



ANNUAL REPORT

2008



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I. JUSTICE REFORM IN THE AMERICAS

1. General Promotion of Judicial Reforms in the Region

1.1. Inter-American Seminars

ENTRY 1/08
Second Inter-American Seminar on Civil Justice Reform
<p>Objectives: To generate regional discussion of the public policy lines that civil justice reform should follow in the region based on research performed by JSCA during 2007 and the contributions generated by the Group of Experts formed for this purpose. Participants also discussed ongoing initiatives in Europe and this region that could contribute to innovative solutions to problems in this area.</p>
<p>Location(s): The seminar was held May 14 and 15 in Santiago de Chile and was attended by people from throughout the region.</p>
<p>Funding Source: EUROSociAL Justice Sector; Canadian International Development Agency (CIDA)</p>
<p>Local Counterpart: Supreme Court of Chile</p>
<p>Products: Website with project objectives, justification, program and details about the event. See http://www.cejamericas.org After the event, papers selected for presentation through a regional competition were published in a Spanish-language book entitled "Civil Justice: Perspectives for Reform in Latin America." The monograph brings together experiences from countries in Latin America and Europe that have addressed changes in this area. The publication is available online at http://www.cejamericas.org/doc/proyectos/Justiciacivil2008_ceja.pdf</p>
<p>Impact or Results: The event was attended by 120 people from countries around the region including officials and members of justice sector institutions, many of them responsible for judicial management, from 21 countries. A total of 2,000 copies of the publication have been distributed to over 600 people in the region. The book was presented on August 5 at a roundtable discussion in Santiago de Chile organized in collaboration with Americas Society and Council of the Americas and attended by 50 people.</p>

ENTRY 2/08
VI International Seminar on Judicial Management "Progress and New Challenges in Judicial Management"
<p>Objective: To explore and analyze the progress that has been made in the areas of performance evaluation, the use of information for decision-making, the incorporation of Information and Communications Technologies (ICT) and administrative management of Supreme Courts in the region along with new challenges that have been introduced as a result of the introduction of high standards of ethics and transparency in jurisdictional labor from the perspective of its management.</p>
<p>Location: Asunción, Paraguay, October 7-8</p>



Funding Source: Supreme Court of Paraguay with the support of the Center for Judicial Research of Paraguay and the USAID Threshold Program
Local Counterparts: Supreme Court of Paraguay with the support of the Center for Judicial Research of Paraguay and the USAID Threshold Program
Products: Website with project objectives, justification, program and details about the event. See http://www.cejamericas.org A regional competition was held to select papers for presentation. The material was later compiled in a CD that was distributed to participants.
Impact or Results: The event was attended by 120 people from around the region including high-ranking Peruvian judicial officials and their peers from other countries. The seminar was covered by several media outlets.

ENTRY 3/08
International Seminar "Challenges of Pretrial Custody in Criminal Procedure Reform: Evaluation and Perspective "
Objectives: To discuss and analyze the impact that changes in criminal justice reforms have had on pretrial custody, paying special attention to the volume of use, conditions under which it is applied, and alternative measures that have been introduced in most countries in the region.
Location: Bogotá, Colombia, November 13
Funding Source: Open Society Institute
Local Counterpart: Universidad del Rosario
Products: Website with project objectives, justification, program and details about the event. See http://www.cejamericas.org Seven local studies requested by JSCA (Bolivia, Chile, Colombia, Ecuador, Guatemala, Honduras and Venezuela) were presented and a comparative study was developed. The documents will be published in early.
Impact or Results: The event was attended by 110 individuals from 10 countries around the region. The day after the seminar, a closed workshop was held for 25 experts in the field from countries around the region. The purpose of this event was to discuss the specific steps to be taken and opportunities for intervening in the problem of the excessive use of pretrial custody. Participants represented the following countries: Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Peru and the United States.



1.2. Research

ENTRY 4/08
Best Practices for the Investigation, Prosecution and Punishment of the Crimes of Homicide and Corruption in Countries of the Americas
<p>Objectives: To extend successful experiences in the region with the investigation, prosecution and punishment of the crimes of homicide and corruption, increasing the number of cases solved and the quality of the solutions applied. In order to achieve this, the project will provide tools –extracted from specific experiences- that will enable police agents and prosecutors to be more effective in the design and execution of activities aimed at investigating, prosecuting and punishing the crimes of homicide and corruption.</p>
<p>Countries covered in the study: Three countries in the region.</p>
<p>Funding Source: The Government of Italy and the Office of the Undersecretary of Political Affairs of the Organization of American States (OAS)</p>
<p>Products: A proposal will be developed and the methodology designed will be utilized for the execution of this project.</p>
<p>Impact or Results: Project approved and funded. It will continue during 2009.</p>

ENTRY 5/08
Support for Haiti's Judicial System
<p>Objectives: To develop a program to support justice in Haiti that contributes to generating openness in related sectors in order to consider the need and opportunities for introducing changes to the legislation and operation of the judicial system, which is facing diverse challenges.</p>
<p>Countries involved: Haiti</p>
<p>Funding Source: United Nations Development Program (UNDP)</p>
<p>Products: Training for over 45 members of the Haitian legal community through the Seminar on the Criminal Justice System and Rule of Law, which was held October 6-10 in Port-au-Prince, Haiti. The seminar was attended by important local officials. The course was composed of five modules that addressed the following topics: experiences in criminal justice reform in countries around the region; mutual legal assistance in criminal justice and international cooperation; management of legal information; protection of fundamental rights in rule of law; and judicial independence. A group of French-speaking experts who are familiar with processes of judicial reform from Argentina, Bolivia, Canada, Chile, Costa Rica, the Dominican Republic and El Salvador participated in the event.</p>
Impact or Results:



The event was covered by the local media. It generated a request for coordination for a workshop on Knowledge of the Operation of Chile's Adversarial Criminal Justice System for a Haitian delegation. The activity will take place in January 2009 and will be coordinated by JSCA.

ENTRY 6/08
Program to Strengthen Justice in Panama
Objectives: To support the planning and implementation of an adversarial criminal justice system in Panama.
Countries involved: Panama
Funding Source: EUROsociAL Justice Sector
Products: The Project to Exchange Experiences for the Implementation of the Adversarial Criminal Justice System in the Judicial Branch of the Republic of Panama that is being implemented by EUROsociAL Justice and executed by JSCA and the Judicial Branches of Chile and Colombia. The project lasted for six months and included exploratory visits to Chile and Colombia in order to provide a more global analysis of criminal procedure systems that have been implemented in the region. Specialists from Chile and Colombia and especially JSCA who formed part of the Joint Committee on Panama also made a four-month visit to train and advise the local group that was responsible for planning and implementing the adversarial system.
Impact or Results: A proposal for implementation will be drafted and a Dissemination and Validation Seminar will be held in March 2009.

1.3. Other Activities

ENTRY 7/08
Inter-institutional Cooperation Agreements
Objectives: To increase collaboration with government and civil society institutions linked to judicial systems in the region. Eight inter-institutional cooperation agreements were signed in 2008, which brought the total number signed since JSCA's inception to 73.
Local Counterpart: Superior Court of Córdoba, Argentina; Chilean Judicial Branch Corporation; and Transparency International
Impact or Results: Academic Cooperation Agreement between the Superior Court of Justice of the Province of Córdoba and JSCA , signed 30 October 2008 in Argentina



[Cooperation Agreement between the Supreme Court, Administrative Judicial Branch Corporation, UDP Law School and JSCA](#), signed 30 September 2008 in Santiago de Chile

[Cooperation Agreement between Transparency International and JSCA](#), signed 3 April 2008 in Santiago de Chile

ENTRY 8/08
Pro Bono Internships
<p>Objectives: To enrich the work of JSCA through interns' new approaches. The goal is to create links with former pro bono interns in order to establish communications with local experts and institutions. This program is mainly aimed at students or recent graduates. It provides an opportunity to understand and take part in JSCA's work on judicial reform in Latin America.</p>
<p>Location: JSCA Headquarters, Santiago de Chile</p>
<p>Funding Source: None</p>
<p>Products: During 2008, JSCA had six pro bono interns. Kimberly Polacek of American University and Amanda Wiss of Brooklyn Law School completed internships between April and July. They contributed to the effort to gather data for studies on the use of pretrial custody that were presented at the International Seminar "Challenges of Pretrial Custody in Criminal Procedure Reform: Evaluation and Perspective."</p> <p>Kelechi Acholonu of Georgetown Law Center and Dana Brimmer of Harvard College also completed pro bono internships. Acholonu worked on the IV Index of Online Access to Judicial Information and Brimmer assisted on research on mutual legal assistance in transnational crime and worked on the virtual library.</p> <p>Finally, Melissa Price, a law student at Berkeley, and Raúl Guillen, Universidad Nacional Autónoma de México, were part of the program. Ms. Price served as a pro bono intern from August to December and worked on research on pretrial custody and the Report on Judicial Systems in the Americas.</p>
<p>Impact or Results: The interns made valuable contributions to each of the studies mentioned above. See www.cejamericas.org</p>

ENTRY 9/08
Paid Internships
<p>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 broad set of skills and training that enrich his or her work as well as that of JSCA.</p>
<p>Location: JSCA Headquarters, Santiago de Chile</p>
Funding Source:



Supreme Court of the Dominican Republic and the Ministry of Justice of Canada
<p>Impacts or results:</p> <p>Rosa Reynoso, an attorney who works with the Supreme Court of the Dominican Republic, worked at JSCA from January through July of 2008, collaborating on the Report on Judicial Systems in the Americas and other JSCA Studies.</p> <p>Throughout 2008, Pierre-Gilles Belanger, a senior intern at JSCA and representative of the Department of Justice of Canada, worked with the institution, supporting the development of actions in Haiti such as the seminar that was held in October.</p>

2. Specific Support for Criminal Justice Reforms

2.1. Innovation Projects

ENTRY 10/08
Support for Processes of Criminal Procedure Innovation
<p>Objectives:</p> <p>To support the processes by which ideas and instruments designed to improve the operation of reformed criminal justice systems are adopted by the countries of the region. These activities come from direct requests from countries or governments and generally develop as a result of local replicas of the Inter-American Training Program. The support activities are very diverse in nature but generally involve training, support for design and supervision and, in more general terms, political support for the process.</p>
<p>Location:</p> <p>Ecuador</p>
<p>Funding Source:</p> <p>CIDA</p>
<p>Impact or Results:</p> <p>A study entitled “Criminal Procedure Reform in Ecuador: Experiences in Innovation,” which describes initiatives for improving the criminal justice system that were implemented in Quito, Cuenca, Guayaquil and Azores. This is Volume V of the Follow-up Project on Criminal Procedure Reform in Latin America.</p> <p>Two thousand copies of the document have been published and over one thousand of them have distributed locally and throughout the region. The study is also available on the JSCA Website www.cejamericas.org</p>

ENTRY 11/08
Buenos Aires Province Project
<p>Objectives:</p> <p>To continue to support the implementation of oral procedures in the early stages of cases involving defendants who were caught committing a crime, extending their coverage to the entire province. This activity forms part of the Collaboration Agreement that JSCA signed with the Supreme Court, the Attorney General’s Office and the Ministry of Justice. JSCA’s contribution is focused on training, supervision and evaluation of experiences.</p>



Location: Province of Buenos Aires, Argentina
Funding Source: Ministry of Justice of the Province of Buenos Aires
Date: Throughout 2008
Products: Several training activities were held during 2008 including: Workshop to reinforce training on the procedure for cases in which the defendant was caught in the act in the judicial department of Bahía Blanca, held April 28 in that city. The event was attended by 31 officials and judges. Workshop to reinforce training on the procedure for cases in which the defendant was caught in the act in the judicial department of Morón, held May 6 in that city. The event was attended by 35 people, including officials and judges from Morón. Course on New Procedure for Cases in which the Defendant Was Caught in the Act: The Use of Oral Procedures at the Guarantee Stage. La Plata, November 26. The target audience included judges from guarantee courts, public defenders and prosecutors from the judicial departments of Azul, San Nicolás and La Plata. An estimated 25 people attended the course. Course on New Procedure for Cases in which the Defendant Was Caught in the Act: The Use of Oral Procedures at the Guarantee Stage. La Plata, June 27. The target audience included judges from guarantee courts, public defenders and prosecutors from the judicial departments of Quilmes and Dolores. An estimated 45 people attended the course.
Impact or Results: The participants went on to provide training in their local areas.

2.2. Research

ENTRY 12/08
Challenges of the Use of Pretrial Custody in Criminal Procedure Reform
Objectives: To allow JSCA consultants to develop unpublished local reports and products on the current use of pretrial custody that were presented at the International seminar on this topic that was held on November 28.
Location: Regional activity
Funding Source: Open Society; CIDA
Date: Throughout 2008
Products: Seven country studies (on Bolivia, Chile, Colombia, Ecuador, Guatemala, Honduras and Venezuela) and a comparative report were developed at JSCA's request.



Impact or Results:

The documents were presented at the International Seminar on this topic that was held in November in Bogotá, Colombia.

They will be published in early 2009.

ENTRY 13/08

Monitoring Criminal Procedure Reform: Research, Publication and Dissemination

Objectives:

To explore the results and impact of criminal justice reform processes in the region. These studies form part of the work that JSCA has done in 12 countries in the region and are geared towards generating empirical data on the progress achieved and obstacles encountered.

Location:

The first study was developed in the Province of Buenos Aires, Argentina. Its purpose was to complete the work done in 2006 on the pilot project in Mar del Plata that now covers four judicial departments.

The second was developed in Peru and covers the results achieved during the first year of the reform in the La Libertad (Trujillo) judicial district.

Funding Source:

CIDA

Products:

The studies will be published in early 2009 as part of a collection focused on Monitoring Criminal Procedure Reforms.

Impact or Results:

The Peru study was presented in December in Lima and Trujillo in collaboration with the Supreme Court at discussions with the institutions involved. Over 50 people attended each session. Several meetings were held between technical teams from justice institutions and JSCA experts.

ENTRY 14/08

Report on Mexico's Criminal Justice System

Objectives:

To assist Mexico, which is involved in a constitutional reform designed to install an adversarial system at the federal level. The Supreme Court requested JSCA's assistance in order to develop an evaluation of the current criminal justice system at the federal level and in three states. The purpose of the effort is to detect the contents and challenges that will be involved with changing the current system to an adversarial one.

Location:

Mexico, at the federal level and in three states

Funding Source:

Supreme Court of Mexico

Products:

An evaluation of the current federal criminal justice system followed by a report that contrasts the current system with a modern oral and adversarial one.

Impact or Results:

The results will be published in early 2009.

2.3. Training



ENTRY 15/08
V Inter-American Program for Training Trainers for Criminal Procedure Reform
<p>Objectives: To improve the results of criminal justice reform processes around the region by training actors and leaders and holding replicas of JSCA's training program in their countries. The program involves three stages: a basic course offered on site; an e-learning course offered through CEJACAMPUS; and a final meeting in the city of Santiago de Chile.</p>
<p>Locations: The first phase, "Instruments for Implementing an Oral and Adversarial System," was held in Reñaca May 5-9. The third phase took place in Santiago, running the week of November 24.</p>
<p>Funding Source: CIDA</p>
<p>Products: Training materials for the program. Two on site courses and a virtual course. Improvement of the CEJACAMPUS Website.</p>
<p>Impact or Results: The program was very well-received throughout the region. A total of 213 people from 17 countries applied, and 58 were selected to participate. The following countries were represented in the student body: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Honduras, Mexico, Nicaragua, Panama, Peru and Uruguay.</p>

ENTRY 16/08
II Meeting of Inter-American Training Program Alumni
<p>Objectives: To strengthen the alumni network in order to broaden members' knowledge of issues related to the implementation of innovative initiatives in regional reform processes and to strengthen joint efforts among members.</p>
<p>Location: November 14, Bogota, Colombia</p>
<p>Funding Source: CIDA</p>
<p>Products: The seminar on Challenges of Criminal Procedure Reform and Public Safety featured discussions of innovative initiatives in regional reform processes. Experiences on citizen safety were presented in order to generate exchanges and strengthen collaborative efforts among participants. JSCA experts Alberto Binder and Andrés Baytelman offered presentations. For more information, see the JSCA Website www.cejamericas.org</p>
<p>Impact or Results: The first meeting was attended by 51 former and current program participants from 12 countries in the region (Argentina, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Paraguay, Peru, Uruguay and Venezuela).</p>

ENTRY 17/08
Virtual Training Course on Challenges of the Public Prosecutor's Office in Latin America



Objectives:
To provide knowledge and tools for developing new work methods, approaches and dynamics in order to confront the practical problems that arise in the implementation and operation of the criminal procedure system in virtue of the justice reforms that have taken place across the region over the past two decades and the complexities that have developed in the work of criminal prosecution.
Locations:
This activity was executed through the e-learning methodology.
Local Counterpart:
This program is offered with the support and in virtue of the agreements signed by JSCA and the Ibero-American Association of Public Prosecutor's Offices and the Ibero-American Institute of Public Prosecutor's Offices.
Funding Source:
CIDA
Products:
The course has been offered since June 2008. For more information see www.cejacampus.org
Impact or Results:
A total of 65 students from 11 countries in the region completed the course, which ran from June 30 to September 5.

ENTRY 18/08
Virtual Course on Gender and Justice
Objectives:
To incorporate the variable of gender into the discussion, design and implementation of judicial reforms through an e-learning course.
Locations:
Open to every country in the region.
Funding Source:
CIDA
Date:
Course development and design: throughout 2008 Course dates: May-July 2009
Product:
Design of course modules
Expected impact or results:
The course will be offered in early 2009.

ENTRY 19/08
Virtual Course on Public Defender's Offices
Objectives:
To provide participants with a wide arrange of tools in order to evaluate and improve the operation and management of a public defense unit.
Locations:
Open to all countries in the region.
Funding Source:
CIDA
Date:



Course design: throughout 2008 Course dates: first trimester of 2009
Product: Design course modules.
Impact or expected results: The course will be offered during the first trimester of 2009.

ENTRY 20/08
Course on Strategies and Contents of Judicial Modernization in Latin America
Objectives: To provide knowledge and tools for developing evaluations of judicial units, formulating reform proposals, and implementing them.
Location: Buenos Aires, Argentina
Local Counterpart: Fundación Carolina
Funding Source: Fundación Carolina
Products: Course offered August 11-15, www.cejamericas.org
Impact or Results: The course was attended by 42 students from countries around the region.

ENTRY 21/08
Seminar on “New Trends in Justice Systems: Justice Oriented towards Conflict Resolution”
Objectives: To present innovative tools that incorporate conflict resolution strategies aimed at intervening in the underlying causes of crime and repairing the damage caused by criminal activity. International evidence shows that these participatory measures can help decrease recidivism. Issues covered include: therapeutic justice, problem solving courts, drug treatment tribunals and restorative justice.
Location: Santiago de Chile, April 16
Funding Source: Air Canada
Local Counterpart: Universidad Diego Portales, Fundación Paz Ciudadana and the Public Prosecutor’s Office of Chile
Impact or Results: Website with program objectives, justification, schedule and other details. http://www.cejamericas.org This event was attended by 250 people.

ENTRY 22/08
First International Seminar on Intelligent Strategies for Reducing Crime “Criminal Analysis and Intelligent Prosecution”
Objectives: To transmit applied knowledge and tools that respond to the real-world problems faced by police



agents and prosecutors in their daily work as well as methodologies for effective analysis and intervention.

Location:

Santiago de Chile, August 19

Funding Sources:

LAN, SPSS, ADT, Air Canada

Local Counterparts:

Universidad Diego Portales, Fundación Paz Ciudadana, IACA

Sponsored by the Office of the Undersecretary of the Military Police, the Chilean Police Force, the Embassy of Canada in Chile and the Chilean Public Prosecutor's Office.

Impact or Results:

Website with program objectives, justification, schedule and other details.

<http://www.cejamericas.org>

This event was attended by 237 people.

ENTRY 23/08

Visits / Workshops on Criminal Justice in Chile

Objectives:

To allow foreign delegations to learn about Chile's criminal procedure reform and understand its judicial and administrative logics and dynamics as well as matters of implementation and management. This is executed through guided visits to observe hearings and administrative processes and meetings with reformers and JSCA staff members.

Location:

Metropolitan Region of Santiago de Chile

Funding Source:

The delegations cover their own costs.

Products:

The following visits were held in 2008:

- **Visit by the delegation of the Temporary Public Defense Unit of Ecuador** (February 15). Participants learned about the Public Defender's Office and Chile's reform.
- **Visit by the delegation of the Magistrate's Council of the City of Buenos Aires** (January 7-11). This delegation of eight prosecutors and one judge traveled to Chile in order to learn more about the operation of the country's criminal procedure reform. They visited the Santiago Justice Center, met with Regional Public Defender Leonardo Moreno, observed hearings and toured special units within the Public Prosecutor's Office.
- **Visit by the delegation from the Dominican Republic** (January 18). A delegation of five attorneys learned about JSCA's work and its role in the region.
- **Visit by the National Public Defender's Office of Peru** (January 21-25). Four officials from the Peruvian Ministry of Justice visited JSCA in the company of the former National Public Defender of Chile, Rodrigo Quintana. Participants learned about the structure, operation and work of the Chilean public defense service. They visited the National Public Defender's Office, two regional public defender's offices in Santiago, the Valparaíso Public Defender's Office and the Chilean State Defense Council. JSCA's Academic Director offered a presentation on criminal procedure reform in Chile at our headquarters.
- **Visit by representatives of the Hague International Law Conference** (April 25). The JSCA Training Area received two representatives from this entity. A Training Area assistant offered a



presentation on JSCA's activities and structure and described our training activities.

- **Visit by the delegation from Panama** (September 1-5). JSCA and the EUROsociAL Justice Project held a visit designed to provide 10 people from Panama (specifically, 7 judicial officials, two prosecutors and one public defender) with information on Chile's criminal procedure reform. The visit included meetings with operators from many areas of the Chilean criminal justice system as well as lectures on criminal procedure reform and the role of management in reformed institutions by Mauricio Duce, Cristián Hernández and Adrián Medrano.
- **Visit by members of Argentina's Magistrates Federation and Unidos por la Justicia** (October 6-8). A delegation of 15 people including officials and judges from around the country learned about the development of Chile's criminal procedure reform, its judicial and administrative dynamics and matters of implementation and management.
- **Visit by the Peruvian delegation** (October 13-16). A delegation of 14 people from Lambayeque, Peru visited our headquarters. The group was led by the Chief Justice of that judicial district.

3. Specific Support for Civil Justice Reforms

3.1 Research

ENTRY 24/08
Debt Recovery and Sentence Execution Procedures in Europe
Objectives: To describe the main components of public policies on debt recovery and sentence execution procedures which have been implemented in European countries. This is an initial descriptive approach to the topic designed to present the main elements and contribute to regional discussions in the Americas.
Location: This exercise addresses Latin American and European experiences.
Funding Source: USAID
Local Counterpart: The terms of reference for this study and its results will be discussed with the Group of Experts on Civil Justice Reform created by JSCA.
Date: August
Products: Comparative study based on the analysis and review of documents that address this issue. The authors will engage in a comparative analysis of the mechanisms and procedures developed in order to facilitate debt recovery and increase the effectiveness of sentence execution procedures.
Impact or Results: The study was published on JSCA's Website.

ENTRY 25/08
Bases for Civil Justice Reform
Objectives: To develop a document that serves as a guide for countries that are interested in undertaking civil



justice reform processes. This document will provide specific recommendations on the contents of these reforms in such areas as small claims justice, monetary debt recovery, bankruptcy, oral trial, procedural resources and sentence execution. It also presents proposals for strategies for handling the reform process and financing of the same.
Location: This project is designed to have an impact in Latin America and the Caribbean.
Funding Source: USAID
Local Counterpart: The terms of reference for this study and its results have been discussed with JSCA's Group of Experts on Civil Justice Reform.
Date: Throughout 2008.
Products: The guide will be presented in early 2009.

ENTRY 26/08
Meeting of Experts on Civil Justice Reform
Objectives: To bring together experts from different countries in order to analyze the current state of civil justice in the Americas and define the main issues that must be developed and promoted in the context of reforms in this area, particularly in Latin America and the Caribbean, capitalizing on international experiences.
Location: Santiago, Chile
Funding Source: USAID
Products: May 16 meeting of International experts featuring a discussion of the issues addressed at the international seminar.
Impact or Results: Institutional learning. Discussion and definition of areas of focus and priority issues that JSCA will promote in regard to civil justice reform in the region.

4. Strengthening Information and Management Systems in Justice Administration

4.1. Judicial Information

ENTRY 27/08
Index of Online Access to Judicial Information- Version IV
Objectives: To measure the quality and quantity of information published online by the judicial branches and prosecution services of the 34 OAS member states and to rank them according to pre-set indicators. The 2008 version of this publication compares the results from this year to those obtained in 2004, 2006 and 2007 and analyzes the type of data that judicial systems around the region publish online.
Countries included in the study:



The 34 member states of the Organization of American States (OAS).
Funding Source: USAID
Products: Virtual publication on the Center's Website. Reports in various media outlets around the region. www.cejamericas.org
Impact or Results: The countries report if there have been improvements or setbacks at the individual and comparative levels in the area of online access to information. The Index offers a regional overview. The study was presented by JSCA Executive Director Cristián Riego at a Roundtable Discussion on "Challenges to Transparency and Access to Information in the Judicial Branch" in Santiago de Chile on November 27. The event was organized in collaboration with the Due Process of Law Foundation and Fundación Pro Acceso. It also was presented by the President of the JSCA Board of Directors, Jaime Arellano, at the Andean Regional Seminar "Judicial Transparency: Best Practices from Civil Society and the Judicial Branch." That event was held in La Paz, Bolivia on November 20 and 21.

4.2. Development of Management Systems

ENTRY 28/08
White Book on the Use of Technology in Justice
Objectives: To analyze the ways in which technology can benefit justice in the region. This study addresses how available technology can help overcome current challenges in judicial systems.
Countries: This is a regional study. The working group created to guide this effort includes representatives from Argentina, Chile, Colombia, the Dominican Republic and Puerto Rico.
Funding Source: Microsoft
Counterpart: Public Sector Division of Microsoft Latin America
Products: Publication entitled "Perspectives on the Use and Impacts of ICT on Justice Administration in Latin America." The document is available in Spanish only at www.cejamericas.org
Impact or Results: The publication was presented on November 6 at the II Ibero-American Conference on Judicial Cooperation: Digital Justice, which was held in Santiago de Chile. The event was organized by the Latin American Judges' Network, REDLAJ.

ENTRY 29/08
Project on Judicial Indicators for Ibero-America
Objectives:



To arrive at a consensus among the countries of the region regarding a set of basic judicial indicators for Ibero-America. The indicators are to then be tested on the basis of the information that can be gathered. This project forms part of the Plan of Action of the Ibero-American Judicial Summit, which JSCA has been asked to oversee.
Countries involved: The Plan will be made available to all members of the Ibero-American Judicial Summit. The members of the Working Group that developed it represent Chile, Colombia, Costa Rica, the Dominican Republic, El Salvador, Honduras, Guatemala, Nicaragua, Panama, Mexico, Peru and Spain.
Funding Source: Inter-American Development Bank (IDB) for Central American nations
Products: Ibero-American Plan on Judicial Statistics. Presented in Brasilia in March 2008 at the XIV Ibero-American Judicial Summit. Available in Spanish only at http://www.cejamericas.org/doc/proyectos/planiberoamericanoestjudicial.pdf

4.3 Dissemination

ENTRY 30/08
Regional Conference: “Results-oriented Management in Justice Administration”
Objectives: The purpose of this workshop was to arrive at a better understanding of the theoretical aspects of results-oriented management and its application for judicial systems. Key international experiences in this area and their applicability for the judicial systems of participating nations were discussed.
Countries involved: This regional activity was held in Peru.
Funding Source: Inter-American Development Bank (IDB), Judicial Branch and Prosecution Service of Peru
Dates: November 24-5
Products: A CD containing the conference papers was developed. The seminar featured the participation of 120 people, including representatives of Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Guatemala, Honduras, Jamaica, Mexico, Paraguay, Peru, Trinidad and Tobago, the United States, and Uruguay.



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

5.1 Summary of Other Courses and Workshops Offered by JSCA

Table 1
SUMMARY OF OTHER COURSES AND WORKSHOPS OFFERED BY JSCA

Name	Description	Location	Date
Local Replica of the Inter-American Training Program	Training sessions in Guatemala featuring the presentation of an introductory lesson and discussion of the use of oral procedures during the stages prior to arguments. 450 prosecutors, public defenders and judges from different levels attended the introductory lesson and 45 people attended the second day.	Alta Verapaz and Baja Verapaz, Guatemala	February 25-26
Local Replica of the Inter-American Training Program	Training session in Guatemala focused on strategic litigation. A total of 30 people including prosecutors, public defenders and judges from different levels attended the event.	Chiquimula, Guatemala	February 28-29
Local Replica of the Inter-American Training Program	Theoretical-Practical Workshop on "Pretrial Hearings in the Criminal Procedure Code of 2004." The event was attended by 15 people.	Lima, Peru	March 25-26
Local Replica of the Inter-American Training Program	Training course on oral litigation for a new criminal procedure. Forty people attended, including prosecutors, public defenders and judges.	Managua, Nicaragua	March 26-28
Local Replica of the Inter-American Training Program	Reinforcement for Trainers in the Area of Litigation Skills in Oral Trials. The event was attended by 18 prosecutors, public defenders and judges.	La Plata, Argentina	April 10-11
Local Replica of the Inter-American Training Program	Course on examination and cross-examination. The event was attended by 65 judges, prosecutors, public defenders and litigators.	Tegucigalpa and La Ceiba, Honduras	April 10-12, 14-16
Training Workshop for Administrative Areas of the Judicial Branch of Panama	Cristián Hernández led a workshop for 30 judges and professionals on the topic "Tools for Making Decisions in Judicial Management," which is based on the process developed in PLIEJ.	Panama City, Panama	May 8
Local Replica of the Inter-American Training Program	National Seminar on Advanced Litigation Techniques and their importance in the implementation of the new criminal procedure code. The event	Lima, Peru	May 22-23



	was attended by 100 people including prosecutors, public defenders, judges, private attorneys and law students.		
Local Replica of the Inter-American Training Program	International seminar on justice reform in Latin America. Attended by 80 people including members of the Judicial Branch, prosecutors, defense lawyers, academics and law students. Mauricio Duce offered a presentation during this event.	Concepción, Chile	June 18
Local Replica of the Inter-American Training Program	Training Program for Trainers for Criminal Procedure Reform for members of the National Attorney General's Office.	Mexico	June 16-20
Course for the Instituto Nacional de Ciencias Penales, INACIPE	The faculty included Cristián Riego, Andrés Baytelman and Felipe Marín.	Mexico City	June 16-20
Local Replica of the Inter-American Training Program	II Workshop on Litigation Strategies. Attended by 29 people.	Guatemala	July 2-3
Local Replica of the Inter-American Training Program	Training Program for the Piura Police Academy. Attended by 90 people.	Piura, Peru	July 12
Local Replica of the Inter-American Training Program	The 2008 Virtual Course for Guatemala was attended by 83 people.	Guatemala	
Local Replica of the Inter-American Training Program	This event, which was attended by 180 jurisdictional assistants, focused on the new criminal procedure code (with case analysis and resolution, case law and mock trials).	Lima, Peru	August-October
Training Course for the government of Santa Fe	The faculty included JSCA Executive Director Cristián Riego, Training Director Mauricio Duce and Information and Management Area Coordinator Cristián Hernández. The course focused on criminal justice reform in the region; management of prosecutor's and public defender's offices and the courts; and an introduction to litigation skills in the context of an adversarial criminal justice process.	Santa Fe, Argentina	July
Second Training	This training course focused on litigation	Santa Fe,	September



Course for the Government of Santa Fe	for oral trial and preliminary hearings. JSCA was represented by Mauricio Duce and Leticia Lorenzo. Ariel Ciano and Sebastián Narvaja served as trainers.	Argentina	23-27
Local Replica of the Inter-American Training Program	Course on Litigation Techniques for Oral Trial. Attended by 35 people.	Province of Santiago del Estero, Argentina	September 11-13
Local Replica of the Inter-American Training Program	International Seminar on the Effective Use of Oral Procedures. Attended by 100 people.	Quito, Ecuador	October 2
Local Replica of the Inter-American Training Program	Training course on oral litigation for hearings involving cases where the defendant was caught committing the crime. Attended by 90 people.	Quito, Ecuador	October 1-3
Training Seminar "The Criminal Justice System and the Rule of Law"	Training course for 45 members of Haiti's legal community. The course was composed of five modules on the following topics: criminal justice reform experiences around the region; mutual legal assistance in criminal law and International cooperation; management of legal information; protection of fundamental rights and rule of law; and judicial independence.	Port-au-Prince, Haiti	October 6-10
Local Replica of the Inter-American Training Program	Symposium "The Adversarial Criminal Justice System: Positive Innovative Experiences in Prosecutor's Offices in Ibero-America." This event was attended by 200 people.	Bogotá, Colombia	November 20-21
Local Replica of the Inter-American Training Program	Program focused on critical aspects of the relationship between the Prosecutor's Office and National Police of Peru in the context of the application of the new criminal procedure code. Attended by 20 people.	Lima, Peru	December 15
Local Replica of the Inter-American Training Program	First international conference on Peru's new criminal justice models. 120 participants.	Trujillo, Peru	December 18
Training Program for the Secretariat of Public Safety of Mexico	JSCA organized a training program focused on teaching litigation for 40 members of this agency. Leticia Lorenzo, Mauricio Duce and Fernando Santelices participated in the exercise.	Mexico City	December 8-12
Training Program	JSCA organized a training program on	Mendoza,	December 9-



for the Magistrate's Council of the Province of Mendoza	litigation skills for oral trials and preliminary hearings for this agency. The faculty included JSCA consultant Felipe Marín, Training Area member Claudio Fuentes and Executive Director Cristián Riego. Approximately 40 people attended the course.	Argentina	11
Training Program for the Supreme Court of the Santa Fe Province	JSCA organized two training activities on oral litigation and preliminary hearings. An average of 35 people attended each event.	Rosario and Santa Fe, Argentina	October 22-24 (Rosario) December 17-19 (Santa Fe)
Local Replica of the Inter-American Training Program	The paper "The New Criminal Trial and its Methodology" was presented at the International Conference "Oral Trials: The New Face of Justice." The event was organized by the Legislative, Executive and Judicial Branches of the State of Durango, the Christian Democrat Organization of America, Fundación Konrad Adenauer, the Durango Bar Association and the Universidad Juárez del Estado de Durango Graduate Studies Program.	Durango, Mexico	December 5

5.2 Participation in Conferences, Seminars and Similar Events

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

Activity	JSCA's Role in the Activity	Location	Date
Seminar: "Abandoning the Inquisitor: Latin America's Criminal Procedure Revolution"	Cristián Riego offers a presentation entitled "Use of Oral Procedures and Case Management: The Innovations of Chile's Reform." The activity was organized by Southwestern Law School.	California, USA	January 25-27
Third Round of Preparatory Meetings for the XIV Judicial Summit	Management and Information Area Coordinator Cristián Hernández attends in order to discuss the Ibero-American Judicial Statistics Plan.	San José, Costa Rica	January 7-9
Exploratory Visits in the Context of the Agreement with the Supreme Court of Mexico	Cristián Riego, Cristián Hernández, Mauricio Duce and Leticia Lorenzo attended meetings with officials in various cities.	Mexico City, Tuxla Gutierrez, Guadalajara, Baja California, Mexico	February 25-March 8
Regional Training Program on Mutual Legal Assistance in the Area of Criminal Law-	Senior Intern Pierre-Gilles Belanger attends.	Port of Spain, Trinidad and Tobago	March 3-8



OAS/REMJA Working Group on Extradition			
Plenary Session of the XIV Judicial Summit	Juan Enrique Vargas attends as Executive Director of JSCA. The Ibero-American Judicial Statistics Plan was approved.	Brasilia, Brazil	March 2-6
Inter-American Court of Human Rights Dialogue	Juan Enrique Vargas and Cristián Riego attended this meeting and offered a presentation on JSCA's work and its role in supporting judicial reform processes in the region. Vargas and Riego also participated in a discussion of the new challenges that criminal procedure reforms imply in the area of human rights in the Americas.	Washington, D.C.	March 13
National Meeting on New Modalities of the Mexican Procedure System	JSCA Executive Director Juan Enrique Vargas participates as a lecturer.	Durango, Mexico	March 27-28
Buenos Aires Training Plan-Attorney General's Office of Buenos Aires	Cristián Riego and Mauricio Duce serve as instructors in oral trial litigation techniques.	La Plata, Argentina	April 10-11
VI Meeting of Members of EUROsocial Justice	Juan Enrique Vargas attends.	Bohn, Germany	April 8-11
Seminar-Workshop "For Communication that Generates Social Cohesion"	JSCA General Coordinator Andrea Cabezón attended this meeting, which was organized by EUROsocial Justice.	Lima, Peru	April 21-23
Awards Ceremony: Cátedra Eduardo Elizando del Instituto Tecnológico y de Estudios Superiores de Monterrey	Juan Enrique Vargas presents the Keynote Address, "Justice Reform in the Americas: Do Our Judicial Systems Improve?" Vargas also received an award from the host institution.	Monterrey, Mexico	April 21-23
REMJA-VII	This event was attended by Juan Enrique Vargas, Mauricio Duce and Francisco Cruz.	Washington, D.C.	April 29
V National Meeting of Professors of Criminal Procedure Law	Training Director Mauricio Duce was the only foreign guest. He presented the paper "Innovative Experiences in the Teaching of Criminal Procedure Law: Working at UDP." The activity was organized by the Argentinean Association of Criminal Procedure Law Professors.	La Plata, Argentina	May 16
Working Meeting to Coordinate the Indicators Project for the Control of Corruption in Collaboration with USAID	Management and Information Area Coordinator Cristián Hernández attends.	San Salvador, El Salvador	May 26-30
Seminar on the Victim in Chile's Criminal Procedure	Training Area Coordinator Mauricio Duce offered a lecture on the current state of the	Santiago, Chile	June 3



	victim and legal initiatives for improving his or her situation. JSCA Executive Director Cristián Riego shared his opinions and led a discussion on the topic. The seminar was organized by the Universidad Diego Portales Law School.		
Justice workshop organized by Instituto Libertad y Desarrollo de Chile	JSCA Executive Director Cristián Riego offered a presentation entitled “The Inapplicability Claim in the Constitutional Court: Challenges and Future Perspectives.”	Santiago, Chile	June 11
Meeting of Experts on an Adversarial Criminal Justice System in Mexico	Cristián Riego presented the study on the implementation of this system at the Federal Judicial Branch.	Mexico City	June 16
III International Meeting of EUROsocial Networks	Cristián Riego attended the meeting.	Mexico City	June 15-25
International Seminar on Criminal Justice Reform	Mauricio Duce presented on “The Experience of Implementing the Criminal Procedure Reform in Latin America.” Organized by the Universidad Católica de la Santísima Concepción Law School.	Concepción, Chile	June 18
Working Meetings with the Mendoza Judicial Branch	Cristián Hernández participates in order to support the review of the design and implementation of a civil justice reform initiative for that province entitled “Associated Judicial Management.”	Mendoza, Argentina	June 24-27
Advising on the Implementation of the Criminal Procedure Reform in the Province of Santa Fe	Management and Information Area Coordinator Cristián Hernández participated in this activity.	Santa Fe, Argentina	July 1-3
Course offered by the Public Prosecution Service of Canada	Cristián Riego and Mauricio Duce participated in this activity.	Ottawa, Canada	August 18-22
Working Meetings to Advise the Judicial Branch of the Province of Mendoza	Management and Information Area Coordinator Cristián Hernández participated in this activity.	Mendoza, Argentina	August 20-22
Seminar on the Present and Future of Practicing Law in Chile	Cristián Riego presents on the courts and access to justice. Organized by Universidad de Chile.	Santiago, Chile	August 25
Conference on Criminal Law and Criminal Procedure	Cristián Riego presents a paper on “Effectiveness in Criminal Justice.” Organized by Universidad de San Carlos de Guatemala.	Guatemala	September 1-2



International Conference on Constitutional Reform in Criminal Law: Challenges and Perspective	Cristián Riego presents a paper on the importance of the secondary in the adversarial criminal justice system and various legislative techniques for implementing a comprehensive criminal justice reform.	Guanajuato, México	September 22-23
National Conference on the 10th Anniversary of the Implementation of the Adversarial System in the Province of Buenos Aires	Cristián Riego presents on organizational models and their incidence in judicial reform processes. Mauricio Duce presents on oral litigation techniques.	La Plata, Argentina	September 26
International Seminar on Effective Oral Procedures in Criminal Processes at the Investigation Stage	Academic Coordinator Leticia Lorenzo presents.	Quito, Ecuador	October 1-3
I Preparatory Meeting for the XV Ibero-American Judicial Summit	Cristián Hernández attends.	Lima, Peru	October 9-11
Discussion of New Reforms of Family Court: A Solution to the Crisis?	Cristián Riego presents. Organized by Universidad Diego Portales.	Santiago, Chile	October 7
International Seminar on the Pinochet Effect	Cristián Riego participates as a panelist at the closing session roundtable discussion.	Santiago, Chile	October 10
XI Course on the Jurisdictional Protection of the Rights of the Child	Mauricio Duce attends as an academic. Organized by Universidad Diego Portales de Chile and UNICEF.	Bogotá, Colombia	October 9-10
Day of Reflection, Supreme Court of Chile	JSCA Executive Director Cristián Riego presents on Justice Administration.	Colchagua, Chile	October 17
Seminar on Information and Statistics for Improving the Provision of Justice	Cristián Riego presents on “The Role of Information in the Implementation of Criminal Justice Reform: The Case of Chile.”	Mexico City	October 22-24
XXI National Conference of Public Prosecutor’s Offices	JSCA Executive Director Cristián Riego presents on “A Model for Modernizing the Public Prosecutor’s Office.”	Córdoba, Argentina	October 29-30
Workshop-Course on “Case Theory and Applied Interrogation and Cross Examination Techniques in the New Criminal Procedure System”	Leticia Lorenzo participates as an academic. Organized by GTZ and the National Public Defense Service (SENADEP)	Cochabamba, Bolivia	October 27-30
Symposium on “Positive Innovative Experiences in Prosecutor’s Offices in Ibero-	Cristián Riego presents on “Prosecution Services in Ibero-America: A Critical Analysis”	Bogotá, Colombia	November 20-21



American Adversarial Reforms”			
Conversation on Criminal Procedure and Human Rights	Academic Coordinator Leticia Lorenzo presents on pretrial custody and human rights in Bolivia.	La Paz, Bolivia	November 5
II Ibero-American Conference on Judicial Cooperation “Digital Justice”	JSCA Executive Director Cristián Riego presents on “Perspectives and Uses of ITC in Judicial Management in Latin America.” Event organized by the Latin American Judges’ Network, REDLAJ.	Santiago, Chile.	November 5
Course-Workshop “Case Theory and Applied Interrogation and Cross-Examination Techniques in the New Criminal Procedure System”	Leticia Lorenzo participates as a faculty member. Course organized by GTZ and the National Public Defense Service (SENADEP).	La Paz, Bolivia	November 3-6
Symposium on “Positive Innovative Experiences of Prosecutor’s Offices in Ibero-American Adversarial Reforms”	JSCA Executive Director Cristián Riego presents. Organized by the Office of the Attorney General of Colombia.	Bogotá, Colombia	November 20-21
Andean Region Seminar on Judicial Transparency: Best Practices from Civil Society and the Judicial Branch	JSCA Board of Directors President Jaime Arellano presents on Judicial Transparency and Institutional Reform. Organized by Red Participación y Justicia.	La Paz, Bolivia	November 20-21
VII Meeting of the Council of Directors and Co-funding Partners of the EUROsocial Justice Program	JSCA General Coordinator Andrea Cabezón attends.	Paris, France	November 24-25
Canada Training Exercise “Managing Domestic Violence Trials”	JSCA researcher Nataly Ponce participates.	Toronto, Canada	December 1-5

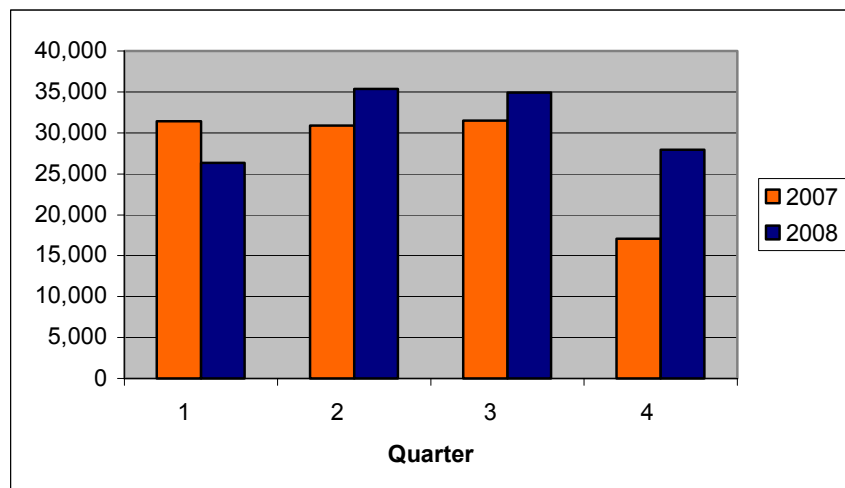
5.3 Virtual Information Center and JSCA Virtual Library

ENTRY 31/08
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/or gathers available to the regional community.
Funding Source: USAID
Impact or Results: The Website received a total of 96,747 visits last year. During the first quarter, the new version of Nexus Newsletter was launched. This publication is more



compact and offers a link to a page that provides more information on each topic. The products for this area include the fourth version of the Index to Online Access to Judicial Information and a multimedia CD.

The Virtual Information Center was restructured in August and the Website maintenance services were outsourced. The site has a new host as of mid-December.



E-learning Platform

There was a great deal of activity on this platform during 2008, including the Inter-American Training Program and “Challenges to the Public Prosecutor’s Office and Criminal Prosecution in Latin America,” a four-module virtual course that was completed by over 60 people.

ENTRY 32/08

JSCA Virtual Library

Objectives:

To provide information on reform and modernization processes in the area of global and regional justice to the interested community in the Americas and to offer spaces for disseminating and exchanging said data. Specifically, to gather, integrate and disseminate information of interest including national, international, regional and local legislation and articles through the Center’s Website.

Funding Source:

USAID

Products:

Last year we contacted justice system institutions in order to strengthen links through the Virtual Library. We continued to promote the tool for uploading documents that was developed in 2006 in order to allow users to add their information to our site (subject to staff approval).

Impact or Results:

A total of 105,360 searches were completed in our Virtual Library, which holds documents on justice in the Americas. 401 new virtual documents in Spanish and English were added to the collection, including studies, articles, reports and legislation.

This year JSCA’s physical library donated publications to many institutions, including: Universidad Mayor, Universidad Católica del Norte, Universidad de Concepción, Universidad de Miguel de Cervantes, Universidad de Humanismo Cristiano, Universidad Católica de Valparaíso, Universidad de Viña del Mar, Universidad Santo Tomás, Universidad de Miguel de Cervantes, Universidad Internacional SEK, Pontificia Univ. Católica de Chile, Universidad ARCIS, Universidad de los Andes



and Universidad de Chile.
429 new titles were added to the physical library in the form of journals and CDs. This represents an 8% increase over the previous year, bringing the collection to 2,676 titles.

5.4 Regular and Special Publications

ENTRY 32/08

Nexus Newsletter

Objectives:

Nexus Newsletter is our main communications tool. Its purpose is to provide a news summary on justice system reform and modernization processes in the Americas, describing events and offering information that is of use to the people and institutions involved or interested in these topics.

Funding Source:

USAID

Products:

Twelve new issues were developed with the corporate lines of our Website. Each was translated into English. www.cejamericas.org

Impact or Results:

The Newsletter currently has **9,877** subscribers (7,586 read it in Spanish and 2,291 in English.) This represents a **10%** increase over 2007, when there were 8,895 subscribers.

ENTRY 33/08

Judicial Systems Journal

Objectives:

The journal is a joint publication of JSCA and INECIP (Argentina). Its purpose is to promote the discussion and exchange of information and experiences on the operation of justice in the countries of the Americas. It also serves as a channel for disseminating JSCA products and activities and the networks with which our institution works.

Funding Source:

USAID

Products:

Issue 13 of the journal, which focuses on Supreme Courts, was published. See www.sistemasjudiciales.org

Impact or Results:

We maintained publication exchanges with law schools around the region and other institutions.

ENTRY 34/08

JSCA Publications

Objectives:

JSCA uses its publications to reach audiences that do not have Internet access such that they can download the research that we publish online. In some cases, JSCA provides limited print editions of its research and distributes it free of charge (recipient pays for shipping).

Funding Sources:

CIDA, USAID

Products:



“Revolution in Latin America’s Criminal Procedure: The Dissemination of Legal Ideas from the Periphery: Perspectives for Reform in Latin America.” See Entry 1.

“Perspectives on the Use and Impacts of ICT in Justice Administration in Latin America.” See Entry 28.

“Criminal Procedure Reform in Ecuador: Experiences in Innovation.” See Entry 10.

All of these publications are available in Spanish only.

Impact or Results:

“Revolution in Latin America’s Criminal Procedure: The Dissemination of Legal Ideas from the Periphery.”

This working paper was written by Máximo Langer and published by JSCA in May 2008. A total of 400 paper copies and over 2,000 virtual copies have been distributed to date. The study has been published on the JSCA Website. www.cejamericas.org

Civil Justice: Perspectives for Reform in Latin America. This publication compiles experiences that were presented in May at the International Seminar on Innovation in Civil Justice organized by JSCA with the support of the Chilean Supreme Court and the sponsorship of the EUROsociAL Justice Sector Program. Five hundred copies have been distributed to date. It has been published on the JSCA Website. www.cejamericas.org

“Criminal Procedure Reform in Ecuador: Experiences in Innovation,” which was developed in Ecuador, describes initiatives for improving the criminal justice system that were presented in Quito, Cuenca, Guayaquil and Azores. The material constitutes the V Volume of the Follow-up Project on Criminal Procedure Reform in Latin America. Two thousand copies were printed and over one thousand were distributed to the regional and local public. The study also was published on JSCA’s Website. www.cejamericas.org

II. INSTITUTIONAL SUSTAINABILITY

2. Financial Report

2.1. Income

JSCA’s income through December was US\$1,699,185. This is 7% lower than the institution’s income from 2007. This is mainly due to a decrease in USAID project contributions.

The below table presents total income by type of source:

TABLE 1
2008 Income by Type of Source

SOURCE	COOPERATION PROJECTS	VOLUNTARY CONTRIBUTIONS	OVERHEAD	OTHER	TOTAL	%
USAID	307,589		58,746		366,335	22%
CIDA	692,916		80,626	10,852	784,394	46%
IDB	55,379				55,379	3%
Govt. CHILE		80,000			80,000	5%



OTHER		69,927			69,927	4%
EUROSOCIAL				70,546	70,546	4%
OPEN SOCIETY INSTITUTE				35,000	35,000	2%
NAT'L INSTITUTE CRIMINAL SCIENCES-MEXICO				16,465	16,465	1%
SUPREME COURT-MEXICO				44,125	44,125	3%
TECHNICAL ASSISTANCE				34,071	34,071	2%
SEMINAR AND COURSE FEES				130,482	130,482	8%
JUDICIAL SYSTEMS JOURNAL				158	158	0%
INTEREST EARNED				12,302	12,302	1%
TOTAL	1,055,884	149,927	139,372	354,002	1,699,185	100%
%	62%	9%	8%	21%	100%	

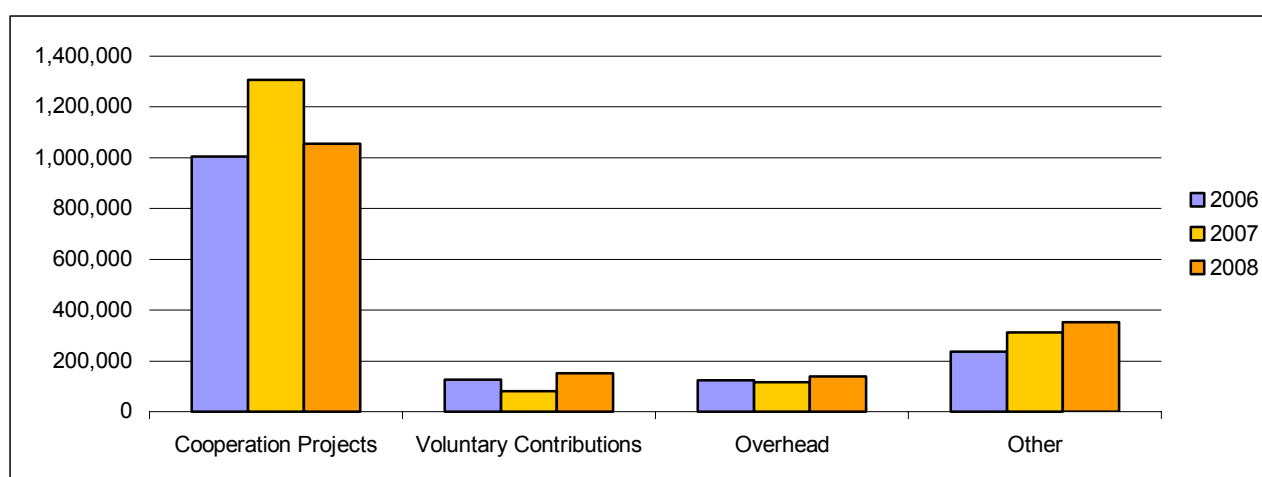


Income from contribution projects has remained the main source of funding. It is important to note that contribution projects have decreased in their relative importance as compared to the total income, from 71% to 62%. Other sources of income have increased from 16% to 21%.

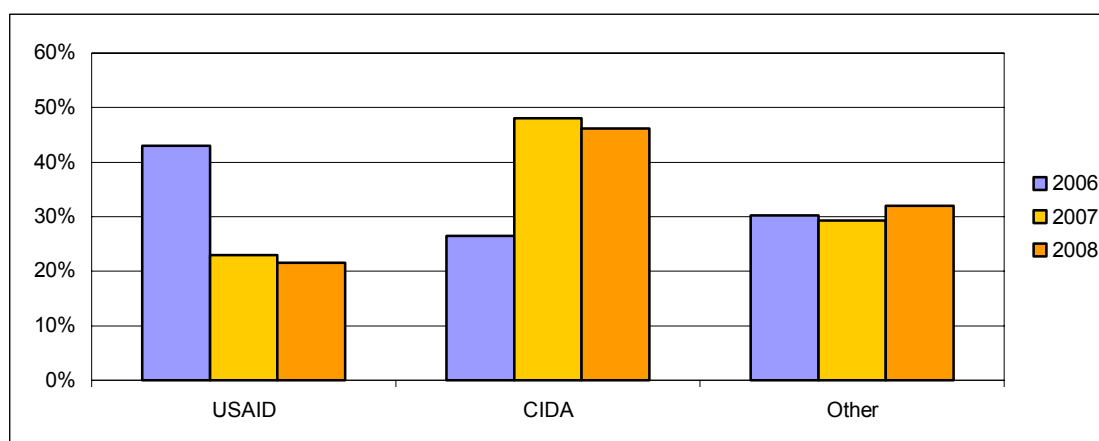
Voluntary contributions increased by 2%. Contributions from the Governments of Chile, Mexico and China remained unchanged.

The figures below compare the types of sources of income for 2006, 2007 and 2008.

**FIGURE 1
COMPARISON OF INCOME BY TYPE OF SOURCE 2006 – 2007- 2008**



**FIGURE 2
COMPARISON OF INCOME BY SOURCE 2006 – 2007 – 2008**





2.2 SPENDING

Spending for 2008 totaled US\$1,461,000. This represents a 6.6% decrease as compared to the previous year. Table 2 presents a detailed list of expenditures for 2008.

TABLE 2
SPENDING 2008

I. Activities	
1. Research	63,022
2. Training and Dissemination	753,006
3. Management and Information	96,484
4. Virtual Information Center	82,516
5. Sustainability Actions	43,637
Subtotal Activities	1,038,665
II. Operating Costs	
1. Salaries	196,397
2. Operational Expenses	165,861
3. Equipment	9,558
4. Meetings of the Board of Directors	37,519
5. Audits	13,000
Subtotal Operating Costs	422,335
III. TOTAL	1,461,000

FIGURE 2
COMPARISON OF SPENDING ON ACTIVITIES 2006 – 2007-2008

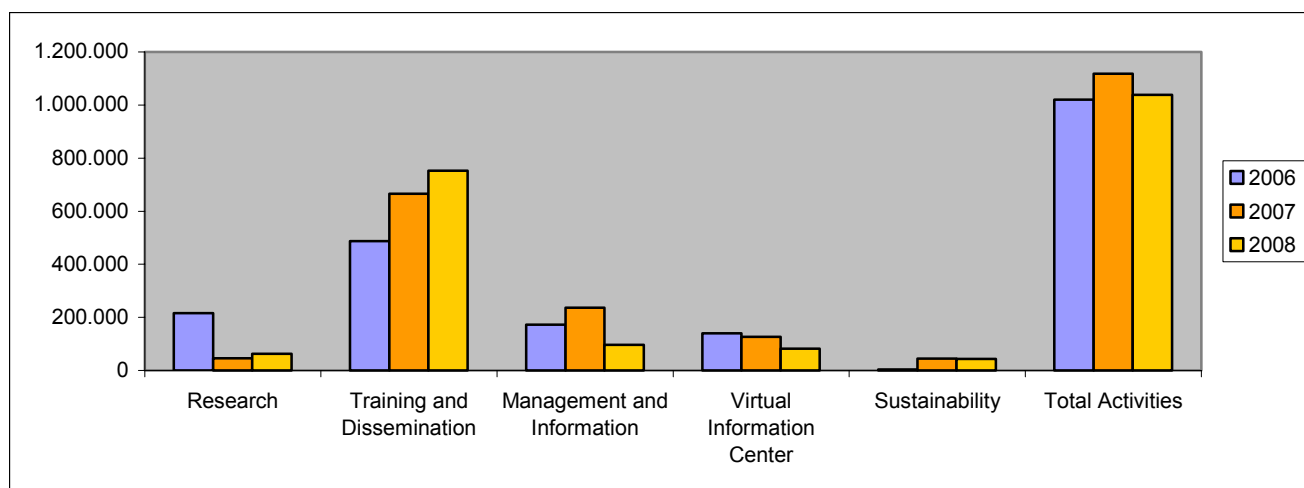
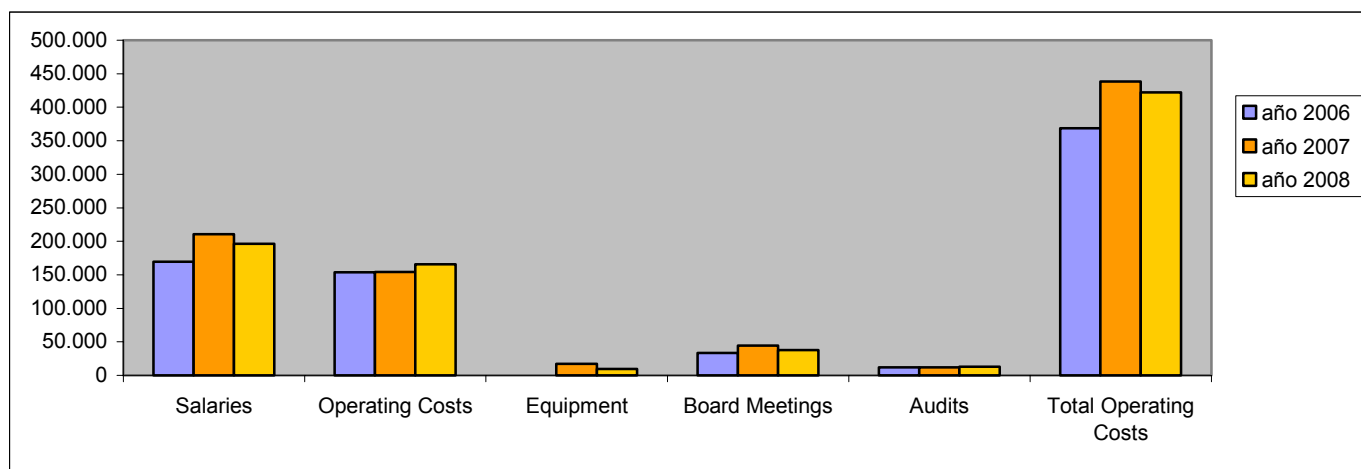




Figure 3
COMPARISON OF OPERATING COSTS 2006–2007-2008



III. BALANCE

In summary, in 2008 the institution generated had income (US\$1,699,185) than it did expenditures (US\$1,461,000), which produced a surplus of US\$238,185.

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

Figure 4
COMPARISON OF INCOME AND SPENDING 2006 -2007-2008

