

Annual Report 2007

I. JUSTICE REFORM IN THE AMERICAS

1. General Promotion of Judicial Reform in the Region

1.1. Inter-American Seminars

FILE N° 1/07
V International Seminar on Judicial Management: Modern Tools for Improving Judicial Management
<p>Objective: To analyze implementation and monitoring strategies and the potential impacts of results- and incentives-oriented planning and budgets in justice sector institutions based on theoretical developments and practical experiences in public management. Also, to analyze perspectives on the use and potential impacts on productivity and practical changes of the effective incorporation of modern information communications technology tools in judicial management in Latin American countries. Finally, to explore and evaluate the steps to be taken to develop a strategy for implementing the uses of information and communications technology based on practical experiences and theoretical developments at the global level in public and private management.</p>
<p>Location: Lima, Peru (October 10 and 11)</p>
<p>Funding source: World Bank Program to Improve Justice Services (Peru)</p>
<p>Local counterpart: Supreme Court of Peru</p>
<p>Products: Website with seminar objectives, justification, program and other related details: www.cejamericas.org</p>
<p>Impact or Results: The event was attended by 450 people from countries around the region including high-ranking judicial officials from Peru and other nations. Various media outlets covered the seminar.</p>

FILE N° 2/07
International Seminar "Best Practices in New Latin American Criminal Procedure Systems"
<p>Objectives: To analyze the criminal procedure reforms implemented in the region, particularly innovative ideas about internal and extra-institutional management of judicial branches, prosecution services and public defense services and coordination of these institutions with police agencies.</p>
<p>Location: Santiago, Chile (May 22-25)</p>
<p>Funding sources: EUROsociAL Justice Program, Canadian International Development Agency (CIDA), British Council</p>
<p>Local counterparts: Administrative Board of the Judicial Branch, Ministry of Justice, Public Prosecutor's Office and Public Defender's Office of Chile</p>
<p>Products: Website with seminar objectives, justification, program and other related details: www.cejamericas.org</p>
<p>Impact or Results: The seminar included visits to the Justice Center in Santiago as well as two master classes, three discussion panels and 36 presentations (selected through a competition organized for the seminar). There was a formal space for exchanging experiences following the methodology employed by the EUROsociAL Justice Program and an optional visit to Chilean police offices. A total of 213 individuals from throughout the Americas attended the event and gave it a score of 4.5 out of 5.</p>

FILE N° 3/07
Latin American Seminar on the Use of Oral Procedures
Objectives: To analyze and discuss experiences with the implementation of oral procedures in various legal areas and countries in the region based on the empirical studies led by JSCA. To discuss the successes and failures met during the experiences.
Location: San José, Costa Rica (December 6-7)
Funding source: CIDA
Local counterpart: Supreme Court of Costa Rica
Products: Website with seminar objectives, justification, program and other related details: www.cejamericas.org
Impact or Results: A call for papers was published October 31 on JSCA's Website and was still open at the printing of this report.

1.2. Research

FILE N° 4/07
"Progress and Challenges Related to Efforts by Public Defender's Offices to Ensure Access to Justice in Criminal Procedure Reforms in Latin America"
Objectives: To identify the current state of, challenges to and successful practices in public defense in view of the implementation of the new adversarial criminal procedure model in Latin American nations. The report will address the situation of the new public defender's offices, the challenges that they face, and best practices in the design and application of evaluation mechanisms.
Countries included in the study: This is a regional study.
Funding source: Undersecretary of Political Affairs of the Organization of American States (OAS)
Products: Final report drafted by the OAS Undersecretary of Political Affairs Department of Governance
Impact or Results: The study was used as an input for the OAS report on approaches to and best practices for access to justice in the Americas.

FILE N° 5/07
Advising for the Commission on the State of Justice of the Republic of Panama
Objectives: To formulate recommendations for implementing the 27 proposals contained in the "State Pact for Justice," which the Commission generated in 2005. The objective of the proposals is to improve justice administration in Panama.
Location: Panama
Funding source: UNDP
Products: Report on JSCA staff members' visit to Panama (January 11-15) in order to support the implementation of the State Pact for Justice. The report contains recommendations and

an Excel sheet with minimum data for generating a baseline to evaluate the impact of the measures taken.

Impact or Results:

The goal is to contribute to the improvement of the service of justice in Panama. The Pact could be translated into a portfolio of projects with objectives, goals and specific activities and precise definitions regarding the medium- and long-term impacts on justice in Panama

FILE N°6/07

Support for Haiti's Judicial System

Objectives:

To draft a Program to Support Haitian Justice that encourages justice sector institutions to consider the need and opportunities for legislative and operational changes to the judicial system, which is facing many challenges.

Country involved:

Haiti

Funding source:

JSCA

Products:

Training was provided for 15 Haitian police officers (August 13-14) who attended several meetings with local police, judicial and prison officials. The project formed part of the International Cooperation Program for Uniformed Police (see FILE 21).

Impact or Results:

Covered by the local press.

1.3. Other Activities

FILE N°7/07

Inter-Institutional Cooperation Agreements

Objectives:

To strengthen links and collaboration with government and civil society institutions that work in judicial systems in the region. Eight such agreements were signed in 2007 for a total of 73 since JSCA's inception.

Location:

Colombia, Mexico and Peru

Local counterparts:

Spain: Judicial Branch; Buenos Aires: Judicial Academy, Prosecutor's Office and Judicial Branch; Peru: Latin American Judges' Federation, Institute of Criminal Procedure Science, Peruvian Association of Legal Sciences and Conciliation; Mexico: Supreme Court; Colombia: Universidad Jorge Tadeo Lozano

Impact or Results:

- [Cooperation Agreement with the General Council of the Spanish Judicial Branch](#), signed 1 February 2007 in Santiago de Chile.
- [Cooperation Agreement with the Judicial Academy, Members of the Prosecutor's Office and Officials of the Judicial Branch of the City of Buenos Aires](#), signed 9 April 2007.
- [Cooperation Agreement with the Latin American Judges' Federation \(Federación Latinoamericana de Magistrados – FLAM\)](#), signed 10 April 2007.
- [Cooperation Agreement with the Peruvian Institute of Criminal Procedure Science](#), signed 28 June 2007.
- [Cooperation Agreement with the Peruvian Association of Legal Sciences and Conciliation](#), signed 19 July 2007.
- Agreement with Universidad Jorge Tadeo Lozano de Colombia, signed 23 August 2007.
- [Framework Cooperation Agreement with the National Supreme Court of Mexico](#), signed 28 August 2007.
- [Cooperation Agreement with the Bankruptcy Office of Chile](#), signed 16 August 2007.

FILE N° 8/07
Pro Bono Internships
Objectives: To enrich JSCA's work through interns' new approaches and to create connections with former interns to establish communications with local experts and institutions. This program is mainly directed at students or recent graduates and offers an opportunity to take part in JSCA's work on judicial reform in Latin America.
Location: JSCA headquarters in Santiago, Chile
Funding source: No funding needed
Products: This year JSCA had six pro bono interns. Alfonso Maraver, of the University of Florida, and Janice Chen, of Georgetown University, held internships between June and August. They contributed to the studies "Research for Civil Justice: Treatment of Monetary Debt Recovery in Various Latin American Nations" and the Index of Online Access to Judicial Information, respectively. They also wrote press releases that were issued to the most influential media channels of the countries included in the study. Amy Alter, a Canadian attorney who is a resident of France, and Natasha Trifum of American University took part in updating data for the report on financing justice in Latin America and research on small claims debt recovery, respectively. Manuella Junter, an exchange student from France, worked in the Management and Information Area. Daniela Godoy Gabler, a Chilean attorney, continued the internship she began in 2006, gathering data on civil procedure reform.
Impact or Results: The interns made valuable contributions to each of the studies mentioned above. www.cejamericas.org

FILE N° 9/07
Paid Internships
Objectives: To promote the exchange of experiences and create future links with local institutions and experts. The specific objective of this activity is for the intern to develop and acquire a wide range of skills and professional education that enrich both his or her work and that of JSCA.
Location: JSCA headquarters, Santiago de Chile.
Funding source: USAID
Impact or results: Interns Analía Banfi Vique of Uruguay and Mariloy Díaz of the Dominican Republic actively contributed to the drafting of the Report on Judicial Systems in the Americas 2006-2007. www.cejamericas.org

2. Specific Support for Criminal Justice Reforms

2.1. Innovation Projects:

FILE N° 10/07
Extension of the Project to Introduce Oral Procedures at the Investigation Stage in the Province of Buenos Aires, Argentina
Objectives: To extend the project implemented in Mar del Plata for cases in which the defendant was caught in the act of committing the crime to the entire province and other provinces. JSCA has received requests from the City of Buenos Aires and Province of Santa Fe.
Location:

Province and City of Buenos Aires and Province of Santa Fe, Argentina
Funding source: CIDA.
Local counterpart: Supreme Court, Attorney General's Office and Ministry of Justice of the Province of Buenos Aires. Asociación Unidos por la Justicia
Products: Training activities in the Provinces of Buenos Aires and Santa Fe on March 22
Impact or Results: In addition to the training activities, JSCA staff met with judicial officials in Matanza, Mercedes, Pergamino and Necochea to coordinate the implementation of the project that was successfully introduced in Mar del Plata. The issue of an inter-institutional cooperation agreement was discussed with the local government of the Province of Santa Fe.

FILE N° 11/07
Support for Criminal Procedure Innovation Processes
Objectives: To support the processes by which ideas and instruments that have been developed and implemented in order to improve the operation of reformed criminal justice systems are adopted by the countries of the region. These activities are the result of direct requests and local replicas of the training program. The support activities vary depending on the nature and state of the processes. They generally involve training activities, support for design and supervision of political support for the process.
Location: Argentina: City of Buenos Aires and Provinces of Córdoba and Santa Fe; Bolivia; Costa Rica; Ecuador; Guatemala; and Peru.
Funding source: CIDA.
Local counterpart: Justice sector and civil society institutions in each of the countries
Impact or Results: These activities have contributed to the development of a new way to approach criminal procedure reform. JSCA has evaluated the results and some have been published in new follow-up and evaluation reports. Others will appear in the coming months.

2.2. Research

FILE N° 12/07
Follow-up on Criminal Procedure Reforms: Research, Publication and Dissemination
Objectives: To evaluate the processes used to implement criminal procedure reforms in Latin American nations that have undertaken such efforts in past years (Colombia, Dominican Republic, Nicaragua and Bolivia) and the experiences to nations that, having begun reform processes, are implementing pilot programs designed to install innovative experiences (Guatemala -Quetzaltenango, Ecuador -Cuenca, Argentina -Mar del Plata and Costa Rica -Guanacaste).
Location: Colombia, Dominican Republic, Nicaragua, Bolivia, Guatemala (Quetzaltenango), Ecuador (Cuenca), Argentina (Mar del Plata) and Costa Rica (Guanacaste)
Funding source: USAID and CIDA
Local counterpart: Corporación Excelencia en la Justicia (for Colombia) and Institute for Comparative Studies in the Criminal and Social Sciences (INECIP) for the study on Mar del Plata, Argentina
Products: Print publication: "Criminal Procedure Reform in Latin America: Results of the IV Stage of the Follow-up Study." Publication of each country study on JSCA's Website, www.cejamericas.org

Impact or Results:

The studies show that there is an important trend towards improving criminal justice services in the region mainly through the adoption of an adversarial criminal procedure model. The research shows that these experiences present achievements and challenges, particularly in regard to producing changes in practices that modernize and introduce oral procedures in justice administration. The evaluations have shown that there are very positive initiatives in some countries in the region and that there is a need to promote their sustainability and extension.

FILE N° 13/07

Criminal Justice Policy Working Group

Objectives:

To discuss and evaluate the current challenges of criminal procedure reform in Chile from a criminal and public policy focus. The working group is composed of individuals from different fields who contributed to launching the criminal procedure model in Chile in 2000 and currently have a pro-positive critical perspective regarding its achievements and challenges.

Location:

Santiago, Chile

Products:

Document on the challenges of the second generation of criminal procedure reforms

Impact or Results:

This year three meetings were held (May, June and July) and attended by JSCA Executive Director Juan Enrique Vargas, Research Area Director Cristián Riego, Training Area Director Mauricio Duce, and specialists Rodrigo Quintana, Jorge Bofill, María Inés Horvitz, Rafael Blanco and Alberto Binder.

FILE N° 14/07

Study on Intelligent Prosecution and Community Networks in the Eastern Area of Santiago

Objectives:

To explore networks and resources external to the prosecutor's office that facilitate the development of plans for intelligent criminal prosecution in the municipalities of Ñuñoa, La Reina and Peñalolén according to the crime trends recorded by the areas' prosecutor's office (Fiscalía Regional Metropolitana Oriente).

Location:

Metropolitan Region, Chile

Funding source:

Public Prosecutor's Office

Products:

At the printing of this study, field work was underway.

Impact or Results:

We expect for intervention plans designed in the context of this study to have an impact on crime prevention and reduction in the areas considered.

FILE N° 15/07

Study on the Implementation of the First Response Chambers for Sex Crimes Victims in Chile's Metropolitan Region

Objectives:

To implement an exploratory study of the operation of first response chambers for sex crimes victims one year after the implementation of the criminal procedure reform in this region. We will focus on three aspects: fulfillment of objectives, main difficulties and impact on judicial results.

Location:

Chile.

Funding source: Internal funding
Products: A report on this topic, available at www.cejamericas.org (Document in spanish)
Impact or Results: The results of the research were made available to the specialized legal community through JSCA's Virtual Library. The study also was submitted to officials who work in this area in Chile.

FILE N° 16/07
Cooperation in the Strategic Planning Process of Policía de Investigaciones de Chile
Objectives: To formulate suggestions for the document "Minerva Plan, Project 25. Continuous Development of Police–Prosecution Relations: Creation of a Relationship of Interdependence (Plan Minerva. Proyecto N° 25. Procesos de desarrollo continuo de la relación Policía – Ministerio Público: Creación de la Relación de Interdependencia)" drafted by Policía de Investigaciones de Chile.
Location: Chile
Impact or Results: A workshop was held September 19 with representatives of the police agency. JSCA staff offered comments and suggestions for improving the plan.

2.3. Training

FILE N° 17/07
IV Inter-American Program for Training Trainers for Criminal Procedure Reform
Objectives: To improve the results of criminal justice reform processes by training key actors and leaders and holding replicas in their countries of origin. The program involves three stages: an onsite basic course, an e-learning intermediate course (CEJACAMPUS) and an advanced course held in Santiago.
Location: The first phase, "Instruments for Implementing an Oral and Adversarial System 2007," was held May 7-11 in Reñaca, Chile. The third phase was held November 26-30 in Santiago.
Funding source: CIDA.
Products: Training materials, two onsite courses (phases 1 and 3) and execution of phase 2 via virtual media. Improvement of CEJACAMPUS www.cejamericas.org
Impact or Results: The program was very well-received. A total of 233 applications were submitted by individuals from 16 countries and 56 people from across the region were selected to participate. Their home countries include: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Peru and the Dominican Republic.

FILE N° 18/07
I Inter-American Meeting of the Network of the JSCA Training Program
Objectives: To generate a network of graduates in order to increase their knowledge of the implementation of innovative initiatives in regional reform processes and strengthen collaborative efforts.
Location: Lima, Peru (October 12)
Funding source:

CIDA
<p>Products: Presentation of the Open Society Institute's Justice Initiative program to implement an evaluation and supervision system for protective measures in order to rationalize the use of these tools, which are designed to ensure that the defendant appears at trial. Presentation of three case studies of the design and introduction of changes or practices meant to improve the operation of new procedural systems. In each case there were obstacles (political, practical, design-related, etc.) to be overcome. Participants discussed the development of strategies for introducing innovation experiences and changes to the operation of reformed criminal procedure systems in contexts in which they face difficulties. Website www.cejamericas.org</p>
<p>Impact or Results: The network's first meeting was attended by 45 people, including current and past program participants from nine countries.</p>

FILE N° 19/07
Virtual Training Program for Latin American Prosecutors
<p>Objectives: To provide Latin American prosecutors with the knowledge and tools that they will need to develop new work methods, approaches and dynamics in order to face practical problems in the implementation and operation of the criminal procedure system in view of recent changes and current challenges.</p>
<p>Location: This activity is offered through e-learning.</p>
<p>Funding source: CIDA</p>
<p>Products: Two courses were offered this year through www.cejacampus.org</p>
<p>Impact or Results: The first course ran May through August and was attended by 159 prosecutors, assistant prosecutors and similar professionals (titles vary by country) from 15 countries. The second course ran from August through October and was completed by 60 people from 10 countries. A total of 128 people evaluated the first cycle, and 119 people passed the course by earning a final grade of 70 or higher. Of the 119 people who passed the course, 73.9% did so with a grade of 80 or higher. 96.3% of participants rated the course contents as good/very good/excellent.</p>

FILE N° 20/07
Seminar: Criminal Procedure in the Province of Buenos Aires
<p>Objectives: To address the challenges associated with introducing oral procedures in Argentina based on comparative experience and in view of the results of the JSCA innovation project in Mar del Plata.</p>
<p>Location: La Plata, Argentina (September 27-29)</p>
<p>Funding source: Province of Buenos Aires</p>
<p>Local counterpart: Government of the Province of La Plata</p>
<p>Impact or Results: Juan Enrique Vargas and Cristián Riego participated in the seminar, which was attended by judges, prosecutors, public defenders and academics.</p>

FILE N° 21/07
Seminar: "Evaluation and Supervision of Protective Measures"
Objectives: To disseminate the experience of the Open Society Justice Initiative in this area. To explore tools for allowing judges to evaluate decisions by gathering data about the defendant. To explore the supervisory function through monitoring, informing the judge of failure to comply and related issues.
Location: Santiago de Chile (October 16)
Funding source: JSCA
Local counterparts: Universidad Diego Portales and Fundación Paz Ciudadana.
Impact or Results: Seventy people including academics, officials from Chile's criminal justice system, and law students attended the event.

FILE N° 22/07
Visits / Workshops: Criminal Justice in Chile
Objectives: To allow foreign delegations to explore the development of Chile's criminal procedure reform, understand its judicial and administrative logic and dynamics, and learn about its implementation and management. This process involves guided visits to observe hearings and administrative processes and meetings with individuals who are taking part in the reform as well as JSCA specialists in the field.
Location: Chile's Metropolitan Region
Funding source: Each delegation is responsible for covering the costs of the visit.
Products: The following visits were made in 2007: <ul style="list-style-type: none"> • Delegation of from the Dominican Republic. Participants met with Cristián Riego on January 24 at JSCA headquarters. • Delegation of from Spain's Judicial Branch General Council. Participants met with Juan Enrique Vargas and visited the Santiago Justice Center on February 1 and 2. • Delegation from the Peruvian judicial system. Participants met with JSCA staff members and visited the National Public Defender's Office on March 9. • Delegation of law students from the University of Florida. A total of 10 participants and two professors met with Mauricio Duce and Cristián Riego and met with prosecutors and public defenders at the Santiago Justice Center. They also observed hearings in order to learn about the dynamic of the new system. This visit was held March 12. • Delegation of the Buenos Aires Magistrate's Council composed of 16 judges, prosecutors, public defenders and private attorneys. On March 26, 27 and 28 the delegation explored the development of Chile's criminal procedure reform, highlighting the area of management and information. • Delegation of 15 prosecutors from Callao, Peru. The delegation visited the Center and North-South Regional Prosecutor's Offices, the headquarters of Policía de Investigaciones and the Santiago Justice Sector. The visit was held April 16-18. • Delegation of 15 Haitian police officers. Participants visited the investigative courts, prosecutor's office and Gendarmeria offices in Santiago. They also participated in a training program at JSCA's headquarters. The visit was held August 13 and 14. • Delegation from the City of Buenos Aires Magistrate's Council. Twenty-two jurists visited Chile from August 20-23 and met with officials from the Northern Regional Public Defender's Office, Central-North Regional Prosecutor's Office, investigative and oral trial courts, and other agencies. • Delegation of nine individuals from Panama and Costa Rica. Participants visited

- the Chilean Judicial Branch Administrative Board on August 10.
- Visit to Chile by Max Elibert, an appeals court judge from Haiti, who was given information about Chile's criminal procedure reform at JSCA's headquarters on October 22.

3. Specific Support of Civil Justice Reforms

3.1 Research

FILE N° 23/07
Research on Civil Justice in the Americas
Objectives: To conduct research for the discussion and development of civil justice reforms in the region.
Location: Chile
Funding source: USAID.
Products: Five studies on topics related to civil justice in the Americas. JSCA asked attorney Carolina Villadiego to write two studies: "Progress in Latin America and the Caribbean in Civil Justice Reform" and "Comparative Experiences in Small Claims Justice." Consultant Santiago Pereira wrote an empirical study on the operation of civil justice in Uruguay. JSCA also asked the Universidad Católica to implement a research project on the operation of family justice in Chile and the Universidad Diego Portales to do a study on oral procedures. Finally, interns Alfonso Maraver and Natasha Trifum contributed to a study on debt recovery in the U.S. and Chile.
Impact or Results: The studies have allowed for academic work and discussion that has led to the formation of an original approach and discourse on the challenges of public policy designed to lead to civil justice reform.

FILE N° 24/07
Meeting of Civil Justice Reform Experts Group
Objectives: To call upon experts from several countries to analyze the state of civil justice in the Americas and define the topics that must be developed and promoted in the context of reforms in this area, particularly in Latin American and the Caribbean in light of experiences in other regions.
Location: Chile.
Funding source: USAID.
Products: First meeting of international experts (March 15-16) Second meeting (November 16)
Impact or Results: Institutional learning. Discussion and definition of the areas of work and priority topics that JSCA will promote in this regard. The experts discussed and improved the drafts mentioned above.

FILE N° 25/07
Book "New Civil Justice for Latin America: Contributions for Reform"
Objectives:

To offer reflections and research designed to guide civil justice reform in countries of the Americas. To encourage discussion in the region regarding the need to develop areas of the civil justice realm, capitalizing on the experience of other countries in the region and around the world.
Location: Chile.
Funding source: USAID.
Products: Book containing four studies on progress and challenges related to civil justice in the region from a public policy perspective. The publication also describes changes and experiences from Spain and England and Wales in the area of civil justice reform.
Impact or Results: The book was presented with other recent JSCA publications on August 8 at the Chilean Ministry of Foreign Affairs. A total of 2,000 copies were printed and will be distributed free of charge throughout the region (recipient pays shipping fees).

4. Strengthening Justice Administration Information and Management Systems

4.1. Judicial Information

FILE N° 26/07
Report on Judicial Systems in the Americas 2006-2007 (Third Version)
Objectives: To systematize and present a wide range of information on the operation of justice systems in the Americas. The publication provides basic updated data for each country, key developments from the past two years, a description of each justice institution and its structure and functions, updated and disaggregate statistical data, budget allocations and expenditures, and ongoing projects. This version also includes data on notary public and records systems and police agencies.
Countries included in the publication: 34 OAS member states
Funding source: CIDA.
Products: Print and online versions of the publication, CD in English and Spanish. See www.cejamericas.org
Impact or Results: The CD was presented to the OAS General Assembly and the print version was presented to the public on August 8 at the Chilean Ministry of Foreign Affairs. The Report was distributed to officials in the most important institutions that belong or are linked to American justice systems.

FILE N° 27/07
Index of Online Access to Judicial Information 2007 (Third Version)
Objectives: To evaluate the quality and quantity of information that the judicial branches and prosecution services of the 34 OAS member states make available to the public through their Websites. To rank those Websites using pre-set indicators. The 2007 Index compares the results from this year with those from 2004 and 2006 (contained in the previous versions). It also analyzes the type of data that judicial systems offer online at the hemispheric level.
Countries included in the publication: 34 OAS member states
Funding source: USAID.
Products: Virtual publication on the JSCA Website. Press releases issued through media channels

in each country in the region. See www.cejamericas.org
Impact or Results: The report states whether or not the countries have made progress at the individual and comparative levels in the area of online access to information and offers a global vision at the hemispheric level.

4.2. Development of Management Systems

FILE N° 28/07
White Book on the Use of Technology in Justice
Objectives: To analyze the uses and functions of technology that can benefit justice in the region. This study will address the usefulness of available media for overcoming challenges in judicial systems.
Countries: This is a regional study. The working group created to guide it includes representatives of Argentina, Chile, Colombia, the Dominican Republic and Puerto Rico.
Funding source: Microsoft.
Counterpart: Microsoft Latin America Public Sector Division
Products: Meeting of 20 experts from throughout the Americas (April 12-13)
Impact or Results: To date, we have received and are processing observations on the first document drafted by JSCA, which contains the conclusions of the workshop of 20 experts from the region. A final draft will be generated based on those observations.

FILE N° 29/07
Judicial Indicators for Ibero-America Project
Objectives: To create a set of basic judicial indicators for Ibero-America that is agreed upon by the countries of the region and tested using available data. The project forms part of the Ibero-American Judicial Summit Plan of Action, whose management has been entrusted to JSCA.
Participating nations: The plan will be made available to all members of the Ibero-American Judicial Summit. The working group includes representatives of Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Honduras, Guatemala, Mexico, Nicaragua, Panama, Peru and Spain.
Funding source: IDB for Central American nations
Products: Definition of concepts that will serve as the basis for the design of comparable judicial indicators.
Impact or Results: Base documents and three workshops (February, June and July) during which the concepts that will be used to design the indicators were defined.

FILE N° 30/07
Support for the Metropolitan Region Judicial Assistance Corporation (Chile)
Objectives: To evaluate and formulate recommendations for adjusting the staff and work of this agency in view of the changes and increased access to legal aid made possible by family and labor law reforms.

Country: Chile.
Funding source: Judicial Assistance Corporation
Products: Final report on the changes necessary to improve the performance of this public entity, which provides legal aid to those who need it in the context of Chile's family law reform.
Impact or results: Chile presented the final report for this study to the Ministry of Justice on March 30.

FILE N°31/07
Judicial Statistics on Criminal Justice in Guatemala
Objectives: To develop an information system on criminal justice in Guatemala using 2004 as the base year and generating information through 2008. The project involves gathering data from various sources and developing a sample of files.
Location: Guatemala.
Funding source: USAID.
Local counterpart: Institute of Comparative Studies in the Criminal Sciences of Guatemala (ICCPG)
Products: Comparative report on judicial statistics in criminal law for 2004, 2005 and 2006.
Expected impact or results: We project that Guatemala will have an adequate criminal justice information system that will allow for the evaluation of justice system performance and timely decision-making.

FILE N°32/07
Support for Judicial Management in Panama
Objectives: To improve judicial management in Panama.
Location: Panamá.
Funding source: European Union
Products: In March 2007 JSCA was asked to participate in the design of the terms of reference for the Judicial Management component of the project that the European Union is promoting in Panama.
Expected impact or results: The products are being considered in the direction and execution of the project.

5. Other Activities Related to JSCA's Key Goals

5.1. Summary of Courses and Workshops Offered by JSCA

**GRAPH 1
SUMMARY OF COURSES AND WORKSHOPS OFFERED BY JSCA**

Name of Activity	Description	Country	Date
Workshop on Extending Mar del Plata Project	Training led by Cristián Riego, Director of JSCA's Research Area	San Martín, Province of Buenos Aires.	March 22
Training Meeting for Public Defenders	JSCA Training Coordinator Mauricio Duce participated in this project, which was organized by the Institute for Criminal Procedure Sciences (INCIPP)	Lima, Peru	June 15
Local Replica of the Inter-American Training Program	Evaluation of Criminal Procedure Reform in Three Latin American Countries. Chamber of Commerce, Bogotá, Colombia 80 judges, prosecutors, public defenders, attorneys and officials of local institutions.	Bogotá, Colombia.	December 6, 2006.
Training Course Guatemala	Training Course offered by M. Duce and organized by the Institute for Comparative Studies in the Criminal Sciences of Guatemala	Guatemala City	August 27-31
Local Replica of Inter-American Training Program	Course for trainers on criminal procedure reform (e-learning). Attended by 45 district prosecutors and five instructors from the Prosecution Service's Training Unit.	Quetzaltenango, Guatemala.	December 1, 2006- April 30, 2007
Local Replica of Inter-American Training Program	Introductory Meetings on Criminal Litigation Techniques. Hosted by Universidad Autónoma de Santo Domingo. Attended by 40 graduating seniors.	Santo Domingo, Dominican Republic	February 16 and 23, March 23
Local Replica of Inter-American Training Program	On site lesson for the Guatemala Judges Course "Strengthening the Judicial Branch" followed by e-learning modules. 42 sentencing judges participated.	Quetzaltenango, Guatemala.	Course: March 3, E-learning: through July 14
Local Replica of Inter-American Training Program	Expert Evidence in Adversarial Procedures. Lecture for public defenders by M. Duce. Attended by 40 public defenders from the Department of La Libertad and Trujillo.	Peru	June 16
Local Replica of Inter-American Training Program	Training Course on Investigative Hearing Litigation Techniques. Participants: M. Duce and Inés Marensi. Attended by 70 public defenders, prosecutors, judges and other members of related institutions.	Mercedes District, Province of Buenos Aires, Argentina	June 26 and 27
Local Replica of Inter-American Training Program	Training Course on Investigative Hearing Litigation Techniques. Participants: M. Duce and Inés Marensi. Attended by 50 public defenders, prosecutors, judges and other members of related institutions.	La Matanza District, Province of Buenos Aires, Argentina.	June 28 and 29
Local Replica of Inter-American Training Program	National Conference on Criminal Law and Procedure. "Oral Procedures and Judicial Offices." Attended by 275 prosecutors, public defenders and	Guatemala City	August 27-29

	members of the judicial branch.		
Local Replica of Inter-American Training Program	Management Model for Hearings - Chiquimula, Guatemala M. Duce participated in Model Course on Management for Hearings and presented on "Analysis of Judicial Reform in Latin America," "Litigation in Pre-Trial Hearings: Dynamic and Skills" and "Oral Procedures and Efficient Hearing Management in Judiciaries, Prosecution Services and Public Defender's Offices."	Chiquimula, Guatemala.	August 29-30
Local Replica of Inter-American Training Program	National Conference on Criminal Law and Procedure. "Oral Procedures and Judicial Offices." Attended by 375 academics, prosecutors, public defenders and members of the judicial branch.	Quetzaltenango, Guatemala.	August 30-September 1
Local Replica of Inter-American Training Program	Training and Promoting the Use of Oral Hearings in Guanacaste. 40 participants	Guanacaste, Costa Rica.	September 7-8
Local Replica of Inter-American Training Program	Litigation Course for a New Criminal Procedure offered by M. Duce and C. Riego. Attended by 45 judges, prosecutors, and public defenders from Buenos Aires	Buenos Aires, Argentina.	September 13 and 14

5.2 Participation in Lectures, Seminars and Similar Events

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

Activity	Role of JSCA	Country	Date
Seminar on Freedom of Expression and New Criminal Procedure: A Conflictive Relationship?	Presentation by J.E. Vargas on freedom of expression and disclosure under the new criminal procedure. Organized by the Universidad Diego Portales Public Interest Actions Legal Clinic.	Santiago, Chile.	January 9
UNDP Meeting	Attended by C. Hernández to take part in the State Commission for Justice in support of the Panamanian justice modernization project.	Panama City	January 15-9
OAS Permanent Council	Attended by J.E. Vargas and F. Cruz, who offered a presentation with the CSIS Americas Program on the Evaluation of Judicial Reform in Latin America, JSCA 2006 Annual Report and JSCA Plan of Action 2007.	Washington, D.C.	January 22-5
1st Round of Preparatory Workshops for XIV Judicial Summit	Attended by C. Hernández to discuss the Ibero-American Judicial Statistics Plan.	Santa Cruz de la Sierra, Bolivia.	February 26-March 2
Meeting of the Commission on Constitutional Points of the Chamber of Congress and Foundation for Social Democracy of the Americas	Attended by C. Riego, who discussed "The Experience of Oral Trials in Latin America and Their Viability for Mexico." He participated in the discussion of constitutional reform in Mexico in order to introduce an adversarial model. The discussion was held in Congress.	Mexico City	February 27

Course, Pacific McGeorge School of Law, Sacramento, University of Pacific	M. Duce offered a 15-hour accelerated course entitled "Comparative Criminal Procedure," which refers to the situations of Chile and Latin America.	California, USA.	February 16-March 2
Meeting for the Implementation of the Pilot Plan in the Province of Buenos Aires	Attended by C. Riego.	Buenos Aires, Argentina.	February 19-20
Lecture: Judicial Reform in Latin America: Current Trends, Perspectives and Results	M. Duce offers a lecture for academics at the Pacific McGeorge School of Law.	Sacramento, CA	February 27
Meeting of Experts on Access to Justice	Presentation by Nataly Ponce on barriers to access to justice in criminal procedure reform processes based on JSCA research. Organized by the OAS Department for the Promotion of Governance.	Washington, D.C.	March 7
Seminar on Justice and Human Rights	Presentation by N. Ponce. Organized by the OAS and American University.	Washington, D.C.	March 8
Judicial Branch of Panama: Workshop	Participants include J.E. Vargas and C. Hernández. The purpose of the workshop was to support the drafting of terms of reference for bidding for the European Community Project judicial office model.	Panama City	March 7-9
Technical Support Mission to Haiti	Organized by the OAS and supported by JSCA in key justice-related points. Attended by Jaime Arellano, President of the JSCA Board of Directors.	Haiti	March 18-21
Event for the Process of Participation and Consultation, Supreme Court	Master classes by J.E. Vargas on justice reform in the region.	Cuenca, Quito, Ecuador.	Cuenca: March 21 Quito: March 22
Application of the "Mar del Plata Project" throughout Argentina	C. Riego traveled to the provinces of Buenos Aires and Santa Fe to offer training. In the first province he met with officials from Matanza, Mercedes, Pergamino and Necochea to coordinate the extension of the project for defendants caught in the act that was successfully implemented in Mar del Plata.	Argentina	March 22-9
Workshop on Regional Dissemination on the Issue of Child Pornography and Trafficking in Humans	J.E. Vargas offers a presentation during the inaugural ceremony of the event, which was organized by Chile's Public Prosecutor's Office.	Santiago, Chile.	March 29
Fundación Carolina Training Program	C. Hernández offers classes on managing human resources for judicial reform.	City of Buenos Aires	April 17-9
International Seminar: "Challenges to the Public Prosecutor's Office in the Implementation of Criminal Procedure Reform"	Presentation by J.E. Vargas. Event organized by the Public Prosecutor's Office Academy.	Lima, Peru	May 2-3
Meeting for Guatemala Statistics Project	Attended by C. Hernández to supervise the second part of the study on criminal law statistics.	Guatemala City	May 7-11
Workshop: The Challenge of	J.E. Vargas participates as a commentator. The event was	Santiago, Chile.	May 9

Criminality in Latin America: Evaluation and Policy	organized by CIEPLAN.		
Workshop to Discuss a Model for the Cuenca Prosecutor's Office	M. Duce participates. Organized by Fundación Esquel.	Quito, Ecuador.	May 29-30
Lecture: Implementing Oral Trial Systems in America	Presented by C. Riego. Event held in the Congress of the Mexican State of Nuevo León.	Nuevo León, México.	May 29-30
XXXVII Regular Session, OAS General Assembly	Attended by J. Arrellano, who presented JSCA's 2006 Annual Report.	Panama City	June 3-5
Microsoft Latin America Workshop	C. Hernández participates. Organized by Microsoft Latin America. Eight participants including members of IDB and regional consultants.	Ft. Lauderdale, Florida	June 7-8
Criminal Procedure Reform Course	M. Duce participates. Organized by Universidad Nacional de Trujillo.	Trujillo, Peru	June 16
II International Meeting of EUROsociAL Networks "Equality, State and Citizenship: The Pillars of Social Cohesion"	J.E. Vargas participates as a panel moderator and attends justice consortium meetings.	Antigua, Guatemala.	June 25-8
Meeting for the Comparable Judicial Indicators Project	C. Hernández participates in a meeting for defining the concepts to be used as the basis for the design of the indicators.	San José, Costa Rica.	June 25-30
National Meeting of Judiciary Councils and Auxiliary and Transparency Agencies	J.E. Vargas presents on the panel "Judicial Planning and Transparency" and the Roundtable Discussion on Jurisdictional Administration.	Hidalgo, México.	July 4
II Latin American Regional Meeting of the International Prosecutors' Association	Keynote speech by J.E. Vargas entitled "The Public Prosecutor's Office and Challenges for the 21st Century "	Isla Margarita, Venezuela.	July 11-13
Workshop on Judicial Government	J.E. Vargas presents on panel on judicial government. Attended by academics, criminal justice system operators and officials and organized by Instituto Libertad y Desarrollo de Chile.	Santiago, Chile.	July 19
II Round of Preparatory Workshops for the XIV Judicial Summit	C. Hernández discusses the Ibero-American Judicial Statistics Plan.	Cartagena de Indias, Colombia.	July 25-27
Workshop: Analysis of the Current System for Evaluating Members of the Judicial Branch	J.E. Vargas presents. Meeting attended by 30 Supreme Court judges, Court of Appeal judges and court officials.	Santiago, Chile.	August 17-18
Seminar on Judicial Government	J.E. Vargas participates. Organized by Organización Expansiva de Chile.	Santiago, Chile.	August 17
Presentation of the book "Arbitration and Mediation in the Americas"	Videoconference by J.E. Vargas with Universidad Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) in Mexico. Vargas established a dialogue with staff members and students regarding challenges regarding mediation in the Americas.	Nuevo León, México.	August 21
Seminar on the Adversarial System	Attended by C. Riego, who presented. Organized by the Guanajuato State	Guanajuato, México.	August 22

and Oral Trial	Judicial Branch. Riego also participated in a conference on the same topic in the State of Guadalajara and a Roundtable Discussion organized by the National Executive and Judicial Branches to prepare the national oral trial project.		
Meeting for the USAID Guatemala Statistics Project	C. Hernández attends as project coordinator.	Guatemala City	August 20-24
Ibero-American Judicial Statistics Plan	C. Hernández and J.E. Vargas attend. Coordinated by Mexico's Supreme Court.	Mexico City	August 27-29
Signing of Agreement between the Supreme Court and JSCA	Attended by J.E. Vargas	Mexico City	August 28
Seminar on the Adversarial System and Oral Trial	Presentation by C. Riego. Organized by the Judicial Branch.	Guanajuato, México.	August 20-24
Roundtable Discussion on the Oral Trial Project	Presentation by C. Riego. Organized by Mexico's National Judicial and Executive Branches.	Guadalajara, México.	August 23
Roundtable Discussion: Corruption and Good Government: Problems, Challenges and International Experiences	J.E. Vargas presents on preventing corruption in the Judicial Branch. Organized by Universidad Católica Law School and Instituto Libertad y Desarrollo de Chile.	Santiago, Chile.	August 30
Course on Judicial Reform in the Americas	C. Hernández taught a course for federal judges at the request of Brazil's Fourth Federal Region Magistrates' Academy.	Porto Alegre, Brasil.	September 24
Presentation of Book on Legal Psychology	Lecture by J.E. Vargas at U. Diego Portales.	Santiago, Chile.	September 24
II Preparatory Meeting for XIV Judicial Summit	Presentation of the statistics project and progress made in the Ibero-American Judicial Statistics Plan by C. Hernández.	Cusco, Perú	September 25-28
Conference on International Security and Democracy in the Americas: Improving Security Management	Presentation by M. Duce. Event organized by the Center of Latin American Studies, Georgetown U. and FLACSO- Chile.	Santiago, Chile.	September 25
Seminar on Criminal Procedure in the Province of Buenos Aires	J.E. Vargas and C. Riego attended this event with Argentinean judges, prosecutors, public defenders and academics. Organized by JSCA and the La Plata Province Government.	Ciudad de la Plata, Argentina.	September 27
Talk on Effectiveness and Efficiency of Court Management in Chile	C. Hernández offers a talk on this topic. Organized by the Chilean Judges' Association and Universidad Mayor.	Santiago, Chile.	September 29
XV Special General Assembly of the Ibero-American Association of Public Prosecutor's Offices, AIAMP	Attended by J.E. Vargas, who spoke on the results of the Virtual Training Program for Prosecutors. Event organized by the AIAMP.	Madrid, España.	October 22-23
II International Conference of the International Organization for Training the Judiciary	Attended by J.E. Vargas, M. Duce and C. Riego. Presentation on JSCA's experience in using training as a tool for in-depth judicial reforms.	Barcelona, España.	October 21-25
3rd Round of Preparatory	Attended by C. Hernández in order to discuss the Ibero-American Judicial	San José, Costa Rica.	November 7-9

Workshops for XIV Judicial Summit	Statistics Plan.		
Forum on Oral Justice in Colombia	Organized by Universidad de Bogotá Jorge Tadeo Lozano, JSCA. Presentations by J.E. Vargas and C. Riego.	Bogotá, Colombia.	November 8-9
OAS Roundtable Discussion	Roundtable discussion for analyzing the results of the Report on Judicial Systems in the Americas 2006-2007. Participants: Jaime Arellano, J.E. Vargas, and Francisco Cruz, Secretary to the Board.	Washington, D.C.	December 5
Seminar on Family Courts	Organized by the Pontificia Universidad Católica de Chile and JSCA. Presentations by J.E. Vargas, C. Riego and M. Duce.	Santiago, Chile.	December 11

5.3 JSCA Virtual Information Center and Virtual Library

FILE N° 33/07
JSCA Virtual Information Center
Objectives: VIC is the virtual platform through which JSCA makes all of the information that it generates and/or gathers on judicial systems available to the regional community.
Funding source: USAID.
Impact or Results: There were a total of 95,000 hits on the site this year. The beginning of 2007 saw the development of the Strategic Management File, which was presented to the JSCA Board of Directors. Also, two courses designed for Guatemala were offered through the e-learning platform. One, which is geared towards prosecutors, began in December 2006 and has 50 students. The other, which began in March, is oriented towards judges and has 57 students. The platform for the Virtual Course for prosecutors also was developed this year. Finally, we developed the site for the third version of the Report on Judicial Systems in the Americas and generated a multimedia CD for the publication.

FILE N° 34/07
JSCA Virtual Library
Objectives: To provide information on justice reform and modernization processes at the regional and global levels as well as spaces for disseminating and exchanging said information. Specifically, the space is designed for gathering, integrating and disseminating data such as international and national laws; local, regional and national research; articles; and other materials through the institutional Website.
Funding source: USAID
Products: In 2007 we contacted justice system institutions in order to strengthen links through the Virtual Library. We continued to disseminate the new tool for uploading documents that was developed in late 2006, which allows users to include their materials in the collection (once they are reviewed by a staff member).
Impact or Results: This year there were 65,000 searches of the JSCA Virtual Library, and a total of 170 documents including research reports, articles and legislation were uploaded. JSCA's on site library received visits from Chilean thesis students as well as foreign students and interns. It also changed the loan system and the process used to add new materials. The on site library has 394 new additions including CDs and journals, which represents an 18% increase over last year and brings the total number of titles to 2,247. We also strengthened links with other libraries and executed publication exchanges with Instituto Libertad y Desarrollo, Centro de Estudios en Seguridad Ciudadana, the National

Children's Service (Servicio Nacional de Menores, SENAME), Brazil's Ministry of Justice, and the IDB

5.4 Regular and Special Publications

FILE N° 35/07
Nexus Newsletter
Objectives: Nexus Newsletter is our main communicational tool for our external audience. Its purpose is to provide a summary of news on justice system reform and modernization processes in the region, information on related events, and other data for those involved or interested in these topics.
Funding source: USAID
Products: Twelve new issues were produced in Spanish and English following the lines of our Website design.
Impact or Results: There are currently 8,895 Nexus Newsletter subscribers (6,546 in Spanish and 2,249 in English). This represents a 29% increase over last year, when we had 6,871 subscribers.

FILE N° 36/07
Judicial Systems Journal
Objectives: To promote discussion and the exchange of opinions on the operation of justice in the Americas and disseminate JSCA products, activities and networks.
Funding source: USAID
Products: No. 12 on "Other Justices" and No. 13 on "Supreme Courts." See www.sistemasjudiciales.org
Impact or Results: 112 issues were sold this year and we regularly received requests to exchange publications with law school libraries from throughout the region and other institutions. We continued to distribute the journal at local events, and had a stand at the International Seminar on Best Practices and other JSCA activities. This quarter we created a publications exchange with Fundación Libertad y Desarrollo de Chile, which brings the total number of justice sector institutions with which we have this kind of program to 14.

FILE N° 37/07
JSCA Publications
Objectives: JSCA looks to reach audiences that may not have efficient Internet access through its publications. In some cases, we offer limited print editions that are distributed throughout the region free of charge (recipient covers shipping costs).
Funding source: CIDA, USAID
Products: "Nueva Justicia Civil para Latinoamérica: Aportes para la reforma". See FILE N° 23. Reformas Procesales Penales en América Latina: Resultados del Proyecto de Seguimiento, IV Etapa. See FILE N° 12. Report on Judicial Systems in the Americas 2006-2007. See FILE N° 25. "JSCA At A Glance": We printed 2,000 copies of this brochure, which is designed to present information on JSCA's work, achievements, and sustainability strategy.

Impact or Results:

The three publications were presented at the Chilean Ministry of Foreign Affairs on August 8. The ceremony included comments by Carlos Portales, General Director of Foreign Policy; Jaime Arellano Quintana, President of the JSCA Board of Directors; and Juan Enrique Vargas. It was attended by 90 people, each of whom was given copies of the publications.

The book "**Nueva Justicia Civil para Latinoamérica: Aportes para la reforma**" was distributed to over 200 members of justice institutions around the region.

Reformas Procesales Penales en América Latina: Resultados del Proyecto de Seguimiento, IV Etapa was distributed to 200 people in justice systems around the region. The preliminary version was used for the seminar "Best Practices in New Latin American Criminal Procedure Systems."

The Report on Judicial Systems 2006-2007 was distributed throughout the region through mailings in response to express requests. In May 2007 it was published in html format on a site that can be accessed through the JSCA institutional site. A preliminary version was published in CD format and officially presented at the closing ceremony of the International Seminar "Best Practices in New Latin American Criminal Procedure Systems." A total of 300 copies were made.

The CD also was distributed to the 34 delegations at the XXXVII Regular Period of Sessions of the OAS General Assembly in a materials packet with institutional documents.

JSCA At A Glance. Five hundred copies were submitted to OAS permanent representatives, ministries of foreign affairs and justice, prosecution services, and defense services.

II. INSTITUTIONAL SUSTAINABILITY**2. FINANCIAL REPORT****2.1. Income**

Resources captured by JSCA through October of this year taken with projections for income through the end of the year total US\$1,836,033. This represents a 23% increase over 2006.

**TABLE 1
INCOME BY TYPE OF SOURCE 2007**

SOURCE	COOPERATION PROJECTS	VOLUNTARY CONTRIBUTIONS	OVERHEADS	OTHER	TOTAL	%
USAID	372,131		50,619	1,100	423,850	23
CIDA	803,460		66,738	4,600	874,798	48
EUROPEAN COMMUNITY	8,531				8,531	0
USAID GUATEMALA	63,895				63,895	3
BID	60,000				60,000	3
GOVT. OF CHILE		80,000			80,000	4
OTHER		40,000			40,000	2
BUENOS AIRES MINISTRY OF JUSTICE				7,500	7,500	0
EUROSOCIAL				52,856	52,856	3
JEDNET				13,960	13,960	1
MICROSOFT				20,000	20,000	1
SEMINARS AND COURSES				176,643	176,643	10
JUDICIAL SYSTEMS JOURNAL				700	700	0

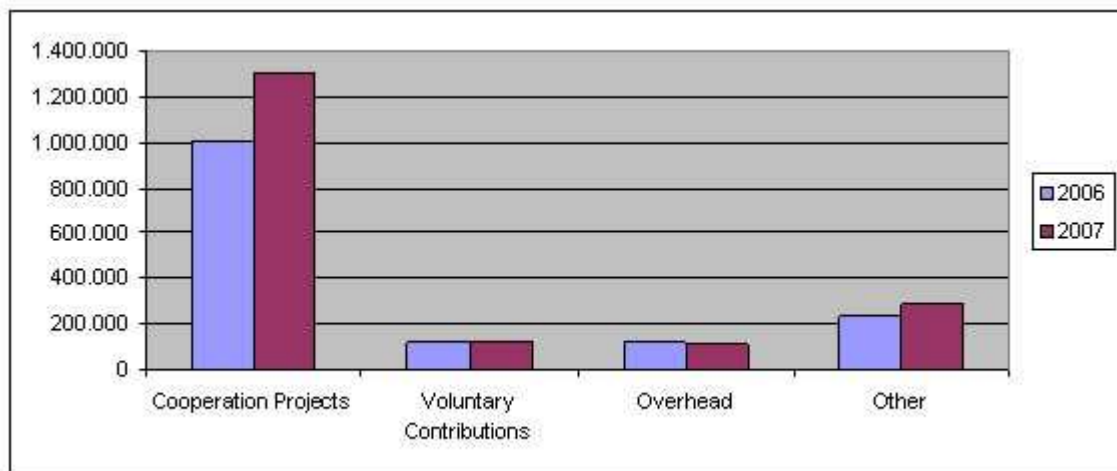
INTEREST EARNED				13,300	13,300	1
TOTAL	1,308,017	120,000	117,357	290,659	1,836,033	100
%	71%	7%	6%	16%	100%	

In contrast to 2006, most of the income generated by cooperation projects has come from CIDA.

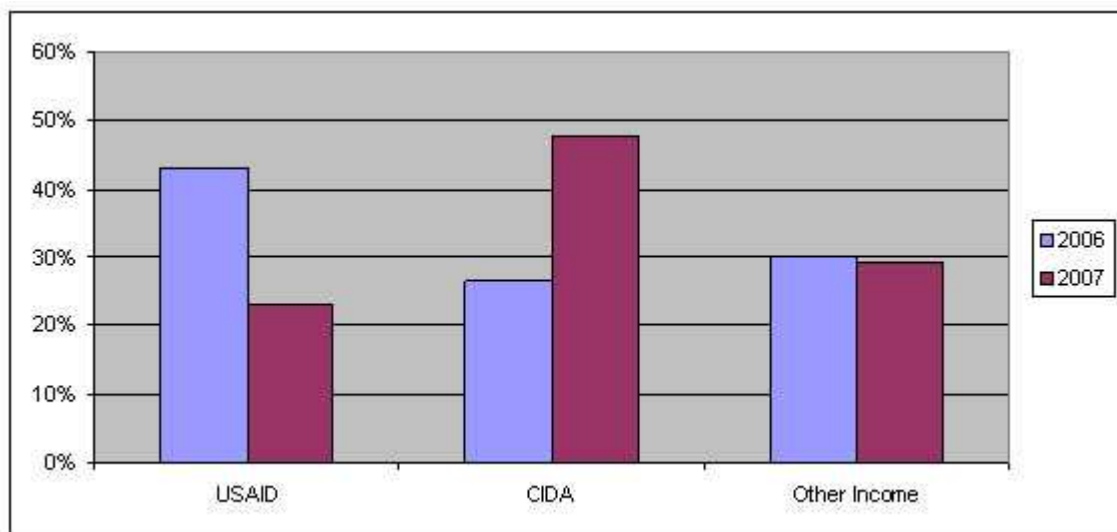
There were no increases in voluntary contributions. We have maintained the contributions from the Chilean government, which went to cover operating costs.

The graphs below compare income for 2007 by source and type of source with data from 2006.

**GRAPHIC 1
COMPARISON BY TYPE OF SOURCE 2006 – 2007**



**GRAPHIC 2
COMPARISON BY SOURCE 2006 – 2007**



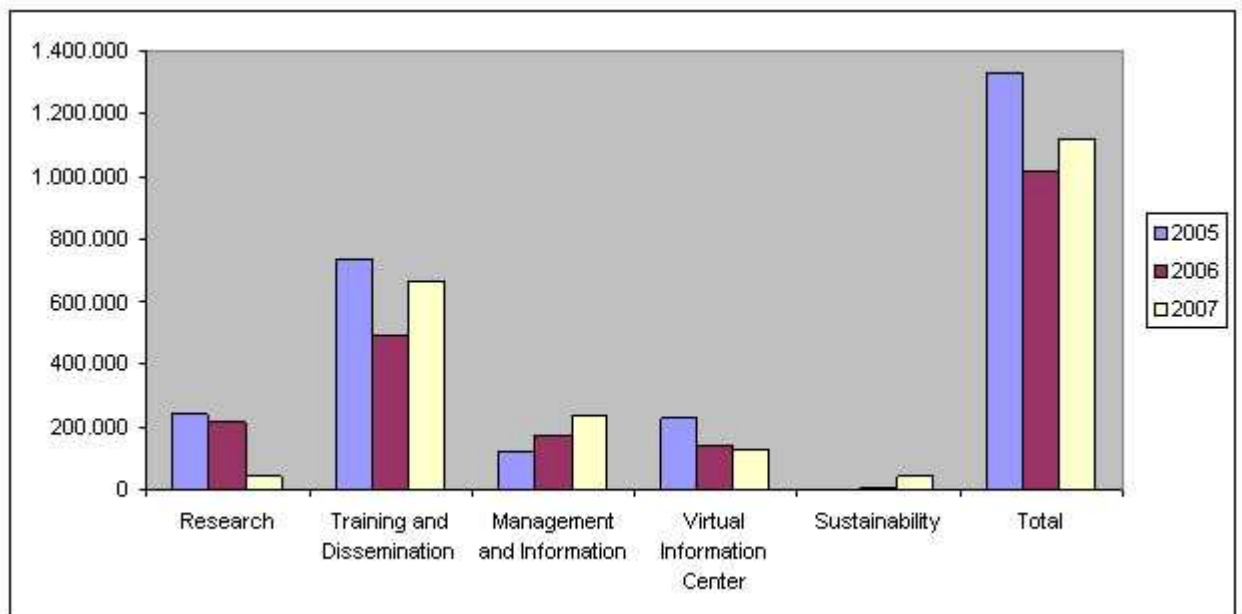
2.2 EXPENDITURES

Total spending for 2007 was US\$1,556,929. This figure includes expenditures made through October and estimates through the end of December, and indicates a 12.1% increase over last year. Table 2 presents detailed information on expenditures made during the year.

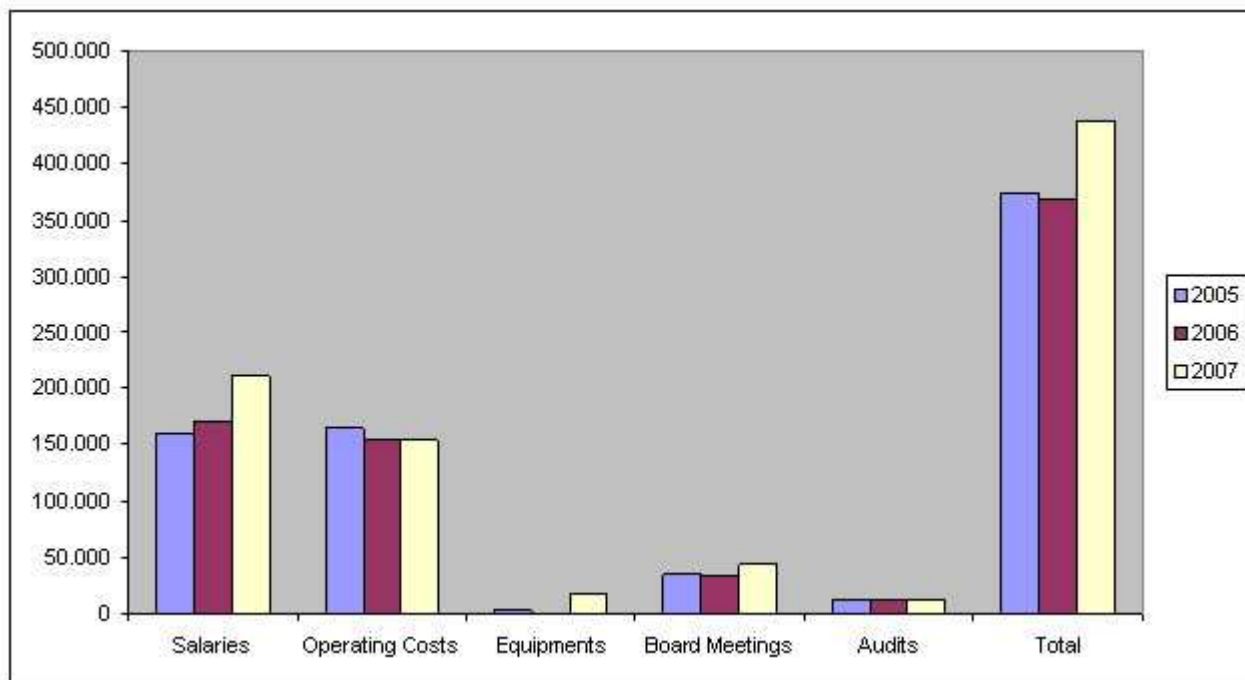
**TABLE 2
EXPENDITURES 2007**

I. ACTIVITIES	
1. Research	46,200
2. Training and Dissemination	665,501
3. Management and Information	236,306
4. Virtual Information Center	126,237
5. Sustainability Actions	44,238
Subtotal Activities	1,118,483
II. OPERATING COSTS	
1. Salaries	210,457
2. Operating Costs	154,065
Equipment	17,335
3. Board Meetings	44,589
4. Audits	12,000
Subtotal Operating Costs	438,446
III. TOTAL	1,556,929

**GRAPHIC 3
COMPARISON OF SPENDING ON ACTIVITIES 2005 – 2006-2007**



**GRÁFICO N°4
COMPARACIÓN GASTOS DE FUNCIONAMIENTO 2005 – 2006-2007**

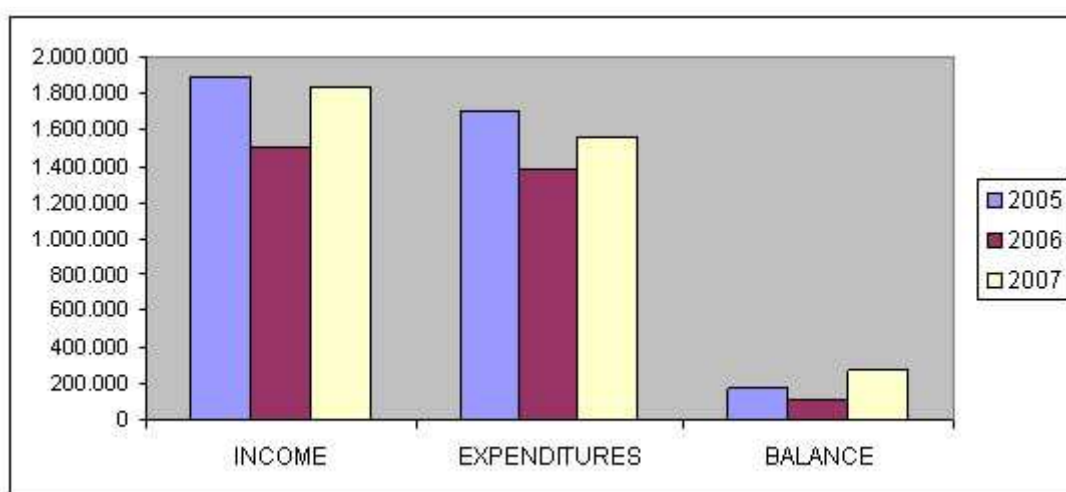


III. BALANCE

Income for 2007 (US\$1,836,033) exceeded expenditures (US\$1,556,929), which produced a balance of US\$279,104.

The graphic below presents a comparison of this data with the data from previous years.

**GRÁFICO N°5
COMPARACIÓN BALANCE 2005 -2006-2007**



Appendix: Press Coverage

EVOLUTION OF JSCA'S PRESENCE IN THE FOREIGN AND CHILEAN PRESS 2001- 2007

