Location(s): The State of Nuevo León, Mexico
Funding Source: Renace
Local Counterparts: Renace and the Centro de Investigación y Docencia Económica, CIDE. JSCA is providing technical support



to local actors in order to allow them to promote a discussion of the experience of Nuevo León that improves the quality of local dialogue on this issue.

Products:

Report on the Implementation of the Adversarial System in the State of Nuevo León

Impact or Results:

Discussion of the report with operators and formulation of improvement programs.

ACTIVITY N° 16

Management Models in the Public Prosecutor's Office for First Efforts to Coordinate with the Police in the Context of the Criminal Procedure Reform. Study of Four Experiences in Santiago de Chile

Objectives:

To analyze management models used in the Regional Prosecutor's Offices of the Metropolitan Region – Santiago, Chile (Central-North, Southern, Eastern and Western), which were implemented for first instructions of prosecutors for the police as part of the new Criminal Procedure Code. To contribute to the dissemination of components of the new model through a descriptive analysis of each office based on information gathered in the field.

Location:

Chile

Products:

[Final](#) Report with Appendices ([Appendix 1](#) - [Appendix 2](#)) containing the information that was gathered.

Impact or Results:

In order to present the results of the study, we invited representatives of the four offices to participate in a workshop. The results and methodology were widely validated, and we gathered suggestions for modifications and improvements for the management models of some of the offices. As a result of her participation in this exercise, one of our interns was hired by the Eastern Office to help develop their strategy.

ACTIVITY N° 17

Study on Gender-based Violence and Criminal Procedure Reform in Córdoba (Argentina)

Objectives:

To complete an empirical study that allows us to evaluate the progress that has been made in treating crimes that are important in regard to the issue of gender as well as challenges that remain in this area.

Location(s):

Province of Córdoba (Argentina)

Funding Source:

USAID

Local Counterpart:

The study was developed by a group of researchers led by Patricia Soria, of INECIP Córdoba.

Products:

A final report and a summary of said document will be used to complement JSCA's 2004 comparative report, which covered Chile, Ecuador, Guatemala and Honduras. www.cejamericas.org

Impact or Results:

There is no empirical research on the treatment of women by the criminal justice system at the regional level. Discourses on the topic at the inter-American level are rhetorical, and this perspective impedes the discovery of gender biases that jeopardize the fulfillment of conventions and international standards regarding women's rights. With this study, JSCA contributes an evaluation of problems in six countries that would otherwise remain undiscovered due to the lack of an empirical perspective.



ACTIVITY N° 18
Criminal Procedure Reform and Indigenous Communities
Objectives: To identify the degree to which criminal procedure reforms have responded to the problem of cultural diversity. Specifically, to identify the normative mechanisms and institutional experiences that the reform movement has considered in order to respond to conflicts involving members of indigenous communities.
Funding Source: CIDA
Products: Final Report
Impact or Results: The report was based on a bibliographical, legislative and case law analysis of five countries in the region: Bolivia, Chile, Colombia, Guatemala and Peru. This allowed us to present and develop the main items on the agenda for presenting an empirical analysis of the impact of criminal procedure reforms from a multicultural perspective. The document contains preliminary results that can serve as the basis of future research projects.

ACTIVITY N° 19
Roundtable Discussion on Citizen Security and Criminal Procedure Reform
Objectives: To analyze and discuss key aspects of criminal procedure reform and citizen security and the degree to which reforms have contributed to reducing crime. To present proposals for addressing and developing this issue in Chile and countries around the region based on positive global experiences.
Location(s): Santiago, Chile
Funding Source: The event was developed in cooperation with Fundación Paz Ciudadana and Universidad Diego Portales. JSCA's contribution was financed by Open Society.
Impact or Results: Approximately 80 people participated in the event, including representatives of prosecutor's offices, police agencies, courts and civil society. Both presenters and audience members engaged in a critical analysis of diverse aspects of criminal procedure reform and citizen security and proposals for change. Also, JSCA's Executive Director presented the book "Desafíos del Ministerio Público Fiscal en América Latina" and copies were distributed to all of those in attendance.

2.3. Training

ACTIVITY N° 20
Inter-American Program for Training Trainers for Criminal Procedure Reform (Third Version)
Objectives: The third version of the course ran from April through September of this year. The main objective is to improve the results of criminal justice reform processes in the region by training an important group of leaders and implementing local replicas in their home countries.
Location(s): The basic course was held in Reñaca, Chile and the advanced course was offered in Santiago. The intermediate stage is developed on CEJACAMPUS, our virtual platform. Our students represented the following countries: Argentina, Bolivia, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Honduras, Mexico and Peru.
Funding Source: CIDA



Products:

The 2006 version benefited from the participation of 51 students from around Latin America. The course “Instruments for Implementing an Oral and Adversarial System 2006” was divided into three stages. The first ran from April 2-7 in Reñaca, Chile. The second was offered via e-learning and ran from April 17-August 25. The advanced course was held September 25-29 in Santiago.

As had been the case in previous years, the Latin American community was very interested in the program. We received 192 applications and accepted 53 students. The intermediate stage was completed by 50 students (of the 52 who began the process). The final stage was attended by 93% of the original participants.

Impact or Results:

The course was evaluated as “Excellent” by 64.58% of the students, and 29.17% rated it as “Very Good.” The intermediate stage, which was offered through the virtual platform, received high marks. A list of the local replicas held in 2006 is presented below.

ACTIVITY Nº 21

Managing Chile’s New Criminal Justice System: Analysis and Practical Observation

Objectives:

To allow delegations of visitors to experience the development of Chile’s criminal procedure reform, understand its judicial and administrative logic, and consider its implementation and management. This activity is developed through visits that allow guests to observe administrative activities and hearings and to meet with reform participants as well as JSCA staff members who specialize in this area.

Location(s):

Chile, in Viña del Mar, Valparaíso and Santiago

Funding Source:

The costs of the program are covered by the participants.

Products:

The following groups were hosted this year:

- Colombian Delegation, Visit by Efraín Mora. June 21-23.
- Mexican Delegation, Instituto Técnico de Monterrey. July 3-5. (3 participants)
- Peruvian Delegation, Instituto de Ciencia Procesal Penal. August 28-30. (14 participants)
- Peruvian Delegation, Prosecutors from Callao. October 16-20. (15 participants)
- Ecuador Group, members of ESQUEL. October 23-27. (11 members of the Foundation)
- Peruvian Delegation, Second Visit of Prosecutors from Callao. November 20-23. (15 participants)

ACTIVITY Nº 22

Managing Chile’s New Criminal Justice System. Analysis and Practical Observation. Visit by the Durango Delegation. July 24-28

Objectives:

To present knowledge and skills indispensable to individuals who will play a key role in the implementation of criminal justice reform. The specific objectives are: a) to analyze the strengths and weaknesses of criminal procedure reform processes; b) to present new instruments and practices for their implementation; and c) to present the operation of an oral and adversarial criminal procedure model like the Chilean one in a practical manner through on site visits in order to allow participants to learn about the main lessons learned.

Location(s):

The course was held in Santiago de Chile. The participants were from Mexico.

Funding Source:

Durango State Superior Court (Mexico)

Products:

We developed materials specifically for this course containing doctrine and experience that explain the logic of the new process. We also developed interviews and lectures by system actors and members of JSCA.

Impact or Results:

Participants were asked to evaluate the program once it ended, and had very positive feedback for JSCA.



Specifically, over 80% of the participants gave the program the highest possible score of 5.

ACTIVITY N° 23
Course on the State of Justice in the Americas: Challenges and Opportunities for Granting Access to the Majority
Objectives: To present an overview of the state of justice in the region and relate it to the perspective of the InterAmerican Development Bank and its practical experience in the design, administration and execution of justice programs.
Location(s): Santiago, Chile
Funding Source: IDB
Local Counterpart: IDB
Products: The course was held November 13-15 and attended by 18 members of IDB and 13 consultants.

3. Specific Support of Civil Justice Reforms

3.1 Research

ACTIVITY N° 24
Study on Family, Filiations and Support (Chile)
Objectives: To identify a methodology for evaluating countries in an area with high social impact and in which important efforts made at the legislative level have been undermined by operational problems in justice systems.
Location(s): Chile
Local Counterpart: Interns from the Universidad Diego Portales
Products: Final project
Impact or Results: Institutional learning. Instrument that could be used to evaluate the situation of the countries of the region.

3.2 Training Activities

ACTIVITY N° 25
Seminar on Oral Procedures and Civil Justice
Objectives: To provide theoretical and practical information on adversarial litigation systems in the area of civil law.
Location(s): San José, Costa Rica
Funding Source: Supreme Court of Costa Rica through an IDB loan
Local Counterpart: Supreme Court of Costa Rica



Products:

Guidelines, materials and sample cases were developed for this program. One hundred people, many of them from Central America, attended the seminar.

ACTIVITY N° 26

EUROsociAL Exchange of Experiences

Objectives:

To learn about experiences with civil justice reform in Spain, France and England.

Location(s):

Spain, France and England

Funding Source:

EUROsociAL Program

Local Counterparts:

Chilean Judicial Branch and Ministry of Justice and the countries involved.

Products:

As part of the project, "Reinforcing Civil Justice," which was carried out with the EUROsociAL Program, a visit to Spain, France and England was organized for October 2-14 for JSCA's Management and Information Coordinator, six representatives of the Chilean Judicial Branch and two members of its Ministry of Justice. The exercise was designed to allow participants to increase their knowledge of civil justice reforms that were successfully executed in the three countries. It covered aspects such as legal, structural and management changes; problems that motivated the reforms; the results obtained; obstacles faced; and leadership for reform.

ACTIVITY N° 27

Seminar on International Experiences with Civil Justice Reform

Objectives:

To present, analyze and discuss the most important aspects of Spanish, French and English experiences for the context of the discussion of civil justice reform in Chile.

Location(s):

Santiago, Chile

Funding Sources:

Chilean Judicial Branch and JSCA

Local Counterpart:

Administration Corporation of the Chilean Judicial Branch

Products:

The seminar was held in December 2006 in the conference room of the Central-North Metropolitan Regional Prosecutor's Office.

4. Strengthening Information Systems and Justice Administration Management

JSCA has continued to implement actions designed to improve the quality of judicial systems and promote the use of information in decision-making processes in this sector. Proof of the progress that we have made in this area is the Supreme Court of Costa Rica's adaptation of its statistical information system to reflect the parameters set out in

JSCA's *Coding and Decoding Manuals*. The agency is publishing its first full set of judicial indicators using this methodology, which will contain data current through 2005. The publication makes specific mention of JSCA's contribution in this area. Brazil's National Justice Council also has made progress in this area.

4.1. Development of Judicial Information Systems



ACTIVITY N° 28
Index of Online Access to Judicial Information, Second Version
Objectives: To measure the quality and quantity of the information that the judicial branches and prosecutor's offices of the 34 OAS member states publish on their websites.
Participating Countries: The 34 OAS member states.
Funding Source: USAID
Products: Report with the study's results published on our website News releases to be distributed through media throughout the region
Impact or Results: Broad dissemination of the results in news publications throughout the region, which will act as a catalyst for the improvement of the websites of each institution. Some countries improved their websites in response to our first Index. The most dramatic example is El Salvador. Validation of the methodology and results reached in the panel forum in the context of the I Meeting on Law and Technology organized for that purpose in Chile.

ACTIVITY N° 29
Judicial Statistics in Criminal Justice in Guatemala, Part One
Objectives: To establish a baseline to measure the impact that the USAID program to improve criminal justice administration will have in Guatemala using 2004 as the base.
Location(s): Guatemala. Includes all criminal courts and first instance sentencing tribunals.
Funding Source: USAID
Local Counterpart: ICCGP
Products: A report was drafted that presents the following results: i) universe of cases filed in criminal courts and first instance sentencing tribunals; ii) universe of cases terminated, by type of termination, in criminal courts and first instance sentencing tribunals; iii) statistically representative sample of the average duration of cases, by type of termination, for criminal courts and first instance sentencing tribunals in 2004; iv) methodology for gathering data and calculating indicators for the coming years; v) analysis of the results obtained.
Impact or Results: Focused the efforts to improve the USAID program to improve criminal justice in Guatemala. The results allowed participants to compare the effects of the reform projects in different parts of Guatemala in terms of the indicators included in the study. Commitment of the Supreme Court to continue to gather this information and request JSCA's support in this area.

4.2. Development of Management Systems

ACTIVITY N° 30
Study Comparing Budgetary Management and Administrative Management of Courts and Tribunals and Statistical Treatment of the Information on the Performance of the Judicial System for the Secretariat of Reform of Brazil's Judicial Branch



Objectives:
To support Brazil's National Justice Council's efforts to strengthen the institution and define its agenda via a global analysis of the consequences that its decisions for the performance of courts. This will involve describing how these decisions are made in Spain, Portugal, Mexico, Argentina, Colombia and Chile.
Countries Studied:
Spain, Portugal, Mexico, Argentina, Colombia and Chile
Funding Source:
UNDP
Products:
Final report containing the results of the study, responses to a questionnaire that was used as the basis for the study in all five countries, and bibliography of 43 documents related to the issues discussed in the study.
Impact or Results:
Final report in Spanish and Portuguese, which was widely circulated by the UNDP. The results were presented at seminars held in Brasilia in March and August of 2006.

ACTIVITY N° 31
Exchange of Experiences "Methodologies and Tools for Improving Processes of Gathering, Processing, Analyzing and Publishing Statistical Information"
Objectives:
To study methodologies and tools for improving the production and use of statistical information in the judicial sector using the experiences of Spain and England as examples.
Countries Visited:
Spain, England
Participating Countries:
Mexico, Guatemala, Honduras, El Salvador, Costa Rica, Bolivia, Argentina and Chile
Funding Source:
EUROsociAL program
Products:
Report on the activities and their results.
Impact or Results:
The benefits of this exercise include increased knowledge of the situations of Spain and England in this area and data on the processes that participating countries are developing, their status, the problems encountered and strategies for solving them. Valuable exchanges were developed and links were forged among participants. Some countries have already exchanged methodologies and numerical results.

ACTIVITY N° 32
Advising for the Design of a Comprehensive Criminal Justice Model for Cuenca, Ecuador
Objectives:
To design a comprehensive criminal justice model that includes all projects implemented to date, the plan to adjust each institution in Cuenca, suggestions included in the evaluations carried out by Fundación Esquel and improvements in the system's productivity.
Countries Visited:
Ecuador
Funding Source:
Fundación Esquel.
Products:
Report describing nine interrelated projects.
Impact or Results:
The report was presented to and discussed by the main officials of the city's justice institutions. Two proposed



projects were implemented, which demonstrated the degree to which reform efforts led to an improvement in the criminal justice system's performance.

ACTIVITY N° 33

Technical Assistance for Strengthening Performance of Chile's Corporation for Judicial Assistance

Objectives:

To evaluate and formulate recommendations in order to implement reforms in the areas of family and labor law led by Chile's Corporation for Judicial Assistance.

Location(s):

Chile

Funding Source:

Corporación de Asistencia Judicial de Chile

Products:

Report to be drafted.

Impact or Results:

Information was gathered in legal clinics in different areas of Chile's Metropolitan Region.

5. Other Activities in Fulfillment of JSCA's Key Goals

5.1. Summary of Other Courses and Workshops Offered by JSCA

JSCA also organized a number of courses and workshops at the request of justice sector organizations from around the region. Our presence in seminars or conferences organized by JSCA or other agencies was

also quite intense. JSCA participated in over 1.4 events per week during the first 11 months of this year. Summaries of these activities are presented in the tables below:

Table 1
SUMMARY OF OTHER COURSES AND WORKSHOPS OFFERED BY JSCA

Name of Activity	Description	Country	Date
Lectures on Criminal Procedure Implementation in Trujillo	Mauricio Duce offered two lectures. The first, "Ministerio Público y Policía: Algunas Reflexiones a la Luz de las reformas a la Justicia Penal en América Latina," was presented to representatives of the La Libertad District Prosecutor's Office and was attended by 80 people. The second was offered at Universidad Nacional de Trujillo and was entitled "Reforma Procesal Penal y cambio Cultural: Los Desafíos a la Educación Legal." It was attended by approximately 50 law students.	Trujillo, Peru	August 22-23
Workshop on Experiences and Options in Criminal Procedure Reform	Mauricio Duce and Rodrigo Quintana offered a presentation on the introduction of new criminal procedure codes in the region and the Chilean experience in this area. The event was attended by 50 people, including officials responsible for implementing the reform in Panama (representatives of the public	Panama	July 12



	prosecutor's office, judicial branch, public defender's office, the Ministry of Justice and the Finance Ministry).		
Local Replica of the Inter-American Program for Training Trainers for Criminal Procedure Reform	Training in Skills for the Design of a Democratic, Oral and Adversarial System. 60 participants	Catamarca, Argentina	June 2005-May 2006
Local Replica of the Inter-American Program for Training Trainers for Criminal Procedure Reform	Workshop on Human Rights in Primary Schools in Moreno. Attended by 300 people.	Buenos Aires, Argentina	2005/2006
Local Replica of the Inter-American Program for Training Trainers for Criminal Procedure Reform	Lecture on administrative issues of Chile's criminal procedure reform. Attended by 20 people.	Rosario, Argentina	November 14
Local Replica	Panel on Chile's experience with criminal procedure reform. 80 participants.	Province of Santa Fé, Argentina	November 23
Local Replica	Closing Ceremony of Foreign Training: Criminal Oral Trial. 40 participants.	Jalisco, Puerto Vallarta, México	December 6-8
Local Replica	Talk-Discussion on Oral Procedures during Pre-trial Stages. 40 participants.	Rosario, Argentina	December 21
Local Replica	Course on Litigation Techniques in Oral Trial and Preliminary Hearings. 120 participants.	Córdoba, Argentina	First Trimester, 2006
Local Replica	Criminal Litigation Workshop. 43 participants.	Universidad de la Pampa, Argentina	First Quarter 2006
Local Replica	Workshop on Using Oral Procedures to Implement Criminal Justice. 24 hour or Shift Courts. 185 participants.	Guatemala, Guatemala	February 27-March 3
Local Replica	Workshop on Using Oral Procedures to Implement Criminal Justice. 24 hour or Shift Courts. 185 participants.	Guatemala, Guatemala	March 9-16
Local Replica	"Workshop on Work Methods and Objectives of Institutions Created by Law 3794." 114 participants.	Province of Rio Negro, Argentina	March, April and June
Local Replica	Second Inter-Institutional Course on Litigation in the Province of Chubut. 25 participants.	Province of Chubut, Argentina.	May 16-20
Local Replica	Challenges of Justice. 200 participants	Buenos Aires, Argentina	May 24
Local Replica	Module on Litigation in Oral Trial. Master's Program in Criminal Procedure Law. 29 participants.	La Paz, Bolivia	April 24-29, May 8-13, May 22-27
Local Replica	Seminar on Strengthening Investigation of Sex Crimes and IntraFamily Violence. 40 participants.	Bogotá, Colombia	April 26-28
Local Replica	National Conference of the Social Sciences, Humanities and Technologies 100 participants	Mazatlán Mexico	April 27-29



Local Replica	Training Workshop for Judges (8)	Catamarca, Argentina	May
Local Replica	Workshop for Strengthening the Contraventional and Misdemeanor Justice System in the City of Buenos Aires. 16 participants.	Buenos Aires, Argentina	May and June
Local Replica	Study Group on Criminal Procedure Law. 8 participants	Córdoba, Argentina	Began in June
Local Replica	Module on Procedural Subjects and Institutional Organization Master's Program in Criminal Procedure Law, Universidad de Aquino de Bolivia. 29 participants.	La Paz, Bolivia	August 7-12
Local Replica	Lecture for prosecutors and La Libertad Judicial District officials by Mauricio Duce entitled "Ministerio Público y Policía: Reflexiones a la Luz de las reformas a la Justicia Penal en América Latina". 80 participants.	Trujillo, Peru	August 23
Local Replica	Lecture by Mauricio Duce for Universidad Nacional de Trujillo law students entitled "Reforma Procesal Penal y cambio Cultural: Los Desafíos a la Educación Legal." 50 participants.	Trujillo, Peru	August 23
Local Replica	Criminal Procedure Reform, Seminar on Alternative Sentences, Meeting of the 2nd Coordination and Review Chamber. 9 participants.	Brazil	August 24-25
Local Replica	Managing Chile's New Criminal Justice System. Analysis and Practical Observation. 14 participants.	Santiago, Chile	August 28-30
Local Replica	Oral Litigation Module. Master's Program in Law- Universidad de Aquino de Bolivia .30 participants.	La Paz, Bolivia	September 4-6, 18-23
Local Replica	Inter-Institutional Training Program for Implementing the Pilot Plan in the Use of Oral Procedures 40 participants	Zárate and Campana, Province of Buenos Aires, Argentina	September 21-22
Local Replica	Oral Procedures and the Criminal Process: Towards a Criminal Procedure Using Hearings. 30 participants	San Carlos, Costa Rica	September 28-30
Local Replica	Lectures by Police Personnel on Their Experience in the Implementation of Chile's Criminal Procedure Reform in the Superior Police Academy (ESUPOL). 150 participants.	Lima, Peru	October 12
Local Replica	Lectures by Police Personnel on Their Experience in the Implementation of Chile's Criminal Procedure Reform in the Peruvian Prosecutor's Office. 80 participants	Callao, Peru	October 13
Local Replica	Lectures by Police Personnel on Their Experience in the Implementation of Chile's Criminal Procedure Reform in the Criminal Investigation Unit. 120 participants.	Callao, Peru	October 13
Local Replica	Lectures by Police Personnel on Their Experience in the Implementation of Chile's	Lima, Peru	October 16



	Criminal Procedure Reform in the Institute of Advanced Police Studies. 120 participants.		
Local Replica	Lectures by Police Personnel on Their Experience in the Implementation of Chile's Criminal Procedure Reform in the Superior Police Academy (ESUPOL).. 240 participants.	Lima, Peru	October 16
Local Replica	Lectures by Police Personnel on their Experience in the Implementation of Chile's Criminal Procedure Reform in the Prosecutor's Office. 80 participants.	Trujillo, Peru	October 17
Local Replica	Lectures by Police Personnel on their Experience in the Implementation of Chile's Criminal Procedure Reform in the Peruvian National Policy Academy. 120 participants.	Trujillo, Peru	October 18
Local Replica	Lectures by Police Personnel on their Experience in the Implementation of Chile's Criminal Procedure Reform in the Police Division. 130 participants.	Huacho, Peru	October 19
Local Replica	Training Course in Litigation Techniques for Guarantee Hearings. 80 participants	San Martín, Buenos Aires, Argentina	October 26-7
Local Replica	Litigating in an Oral System in the Judicial Academy. 40 participants	Tegucigalpa, Honduras	November 20-21
Local Replica	Litigating in an Oral System in the Judicial Branch. 40 participants	San Pedro Sula, Honduras	November 23-24
Local Replica	Litigating in an Oral System in the Tegucigalpa Bar Association. 40 participants	Tegucigalpa, Honduras	November 20-21
Local Replica	Talk on Litigating in an Oral System in the Puerto Cortés Bar Association. 90 participants	Puerto Cortés, Honduras	November 24
Local Replica	Litigating in Oral Trials. 30 participants	Tegucigalpa, Honduras	November 24-December 1
Local Replica	Workshop on Training Trainers for the Project to Improve the Adversarial System in Cases in which the Defendant was Caught in the Act. 25 participants	La Plata, Argentina	December 12
Local Replica	Workshop on Training Trainers for the Project to Improve the Adversarial System in Cases in which the Defendant was Caught in the Act. 60 participants	La Plata, Argentina	December 13

5.2 Participation in Lectures, Seminars and Similar Events

Members of our staff presented papers at many other local or regional events that served as opportunities to publicize our

activities, discuss the ideas that we have generated and network. These activities are summarized below:

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

Activity	Role of JSCA	Location	Date
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Workshop on Prosecutor's Offices and Public Security	Presentation by JSCA Training Coordinator Mauricio Duce. Organized by the National Prosecutor's Office.	Santiago, Chile	January 6
Workshop- Presentation of JSCA's Activities. IDB Division of State and Civil Society	JSCA Executive Director Juan Enrique Vargas and Training Coordinator Mauricio Duce attend.	Washington D.C.	January 20
Meeting for Criminal Statistics of Guatemala Project, USAID Guatemala	Cristián Hernández, Management and Information Coordinator, supervises the Criminal Judicial Statistics Project.	Guatemala City	January 23-27
Methodology Meeting for EUROsociAL	Mildred Hartmann, Director of Programs, participates as a member of the justice consortium.	Cartagena de Indias, Colombia.	February 20-24
Presentation "Criminal Procedure in Chile: Progress and Perspectives in the Middle of a Radical Process of Transformation"	Mauricio Duce presents to the North American Women's Organization.	Santiago, Chile	January 25
Seminar-Workshop "The Relationship between the Prosecutor's Office and Police of Chile"	Mauricio Duce acts as a presenter/ panelist. The event is organized by the Center for Police Research and Development of Policía de Investigaciones de Chile	Santiago, Chile	January 26
Executive Program in Judicial Administration and Modernization, Fundación Carolina	Cristián Hernández offers a class on managing judicial branch human resources.	Buenos Aires, Argentina	March 3
Course on Comparative Criminal Procedure, U. of the Pacific, McGeorge School of Law	JSCA Training Coordinator Mauricio Duce teaches the course.	Sacramento CA	March 6-17
Lecture on Criminal Procedure Reform in Latin America	Offered by Juan Enrique Vargas and attended by judges, prosecutors and public defenders.	Quezaltenango, Guatemala	March 21
Lecture on Criminal Procedure Reform in Latin America	Offered by Juan Enrique Vargas and attended by members of NGOs and cooperation agencies from Guatemala	Guatemala City	March 22
Presentation of the Results of the Judicial Statistics Project in Guatemala	Cristián Hernández and Juan Enrique Vargas offer a presentation in the Criminal Chamber of the Supreme Court on the final report of the project, which was financed by USAID Guatemala.	Guatemala City	March 23
Forum on Criminal Responsibility among Young People	Organized by JSCA as part of the European Union project.	Oaxaca, Mexico	March 27-31
InterAmerican Seminar on Judicial Councils, organized by the Secretariat of Judicial Reform of the Brazilian Ministry of Justice	Juan Enrique Vargas presents on court management and Cristián Hernández on practical experiences in managing courts.	Brasilia, Brazil	March 29-31



Forum on Indigenous Legal Defense Offices	Organized by JSCA as part of the European Union project.	Veracruz, Mexico	April 4-7
Law & Policy in the Americas	Mauricio Duce teaches classes at the University of Florida.	Florida, USA	April 10-19
VI REMJA	George Thomson, President of the Board of Directors; Jaime Arellano, Board Vice President; and Board members Douglass Cassel, Lloyd Ellis, Hebe Martínez and Carlos Caputo attend the meeting. Juan Enrique Vargas and Francisco Cruz also participate. JSCA presents the Report on Judicial Systems in the Americas, addresses the topic of criminal justice in the region, and presents JSCA's Activities Report and Funding Plan.	Santo Domingo, Dominican Republic	April 24-26
Seminar on Reform in Latin America	Cristián Riego offers a presentation at this event, which was organized by the Center for the Study of Law, Justice and Society of Colombia.	Bogotá, Colombia	April 27 and 28
Second Conference of Patagonia on Contemporary Criminal Law	Cristián Riego presents on the Defendant's Statement.	Coyhaique, Chile	May 4-5
Program on Judicial Performance, Transparency and Access to Justice	Juan Enrique Vargas offers a master class on "Progress in the Transparency of Judicial Branches in Latin America." Organized by INECIP Paraguay and USAID. Sponsored by JSCA.	Asunción, Paraguay	May 3-5
"Dialogue on Justice as a Public Service" organized as part of the EUROsociAL activities	Cristián Hernández presents a case study on the user assistance system in the Southern Santiago Prosecutor's Office.	Santa Cruz de la Sierra, Bolivia	May 8-10
Training Activities and Discussion of Prison Policy and Social Reintegration	Cristián Riego presents during the opening panel at a session entitled "The Main Principles of Prison Activity and a Law of Sentence Enforcement." Organized by the Ministry of Justice, Public Defender's Office, Gendarmería de Chile, and the Metropolitan Superintendent's Office.	Santiago, Chile	May 11
Seminar on "Escaping the Paper Trap: Oral Trial" organized by Grupo Reforma	Juan Enrique Vargas presents the JSCA study on the successes and failures of the use of oral procedures in Latin America on a panel entitled "What Can Mexico Learn from the Latin American Experience in Implementing Oral Trials."	Mexico City, Mexico	May 16-17
Forum on Alternative Dispute Resolution Methods	Organized by JSCA as part of the European Union project.	Morelia, Mexico	May 15-19
Seventh Annual Conference on Legal Affairs and Public Policy in the Americas "Building	Juan Enrique Vargas participated in a panel entitled "The State of Judicial Reform in Peru: Building a Consensus for the Future." He was invited to participate by the	Lima, Peru	May 25-26



Consensus for Justice Reform in Peru”	University of Florida.		
Conference: Judicial Reform in Latin America: An Assessment	Juan Enrique Vargas participates in the opening ceremony and on a panel of conclusions and recommendations. Cristián Riego participates in the Case Studies 1 (The Chilean Experience) panel. The event was organized by the Center for Strategic and International Studies and JSCA.	Washington D.C.	June 7
International Conference on Criminal Law: VII Conference on Criminal Justice	Juan Enrique Vargas participates in Table 1 on Criminal Procedure Law. The seminar was organized by UNAM.	Mexico City, Mexico	June 19-23
XIII IberoAmerican Judicial Summit of Supreme Court Chief Justice and Heads of Judicial Councils	Juan Enrique Vargas attends the event and presents on the future challenges of the Summit system. Organized by the Supreme Court of Santo Domingo.	Santo Domingo, Dominican Republic	June 21-23
III Conference on Criminal Procedure Law	Mauricio Duce offers lectures entitled “El fiscal y la policía en la investigación del delito” and "Nuevas aproximaciones a la RPP en Latinoamérica." Organized by INCIPP.	Huaura and Lima, Peru	June 22-23
Inter-American Seminar on Judicial Government	Organized by Fundación Carolina and JSCA. Attended by Cristián Riego, Juan Enrique Vargas and Mildred Hartmann.	Buenos Aires, Argentina	June 26-27
Signing of the Agreement to Extend the Mar del Plata Pilot Project to the Province of Buenos Aires	Attended by Germán Garavano, JSCA Board member, and Juan Enrique Vargas.	La Plata, Argentina	June 28
Workshop on the Implementation of the Criminal Procedure Reform	Attended by Mauricio Duce and Rodrigo Quintana. The purpose of this exercise is to strengthen the implementation process. Organized by IDB and the Supreme Court.	Panama	July 12
Planning Workshop, Supreme Court of Costa Rica	Juan Enrique Vargas offers a lecture on judicial government. Organized by the Supreme Court and INVERTEC IGT.	Costa Rica	July 19-21
Meeting to Discuss the Draft of the Report on the Implementation of the Procedure Reform with Local Institutions	Cristián Riego participates with the Commission to Support the Reform and Modernization of Justice (CARMJ), Foundation for Institutionalism and Justice (FINJUS), and the Caribbean Institute for the Rule of Law (ICED).	Santo Domingo, Dominican Republic	August 7
Meeting with the Technical Execution Unit for the Criminal Procedure Reform, Public Prosecutor’s Office (Expanded)	Cristián Riego works with UTE Team and National District prosecutors.	Santo Domingo, Dominican Republic	August 8
Meeting to Validate the JSCA Report on Criminal Procedure Reform in the	JSCA mission led by C. Riego and representatives of institutions.	Santo Domingo, Dominican	August 9



D.R.		Republic	
Patagonian Conference on Procedure Law	Cristián Hernández presents "Organizational and Management Models for Judicial Agencies "	Neuquén, Argentina	August 11
Planning Meeting for Initiative to Improve Justice in the Province of Buenos Aires	Cristián Riego participates.	Buenos Aires, Argentina	August 18
Visit to Support the Design of a Judicial Office for Criminal Procedure Reform in Chubut	Rancagua administrator Rodrigo Valenzuela travels to Argentina to represent JSCA.	Chubut, Argentina	August 21-25
Presentation in the Hearing Room of the Second Criminal Court, Trujillo	Mauricio Duce presents "Expert Testimony in the Adversarial System: Incorporation, Litigation and Evaluation in Oral Trial "	Trujillo, Peru	August 22
Workshop for Prosecutors, Judicial District of La Libertad	Mauricio Duce presents "The Prosecutor's Direction of the Investigation: The Chilean Experience. Problems and Challenges"	Trujillo, Peru	August 23
Lecture for Law Students	Mauricio Duce presents "The Role of the University in Criminal Procedure Reform "	Trujillo, Peru	August 23
Seminar on New Criminal Procedure and Its Practical Applications	Juan Enrique Vargas presents. Organized by Universidad Miguel de Cervantes.	Santiago, Chile.	August 25
Seminar on the Comparative State of Justice Administration in Latin America	Juan Enrique Vargas presents a comparative study on judicial management with UNDP representative Alejandro Álvarez	Brasilia, Brazil	August 30
Perspectives of the Criminal Procedure Reform	Cristián Riego presented a paper at this seminar, which was organized by Universidad de los Andes.	Bogota, Colombia	September 1
Seminar on the Judiciary as an Organization	Juan Enrique Vargas presents. Organized by the Institute for Judicial Studies, Center for Public Studies, Liberty and Development Institute and Expansiva	Santiago, Chile	September 7
Meeting to Review the Report Developed by the State Justice Commission	UNDP invites Cristián Hernández to attend.	Panama	September 11-15
Lecture: "Innovations in Legal Education in Latin America"	Mauricio Duce presents at Stanford University.	California, USA	September 12-16
I Meeting on Law and Technology	Juan Enrique Vargas and Cristián Hernández participate in a forum on access to information organized by the Universidad de Chile. JSCA presents the Index of Online Access to Judicial Information.	Santiago, Chile	September 28
Congressional Commission on Citizen Security and Drugs	Juan Enrique Vargas offers a presentation.	Valparaíso, Chile	October 4
III National Symposium on	Mauricio Duce acts as moderator and	Santiago,	October 5-



Violence and Crime	member of the Academic Committee.	Chile	6
VI National Meeting on Judicial Training	Juan Enrique Vargas offers a presentation.	Zacatecas, México	October 16
Seminar on Adolescent Criminal Responsibility: Progress and Challenges	Mauricio Duce presents the Report of the Commission of Experts.	Santiago, Chile	November 3
Meeting of the Ibero-American Association of Public Prosecutors' Offices	Juan Enrique Vargas presents on the reach of the EUROsociAL project and JSCA's activities.	Santiago, Chile	November 6 and 7
Preparatory Meeting for the Ibero-American Summit of Ministers of Justice 2008	Cristian Hernández presents the "Ibero-American Plan for Judicial Statistics." The event was executed with the support of the IDB and featured the participation of delegations from all across the Ibero-American community.	Isla Margarita, Venezuela	November 7-10
IX Course on Jurisdictional Protection of Children's Rights for Attorneys, Judges and Prosecutors of the Southern Cone	Course organized by UNICEF. Mauricio Duce participated and presented on "Experts' Testimony in Oral Trial"	Montevideo, Uruguay	November 9
Ibero-American Seminar of Public Prosecutor's Offices and Police Agencies	Juan Enrique Vargas speaks about Public Prosecutor's Offices and Judicial Reform in Latin America	Santiago, Chile	November 7-9
International Conference on Violence, Crime and Criminal Policy	Organized by the Chilean Ministry of Justice. Juan Enrique Vargas offers a presentation.	Santiago, Chile	November 9
III EUROsociAL Council Meeting	Juan Enrique Vargas attends.	Madrid, Spain	November 25
Seminar on the Implementation of Peru's Criminal Procedure Code	Mauricio Duce, Andrés Baytelman and Alberto Binder attend.	Lima, Peru	December 1
Academic Forum "Evaluation of the Criminal Procedure Reform in Three Latin American Nations"	Juan Enrique Vargas, Cristián Riego and Mauricio Duce offer presentations. Organized in collaboration with the Corporation for Excellence in Justice.	Bogotá, Colombia	December 6-7
Seminar International Legal Colloquium: Quality and Speed in Jurisdictional Presentation	Juan Enrique Vargas attends. Organized by the IDB.	Brasília, Brazil	December 11-12
Strategic Workshop of the Supreme Court of Chile	Juan Enrique Vargas presents on judicial government.	Santiago, Chile	December 15

5.3 Virtual Information Center and Virtual Library

ACTIVITY N° 34
Virtual Information Center (VIC)
Objectives:



The VIC is the virtual platform through which JSCA makes all of the information on judicial systems that it generates and collects available to the regional community.

Funding Source:
USAID

Impact or Results:
During 2006 the site was visited 147,520 times, which represents a 3% increase over 2005.

ACTIVITY N° 35

JSCA Library

Objectives:
To provide information on justice in OAS member states by offering access to legislation, case law, articles and related texts.

Funding source:
USAID

Products:
We developed actions with justice institutions in order to strengthen informational links through the Virtual Library. We also implemented a new tool for uploading documents so that users may submit materials for publication.

Impact or Results:
This year 129,299 searches were executed in the Virtual Library and 304 virtual documents were added.

It is important to note that we remodeled JSCA's physical library this year, making it a reading and study room for internal users, foreign interns and visitors. Also, we modified our loan system and the way in which we add publications to the collection. In 2006 we added 324 volumes to our collection, including journals and CD-Roms. We also strengthened links with other libraries and engaged in publication exchanged with the UNDP, Chilean Public Defense Service, CAJ, FORES, the Federal Institution of Public Defense of Mexico, the Goethe Institute, FESPAD and other agencies.

Table 3
SUMMARY OF VIRTUAL FORA ORGANIZED BY JSCA –CRIMINAL JUSTICE

Title	Description	Date
Forum to Discuss Documents: The Introduction of Oral Procedures in Chile by Cristián Riego	Use of the new website service that allows users to share comments online. The reference material was presented at the Seminar on Judicial Reform in Latin America.	Launched June 15
Forum to Discuss Documents: An Evaluation of Judicial Reform in Venezuela by Rogelio Pérez Perdomo	Local Replica	Launched June 15
Forum to Discuss Documents: Judicial Reform in Colombia: 15 Years of Progress by Alfredo Fuentes	Local Replica	Launched June 15
Forum to Discuss Documents: The State of Justice in Peru by César Azabache	Local Replica	Launched June 15
Forum to Discuss Documents: Judicial Policy of Argentine Democracy by Alberto Binder	Local Replica	Launched June 15
Forum to Discuss Documents: Criminal Justice Reform in Guatemala by Luís Ramírez	Local Replica	Launched June 15



5.4 Regular and Special Publications

ACTIVITY N° 36
Name: Nexus Newsletter
Objectives: Nexus Newsletter is our main communication tool for our external audience. It provides a news summary on reform and modernization processes in the justice systems of the Americas, describes events in this field, and offers information that will be of use to individuals and institutions that are interested in or involved with these topics.
Funding Source: USAID
Products: We published 12 issues of the newsletter in Spanish and English.
Impact or Results: We currently have 6,871 subscribers (4,769 for the Spanish version and 2,102 for the English version). This represents an 11% increase over last year.

ACTIVITY N° 37
Judicial Systems Journal
Objectives: The purpose of this joint publication of JSCA and INECIP is to promote the discussion and exchange of information on the performance of justice in the Americas. It is also a channel for publicizing JSCA products and activities and our networks.
Funding Source: USAID
Products: Two new issues of the journal were published. Issue 10 (February) focuses on Judicial Government, and Issue 11 (October) looks at Justice and Corruption. The first annual “Judicial Systems Prize for Young Authors” was launched in April. This competition encourages young authors to produce articles on innovative experiences, ideas and discussions in the area of justice reform in the Americas. Alberto Ignacio Gutiérrez Fuentes won the competition with his article "Suspensión condicional del procedimiento." In September we distributed a survey to the JSCA database in order to obtain information on how the journal is perceived, the level of interest, and how familiar our users are with this product. www.sistemasjudiciales.org The 2006 Judicial Systems Journal Virtual Forum was held October 23-27. The purpose of the exercise was to bring all of the Editorial Committee members together in order to generate a space for sharing ideas about future topics and planning strategies. Twelve committee members took part in the discussion, defining distribution strategies and the topics for the March 2007 issue, which will address “other justices.”
Impact or Results: During 2006, 186 copies of the journal were sold and subscriptions increased from 51 to 64. We maintained publications exchanges with the Consortium of Law Libraries of the Region and other institutions. We added three institutions to this system for a total of 11 universities and justice sector institutions in Latin America and Spain. The new institutions are: the Supreme Court of Argentina, Research on Comparative Law and Libraries and the Florida International University College of Law in the U.S. and Universidad Alberto Hurtado de Chile. The strategies for disseminating the journal remained unchanged, and an agreement to include the last seven issues on the export catalogue of the Cámara Chilena del Libro de Chile was signed in August. It will allow our information to reach 6,000 subscribers internationally. The system strengthened the bidding system and contact with users.

ACTIVITY N° 38
JSCA Publications



Objectives:

The purpose of JSCA's publications is to reach a wider audience that lacks Internet service and cannot download or view our publications online. JSCA distributes some free print editions (the recipient covers the cost of shipping the materials).

Funding Sources:

CIDA, USAID

Products:

The "Public Defense Manual for Latin America and the Caribbean" developed jointly by the UNDP and JSCA was published in August 2006. It addresses the problems that the region's system are experiencing in regard to managing defense institutions and promoting a model that facilitates their development and management.

The book "Arbitraje y Mediación en las Américas" (Arbitration and Mediation in the Americas), which was published with Universidad Autónoma de Nueva León, Mexico, was released in September. It contains 30 texts on alternative dispute resolution and its use and legal status in participating countries.

The book "Desafíos del Ministerio Público Fiscal en América Latina" (Challenges of the Public Prosecutor's Office in Latin America) was developed by JSCA and published in October. It contains the conclusions of the September 8 workshop for experts in prosecution. The main authors are Mauricio Duce and Cristián Riego. Mildred Hartmann and Juan Enrique Vargas helped develop its structure.

The first CD version of the **Index of Online Access to Judicial Information** was published.

The book "**Seguridad Ciudadana Y Reforma Procesal Penal**" (Citizen Security and Criminal Procedure Reform) is a collection of the presentations from the roundtable discussion held October 25 on this topic. JSCA was represented by Juan Enrique Vargas, Cristián Riego and Mauricio Duce. The event also was attended by Gonzalo Vargas, General Manager of Fundación Paz Ciudadana and Jorge Vial, Professor of Procedural Law at the Universidad Católica de Chile.

The publication "**JSCA at a Glance**" was developed in December 2006. It presents a summary of the institution's main activities, research and operations.

Impact or Results:

The **Public Defense Manual for Latin America and the Caribbean** has been distributed to over 200 individuals from justice system institutions throughout the region.

The **Index of Online Access to Judicial Information** was presented at an event on justice and technology held at the Universidad de Chile Law School. Interactive CDs were distributed to more than 100 participants.

The **Report on Judicial Systems in the Americas** continues to be distributed throughout the region through mass mailings and in response to requests for the publication.

II. INSTITUTIONAL SUSTAINABILITY

1. Main Activities

This year was an important one for projecting JSCA's long-term financial sustainability. First, in April we secured approval by JSCA's Board of Directors for a Financial Plan that involves voluntary contributions from member states in order to cover the Center's basic operating costs and the Virtual Information Center (VIC). The plan was approved during the VI Meeting of Ministers

of Justice and Ministers or Attorneys General of the Americas (REMJA), which allowed JSCA Board Members to position the topic on the agendas of multilateral and bilateral sessions.

VI REMJA recommended that *this proposed plan of voluntary contributions be presented for consideration at the next regular session of the OAS General Assembly, taking into account that the*



voluntary contributions by Member States are indispensable to fund the Center's basic costs. Later, the General Assembly of the OAS, which also met in the Dominican Republic in June, resolved:

1. *To urge member states to consider making voluntary contributions to the Justice Studies Center of the Americas (JSCA) to cover its basic costs.*

2. *That for the purposes contemplated in the foregoing operative paragraph, member states shall continue considering the proposals presented by the JSCA at each Meeting of Ministers of Justice or of Ministers or Attorneys General of the Americas (REMJA).*

In order to follow up on this resolution and initiate dialogue with member states, JSCA contacted each country in the region through their ministries of foreign affairs, ministries of justice and missions to the OAS. As the Financial Report included at the end of this document shows, this led to a contribution by the Mexican government. This donation and the one made by Chile represent the first contributions not to be associated with an activity to benefit the donor country.

This year also saw the end of the Center's two main international cooperation projects, which were with the United States government through USAID and the Canadian government through CIDA. Together, these projects represented more than 70% of JSCA's total income, which demonstrates how important it is for our institution to maintain those sources of funding.

The negotiations undertaken in this area since early 2006 with both countries and their respective funding agencies made it clear that: (i) JSCA's work has been evaluated very positively; (ii) there is interest in continuing to support our institution and, in the case of Canada, in increasing the amount of funding; and (iii) there are concerns regarding the institution's future financial sustainability,

basically due to the scant economic support of member states through voluntary contributions.

In the case of the United States, a delegation from the Board of Directors discussed these points with several officials from the Department of State during a special visit made for that purpose in late January.

For its part, the Canadian agency asked Mr. Paul Chambers to evaluate the current project and projections for the future. Mr. Chambers met with project beneficiaries in countries throughout the region and drafted a report stating that:

The Institutional Strengthening for the Criminal Procedure Reform project (ISCPR) is consistent with the key development priority for Latin American nations. JSCA's research and training programs are valued throughout the region. The training methodology is effective and benefits from an ongoing evaluation and review cycle. Replicas significantly increase the programs' impact.

The goals of the ISCPR project are practical, relevant and important to the success of justice reform programs.

The ISCPR project administration demonstrates high levels of efficiency, effectiveness and economy.

The ISCPR project is an outstanding example of success in South/South cooperation that uses the judicial reform experiences of Chile and Argentina as models for approaches to reform in other Latin American countries.

The administration and financial oversight of JSCA, its hiring process, selection and evaluation of students and quality control systems and procedures for research and training are good. JSCA is well-managed and



operates efficiently. The administration is dynamic and competent, a rare case in which concern and vocation come together to produce a top-notch professional team.

JSCA's challenge will be to address its tight cash flow situation without diluting its mandate and taking on activities outside of the scope of its main competence in search of higher income (that is, become a consulting firm). JSCA's added value lies in ongoing education and training for career justice system professionals who are working to implement justice reform programs throughout the Americas.

JSCA should continue to avoid highly theoretical or purely academic research. Its research program should continue to be centered on identifying the practical lacks in the formal legal education system and preparing justice practitioners for future roles and responsibilities, designing refreshing courses that help overcome deficiencies in national judicial education programs.

The Center's main clients are the national officials responsible for implementing justice reform in each of its member states. JSCA should sign contracts with the Judicial Branch of each member country in order to formalize this relationship.

JSCA should continue to strengthen its position as a center of excellence and leader in studies of justice reform in Latin America and the world. CIDA should consider making a five-year contribution based on a program that offers an opportunity to support all JSCA activities rather than a limited set of projects. Priority should be given to the poorest and least developed countries of the region that are of greater interest to CIDA.

It also would be valuable to establish a donor committee to analyze how to support the implementation of a long-term funding strategy for JSCA. As one of the Center's main donors, Canada should consider taking on a leading role in the creation of such a body. Canada should include representatives of CIDA, the Canadian Mission to the OAS and DFAIT, as well as the Ministry of Justice. CIDA's budget does not generally include evaluations of the quotas or contributions of its members, which come from DFAIT grants or contributions or even from the main donations of the Ministry of Justice, as is the case of the PanAmerican Health Organization or the InterAmerican Institute for Agricultural Cooperation, where the main government ministry administers Canada's contribution.

The progress and efforts made during 2006 allowed us to negotiate a new donation from the United States government through USAID. The new project involves a US\$900,000 commitment and will cover a two-year period. One of the components of this project is support for the institution's future sustainability, with US\$290,000 earmarked for activities related to this goal.

This also has allowed us to make progress in negotiations regarding a new cooperation project with the Canadian government through CIDA. The new initiative will cover a five-year period and involve a total of US\$4,000,000. This project was presented to CIDA in March and has moved through the appropriate internal channels. We expect it to be approved by the end of this year so that it may be launched during the next period.

In conclusion, JSCA closed 2006 with a balanced budget, projections for medium-term financial stability and a coherent strategy for achieving the same for the long-term.



2. Financial Report

2.1. Income

The income perceived by JSCA through mid-December of this year plus the funds that are expected to enter by the end of the year total US\$1,500,469. This is 9% greater than the income that was projected in the 2006 Annual Budget (US\$1,406,302) in spite of the fact that the new CIDA project anticipated for this year that will not begin until next year. Income for 2006 is 20% lower than the previous year, though the reader should note that new funding sources that could reduce this difference have appeared. The below table presents total income by type of source:



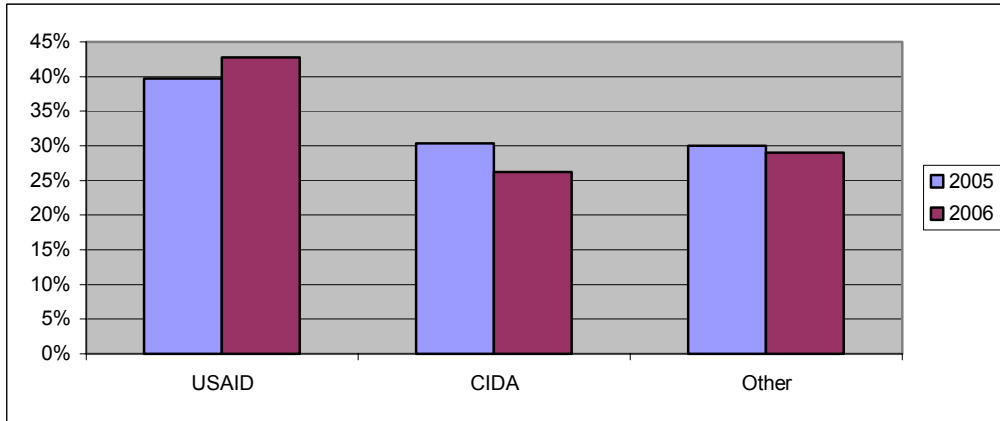
TABLE 1
2006 INCOME BY SOURCE

SOURCE	COOPERATION PROJECTS	VOLUNTARY CONTRIBUTIONS	OVERHEAD	TECHNICAL ASSISTANCE- REGISTRATION FEES	OTHER	TOTAL	%
USAID	557,671		83,634		61	641,366	43%
CIDA	355,063		35,506		3,575	394,144	26%
EUROPEAN COMMUNITY	35,420					35,420	2%
USAID GUATEMALA	56,556		4,444			61,000	4%
CHILEAN GOVERNMENT		80,000				80,000	5%
MEXICAN GOVERNMENT- PGR		40,000				40,000	3%
IDB				30,000		30,000	2%
MINISTRY OF JUSTICE OF BUENOS AIRES				6,200		6,200	0%
EUROsociAL				40,120		40,120	3%
DURANGO JUDICIAL BRANCH				18,000		18,000	1%
ESQUEL				10,000		10,000	1%
IDB PANAMA WORKSHOP				6,000		6,000	0%
CSIS				3,000		3,000	0%
INTER-AMERICAN DIALOGUE				1,745		1,745	0%
UNDP				12,720		12,720	1%
SEMINAR AND COURSE FEES				98,933		98,933	7%
JUDICIAL SYSTEMS JOURNAL					3,308	3,308	0%
INTEREST EARNED					5,797	5,797	0%
OTHER					12,715	12,715	1%
TOTAL	1,004,710	120,000	123,585	226,718	25,456	1,500,469	100%
%	67%	8%	8%	15%	2%	100%	

When comparing this year's results with those from 2005, it is important to highlight developments in the area of voluntary contributions as well as the small increase that has been observed in this area (6% as compared to 2005). The most important development in this area involves contributions from Chile and Mexico that were made without any specific destination. This means that they can be used to cover the

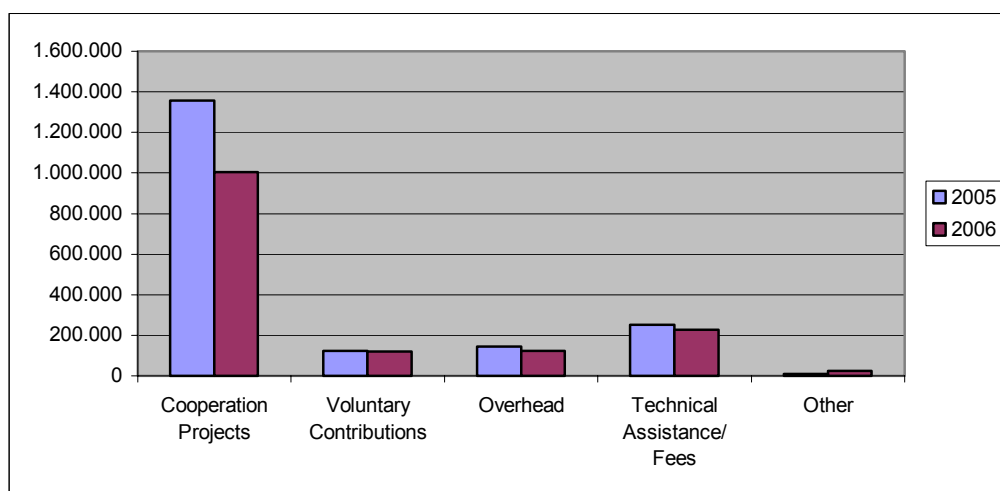
institution's operating costs rather than a specific project involving the donor country. Mexico's contribution can be directly attributed to the efforts made in keeping with the Plan to Finance JSCA that was presented at VI REMJA and the XXXVI OAS General Assembly. The graphs below compare the situation by source and type of course for 2005 and 2006.

GRAPH 1
COMPARISON BY TYPE OF SOURCE 2005 – 2006





GRAPH 2
COMPARISON BY SOURCE 2005 – 2006



II. EXPENDITURES

Total expenditures for 2006 came to US\$1,376,851. This is estimate includes expenditures made through mid-December

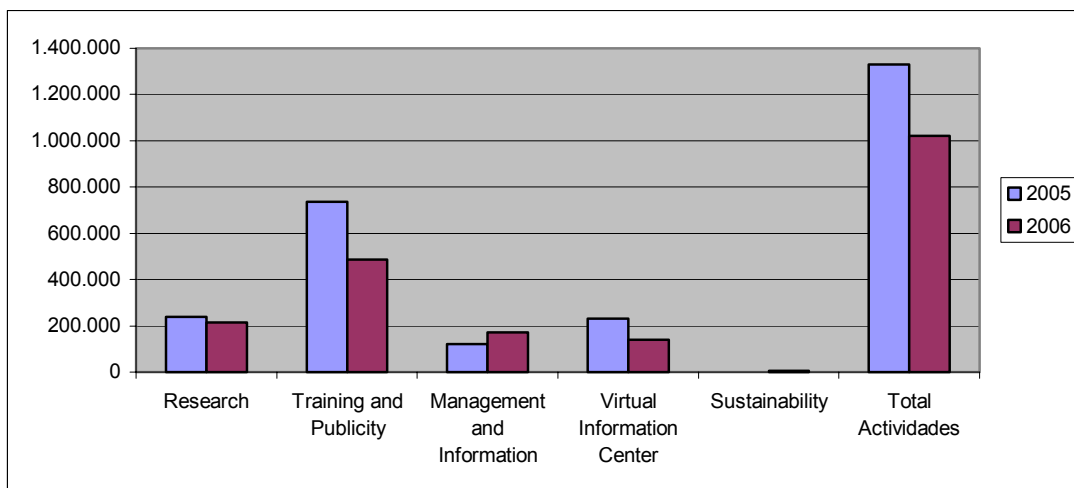
and projections for the remainder of the year. The total is 19% lower than the previous year. Table 2 presents a detailed description of expenditures made this year.

TABLE 2
EXPENDITURES 2006

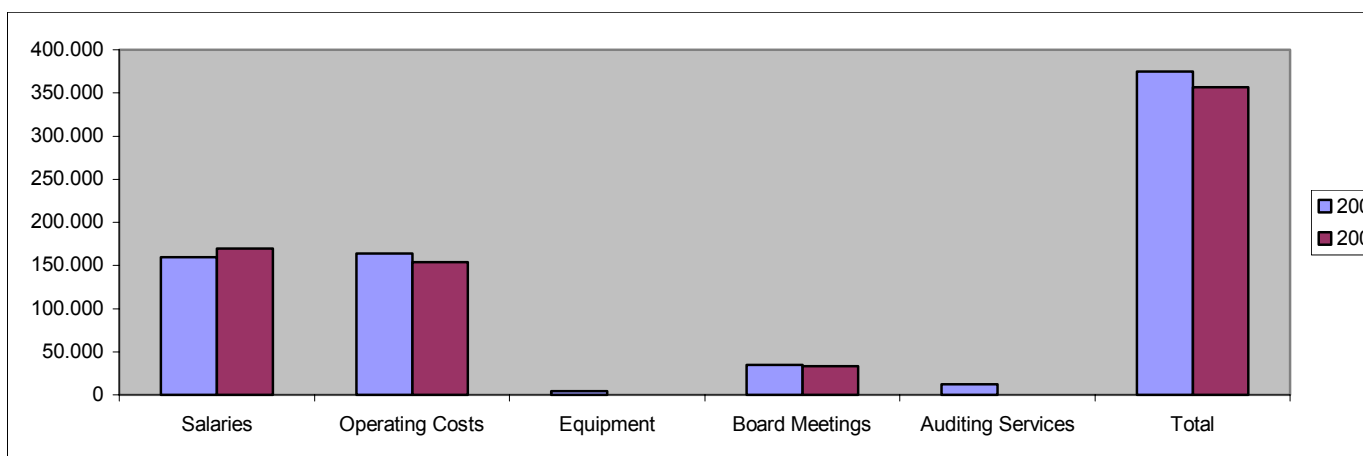
I. ACTIVITIES	AMOUNTS
1. Research	215,740
2. Training and Publicity	486,945
3. Management and Information	173,011
4. Virtual Information Center	140,282
5. Sustainability Actions	4,205
Subtotal Activities	1,020,182
II. OPERATING COSTS	
1. Salaries	169,635
2. Operating Costs	153,766
3. Meetings of the Board of Directors	33,268
Subtotal Operating Costs	356,669
III. TOTAL	1,376,851



Graph 2
COMPARISON OF SPENDING ON ACTIVITIES 2005 – 2006



Graph 3
COMPARISON OF OPERATING COSTS 2005 – 2006



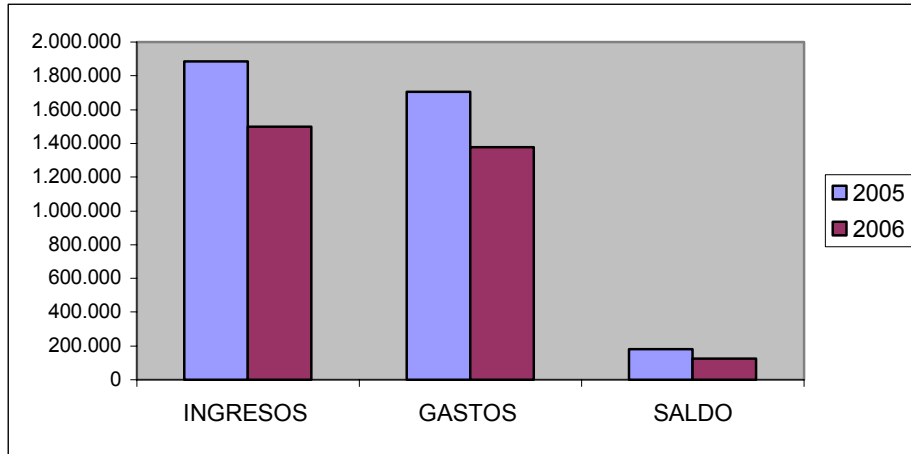
III. BALANCE

In summary, income for 2006 (US\$1,500,469) was greater than expenditures (US\$1,376,851), which produced a surplus of US\$123,618.

The graph below compares these amounts with those from last year.



GRAPH 4
COMPARISON OF BALANCES 2005 -2006





APPENDICES



Appendix 1:

Comparison of Objectives and Activities 2006

Objectives	Activities Executed
JUSTICE REFORM IN THE AMERICAS	
1. Promoting Justice Reform in the Region	
1.1. Inter-American Seminars	See Activities 1 and 2
1.2. Research	See Activities 3 and 4
1.3. Other Activities	See Activities 5 through 10
2. Specific Support for Criminal Justice Reforms	
2.1. Pilot Projects	See Activities 11, 12 and 13
2.2. Research	See Activities 14 through 19
2.3. Training	See Activities 20 through 23
3. Specific Support for Civil Justice Reforms	
3.1. Research	See Activity 24
3.2. Training	See Activities 25 through 27
4. Strengthening Information and Justice Administration Management Systems	
4.1. Development of Information Systems	See Activities 28 and 29
4.2. Development of Management Systems	See Activities 30 through 33
5. Other Activities Related to JSCA's Key Goals	
5.1 Summary of Other Courses and Workshops	Graph 1
5.2. Participation in Lectures, Seminars and Similar Events	Graph 2
5.3. Virtual Information Center and Virtual Library	See Activities 34-35 and Graph 3
5.4. Regular and Special Publications	See Activities 36 through 38

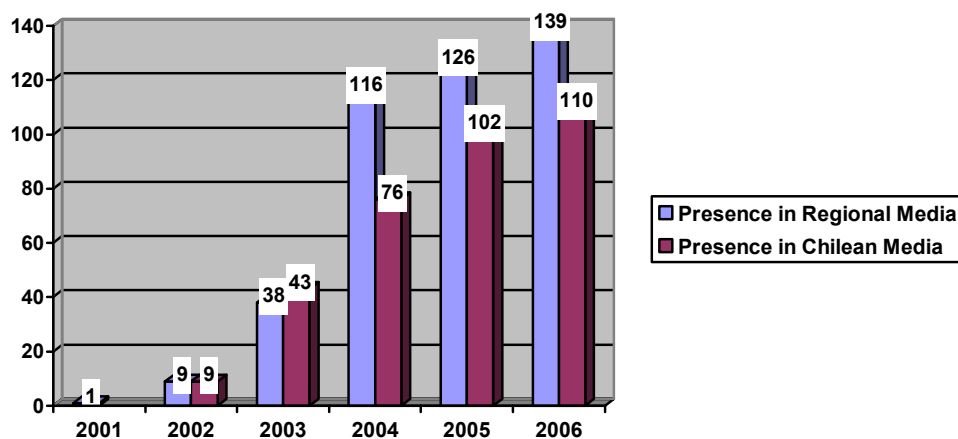


Appendix 2:

Media Coverage of JSCA

C-MAP (Map of JSCA's Annual Communications Strategy)

a) JSCA's PRESENCE IN THE FOREIGN AND CHILEAN MEDIA 2001- 2006



b) MEDIA COVERAGE DURING 2006

Editorials or Opinion Pieces	9
Coverage of Regional Events	35
Coverage of Local Events	28
References to JSCA Publications	11
Judicial Systems Journal	6
Coverage of JSCA Internships	14
Personal Interviews with Members of JSCA	36
Participation of JSCA Members in Reports or Columns	12
Training Course	7
Mar del Plata Pilot Project	28
Index of Online Access to Judicial Information	31
Regional and Local News Pieces with Mention of JSCA	32

GRAPH 5
CLASSIFICATION OF NEWS PIECES ON JSCA 2006

