



2023 Annual Report



Justice Studies Center of the Americas



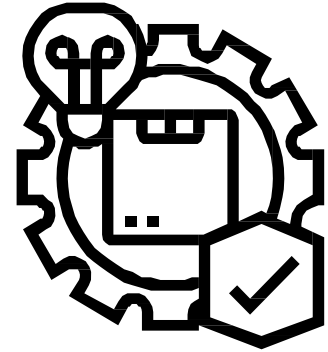
JSCA

Justice Studies Center of the Americas

WHAT IS JSCA?

JSCA is an intergovernmental agency created by the Organization of American States (OAS) that specializes in the operation of justice systems in the Americas.

Our mandate is to support the reform and modernization of justice systems in Latin America and the Caribbean.



WHAT DOES JSCA DO?

01

We conduct studies and generate comparative evidence.

02

We provide technical assistance to States, justice institutions and civil society.

03

We monitor the implementation of laws and public policies.

04

We offer specialized training and create spaces for exchanging experiences and best practices in the region.

PRIORITY AREAS

01

Women and offenders

02

Complex Criminal Activity

03

Justice institution management and open and digital justice

04

Ethics and integrity in justice administration

05

Emerging Issues

Table of Contents

1. Research and Projects.....	5
2. Training.....	15
3. Events Organized by JSCA.....	21
4. JSCA Participation in Events.....	24
5. Institutional Strengthening.....	31
6. Visits to JSCA.....	41
7. Meetings.....	42
8. Internships.....	45
9. JSCA Financial report.....	46

Summary

In 2023, JSCA trained 1,500+ justice system professionals from 14 countries in the Americas. We develop activities in 11 countries on issues of access to justice, prosecution of organized crime, reforms to civil and family justice, gender violence, judicial independence, technology and AI in justice, and alternative means of conflict resolution.



1. Research and Projects

- ♦ **Regional Study: Independence of Justice Operators in the Americas: Regional Overview and Challenges for the Defense of Democracy**

Following months of research, JSCA published the book “Independence of Justice Operators in the Americas: Regional Overview and Challenges for the Defense of Democracy” in 2023. This material responds to JSCA's 2022-2026 Strategic Plan and presents the following key findings:

1) Democracy and the rule of law have deteriorated significantly in Latin America and the Caribbean. This is associated with the weakening of the independence of justice operators. 2) There are both highly visible and subtle impacts and risks for judges and prosecutors. 3) There is a direct connection between the impacts and risks that exceed existing categories and go beyond the progress made in international standards. The event was hybrid. It was held in-person in offices of the event sponsor, the US firm Hunton, Andrews and Kurth in Washington, D.C., and virtually on our YouTube channel, CEJAoficial, and the DPLF's Facebook Live event. According to data from the Global State of Democracy, we had lower indicators in 2021 than were reported in 1975. The study's findings were discussed at the launch by Adriana Orocú, President of the Latin American Federation of Magistrates and Judges. “There is a palpable democratic involution in this region that goes directly against judicial matters and has created risks that materialize in the exercise of the administration of justice. Impunity and corruption have increased, and the ability of the institutional structure to combat this has decreased,” Orocú remarked. “JSCA's report reaffirms what we experience every day with regard to the decrease in judicial independence. This has a direct negative impact on the public, which expects judges to be impartial. Each day it is more difficult to be independent due to the democratic destructuring that the region is experiencing,” she concluded. She proposes the design of a roadmap with six points that can be adapted to each country's reality in order to address this situation.



- ◆ **Paths to Resolving Civil and Family Disputes and Their Effectiveness in Colombia and Peru (IDRC -JSCA)**

This study, which we developed in partnership with the International Development Research Center, is designed to analyze the various routes to judicial and non-judicial solutions that exist for access to justice in family and housing disputes and their effectiveness in Colombia and Peru. JSCA conducted field work and analyzed qualitative and quantitative data in both countries in 2023.

Over the course of the year, JSCA teams were deployed in six towns in Colombia and Peru to gather qualitative information on existing formal and informal mechanisms for resolving civil and family disputes. The goal of the project is to build, understand and shape the evidence and data on access to justice in civil and family justice and the paths available to the public to obtain it through a study that proposes evidence-based policies and practices. The project's specific objectives are:

- ♦ To identify and describe the various paths or roads that people follow to get justice and the elements that facilitate or stand in the way of access to those paths.
- ♦ To describe the population that reports having problems related to justice and identify the factors that impact which path they choose to arrive at a solution and their corresponding satisfaction with the response or solution found.
- ♦ To compare the perspective of users and justice operators on access to justice.
- ♦ Based on the study findings, to propose public policies or a discussion with key stakeholders to improve access to justice in the countries of the Americas from a legal needs and person-centered justice perspective. The general and specific objectives of the Beneficiary in regard to this project are collectively called the “project objectives.” The Beneficiary will be responsible for ensuring that progress is made towards the project objectives and that they are achieved. The Beneficiary must develop and submit a work plan to the Center describing the activities that the Beneficiary will implement to achieve the project objectives.

JSCA teams in Colombia and Peru visited Iquitos, Lima, Arequipa, Florida, Bogotá and Barranquilla. They visited over 10 conciliation centers and conducted dozens of interviews with justice system professionals. JSCA implemented this project in partnership with the Bogotá Chamber of Commerce in Colombia.



Canada



Colombia Consulting Team



Peru Consulting Team

- ♦ **Citizen and Participatory Information Gathering for the Design of the Public Prosecution Policy (PPP) for Chile's Public Prosecution Service**

The goal of this project was to engage in citizen and participatory information gathering to design, build and implement a Criminal Prosecution Policy through Chile's Public Prosecution Service. The policy is to be designed for the institution for the 2023-2031 period with a citizen perspective through a participatory, flexible process with a regional focus.

A diagnostic exercise was conducted at the national and regional levels based on the gathering of qualitative and quantitative information with a citizen perspective in order to identify the most important crimes or criminal phenomena based on their impact on the community. JSCA's team held 21 workshops that covered every region of Chile. Over 200 people attended them. A public consultation process with broad regional coverage was implemented to gather information.

JSCA designed a prioritization methodology that combined quantitative, legal, regional and victim-connected components for the investigation and prosecution of crimes based on the information gathered and diagnostic exercise completed.

A crime prioritization proposal that was consistent with the methodology was created so that crimes can be addressed in the policy at the national and regional levels. The goal was to balance the two levels based on the perspective of the criminal law ecosystem.

A set of baseline indicators was designed to allow researchers to evaluate the efficacy, efficiency and quality of the activities implemented for compliance with the Criminal Prosecution Policy and a system for evaluating and monitoring the policy was proposed. The latter should include a methodology and tools.



Coyhaique Workshop



Lo Espejo Workshop



Puerto Montt Workshop



Valparaíso Workshop

- ♦ **Concerted Actions to Strengthen Coordination among National Specialized Justice System (*Sistema Nacional Especializado de Justicia, SNEJ*) Operators to Provide Services to and Protect Victims of Violence against Women and Family Members (in partnership with GIZ).**

JSCA's team was deployed in eight Peruvian towns in 2023: Cusco, Callao, Huari, Huaylas, Carhuaz, Paucartambo, La Convención and Huaraz. JSCA team members interviewed and gathered information from SNEJ agency officials.

The purpose of the project is to identify concerted actions designed to strengthen coordination among SNEJ operators to provide services to and protect women and family members who are victims of violence and punish those responsible in the judicial districts of Ancash, Callao and Cusco. According to the terms of the tender, the specific objectives of the project are:

- ♦ To develop a proposal for concerted actions to improve coordination regarding regulatory routes (protective and criminal in the areas of femicide, sexual violence, physical violence and psychological violence), regional routes and bottlenecks in the processes identified and prioritized in a participatory manner in the judicial districts of Ancash, Callao and Cusco.
- ♦ Development of routes for handling cases of violence against women and family members in the judicial districts of Ancash, Callao and Cusco in order to improve coordination.
- ♦ To develop operational guides to implement routes for handling cases of violence against women and family members for SNEJ operators in order to enhance coordination among them.





Callao Workshop



Cusco Workshop

- ♦ **INL-US Embassy in Argentina Project Supporting Criminal Procedure Reform and the Strengthening of the Transition to the Adversarial System in Argentina**

Several activities related to this project were implemented in 2023, its final year. They include:

- ♦ **Research Visit to Santiago de Chile**

A delegation of prosecutors and federal oral court judges from San Juan and Mendoza, Argentina visited Chile's Supreme Court and other judicial facilities in May 2023. The purpose of the trip was to allow participants to learn about the operation of justice system institutions and particularly the experience of implementing the criminal procedure reform.



- ♦ **Workshops on Litigation Tools in the Context of the Federal Criminal Procedure Code (*Código Procesal Penal Federal, CPPF*) with a Focus on Investigation Stage Hearings**

The training sessions held in June 2023 were designed for prosecutors and prosecution service officials from Santa Fe, Reconquista and Rafaela. They focused on litigation practice related to the legitimacy of arrests and their oversight. The sessions included simulations of arguments presented in unilateral hearings and hearings held to present the charges.

- ♦ **Discussions of Experiences and Program Evaluation**

The purpose of these discussions was to explore experiences and evaluate the development of the program and adversarial criminal justice system implementation processes in Argentina. They were attended by criminal justice system operators who have been part of the project's execution. Judges, prosecutors and public defenders from the cities of Salta, Jujuy, Mendoza, San Luis, San Juan, Rosario and Santa Fe participated in the June 2023 activity. The discussions also were attended by JSCA team members and representatives of the INL Argentina agency.





- ♦ **International Seminar on the Challenges of Criminal Prosecution and Trials Involving Organized Crime**

The purpose of the seminar was to identify investigation, litigation and prosecution best practices in the area of organized crime. Participants explored comparative experiences in the safety of prosecutors and experiences and best practices related to asset recovery and the management of assets confiscated from organized crime. The event contributed to the discussion of and construction of joint solutions for addressing this complex criminal matter. It was held on June 13, 2023 in Buenos Aires. Renowned federal judges and prosecutors from Argentina participated in the event as well as representatives of the academic sector and civil society.



- ♦ **Evaluation of the Effects of the Application of Promotion Processes in Chile's Public Prosecution Service**

This study involved gathering primary and secondary sources and reviewing various documents and spreadsheets. In addition, 41 in-depth interviews were conducted and 1,605 responses to an online survey were gathered from prosecutors and employees at every level (support and administrative staff, professionals and technicians).

This information was analyzed in the context of the theory of change designed for this project, which was built in a collaborative manner based on the opinions of key institutional stakeholders. These data suggest the hypotheses to be considered in order to reach a conclusion regarding the system for promoting prosecutors and employees within the Public Prosecution Service considering its design, implementation, results and impact. This study was implemented jointly by JSCA and Clio Dinámica.

- ♦ **Technical Assistance for Creating Digital Prosecution Folders for Paraguay's Anti-Corruption Unit in Collaboration with the Center for Justice Studies (*Centro de Estudios Judiciales*, CEJ) and USAID**

The purpose of the project was to conduct regional research to analyze the various models of digital prosecution folders used by prosecution services in the region. It was designed to give Paraguay's Prosecution Service a roadmap for creating a digital prosecution folder that would improve its management capacity. In the context of the development of this project, JSCA:

- ♦ Researched and contextualized a project involving the creation of a digital file based on the comparative experiences of similar institutions in other countries.
- ♦ Researched the current use of digital prosecution folders in the region's public prosecution services.
- ♦ Researched the use of technological tools by Paraguay's Prosecution Service in order to support case processing and other elements of investigation and prosecution conducted by the Specialized Financial Crimes and Anti-Corruption Unit (*Unidad Especializada de Delitos Económicos y Anticorrupción*, UDEA).
- ♦ Analyzed existing improvement plans and projects focused on introducing digital prosecution files in Paraguay.

Based on the above, designed a roadmap to guide institutional efforts and resources for introducing digital prosecution files within a reasonable timeframe.



2. Training

- ♦ **Course on Improving Criminal Prosecution and Resocialization in Cases of Gender-based Violence in Latin America and the Caribbean (in partnership with Germany's Ministry of Foreign Affairs)**

This course, which was developed in partnership with a German entity, was designed to strengthen the efficacy of criminal justice by developing justice operators' ability to effectively prosecute cases of gender-based violence in a manner that considers the victim's needs. The course consists of six modules: (1) Protocols for taking complaints from victims of gender-based violence and evaluating protective measures during the investigation; (2) Evaluating procedural risks that require protective measures or protection for victims; (3) The use of alternative outcomes and abbreviated criminal proceedings; (4) Applying case theory in the investigation of gender-based violence; (5) Litigation and the gender perspective in cases of victims of gender-based violence; and (6) Resocialization of individuals convicted of gender-based violence.

The course was offered in-person and both asynchronously and synchronously online in 2023 via CEJACAMPUS. Six versions were taught, and over 300 students from 14 countries in the region participated.

In-person sessions and diploma ceremonies for this course were held in the Dominican Republic and Oaxaca, Mexico.



Opening ceremony in the Dominican Republic



Diploma ceremony in Oaxaca, Mexico



- ♦ **Courses for National Specialized Justice System (*Sistema Nacional Especializado de Justicia*, SNEJ) Operators for Protecting Victims and Punishing Violence against Women in Collaboration with GIZ**

Three courses on gender and criminal prosecution were offered to employees of the Peruvian Judiciary, Ministry of Justice and Human Rights and the Public Prosecution Service. The courses were designed based on the students' training needs. Two versions of each course were offered.

The aforementioned needs have been addressed as legal issues that have a special impact on female victims and, as such, require the incorporation of the gender approach to be fully understood based on all of the approaches outlined in Law 30.364 and its regulations. In that context, the focus was placed on practical treatment of each issue in an effort to align the course with participants' daily realities. The course refers to case law and the regulations of the institutions regarding how to handle cases of gender-based violence so that the institutions have the legal tools necessary to coordinate their work with these entities.

A total of 99 people participated in the two versions of the course offered for the Public Prosecution Service. There were 102 participants in the two versions offered for the Judiciary and 109 in the versions offered to the Ministry of Justice and Human Rights. Opening remarks were delivered by María del Carmen Maldonado and Cecilia Barrios as representatives of the JSCA Board of Directors.

- ♦ **Civil and Family Justice Reform Programs in the Americas for the Mexico City Judiciary**

The purpose of the course was to strengthen participants' knowledge of the fundamental pillars to be considered for the implementation of civil and family justice reforms in Latin America. It also was meant to contribute to the development of the skills necessary to participate in the new civil and family procedures established in Mexico's new National Family and Civil Procedure Code.

Both programs were offered on the CEJACAMPUS platform using an asynchronous modality from October to December 2023. A total of 820 of students from the institution participated in them.

The program featured an inauguration that was held on October 9, 2023 that included welcome remarks from the Honorable Rafael Guerra, President of the Mexico City Judiciary. María Victoria Rivas, the President of the JSCA Board of Directors; Paulina Cal y Mayor Turnball, General Director of the Institute for Judicial Research; Marco Antonio Velasco Arredondo, Member of the Civil, Mercantile and Ownership Termination Oral Procedures Implementation Commission; and JSCA Executive Director Nataly Ponce also participated.



- **Course on Intervention Strategies and Case Management with a Focus on Complex Crime and Team Care in High-Stress Contexts for Chile’s National Children’s Service**

Three in-person sessions of this course were held in October. Its goal is to address scientific knowledge on criminal phenomena and explanations of modern anti-social behavior, mainly among adolescents with a history of committing complex crimes. The course also explored approaches to creating preventative and reactive strategies in order to have effective techniques for managing stress, emotions, dispute resolution and communication in highly complex environments of crisis. The learning goals are:

- ♦ To explore modern complex criminal phenomena such as those related to organize crime in order to learn about their dynamics and involvement of adolescents in the country's new criminal reality.
- ♦ To develop self-care strategies for responding to high levels of stress when working with adolescents involved with the country's new criminal reality.

The course was taught by Marcela Aedo, Adio González and Osvaldo Vázquez. The course consisted of 24 teaching hours and was attended by 25 students.



Program on Family Justice Reform: Managing Hearings in Family Law Proceedings

This course, which was offered in April and May 2023 to professionals who work in the Peruvian Judiciary, was designed to focus on improving the use of oral procedures in family court by training judges and officials on hearing management techniques.

The course consisted of five thematic modules: 1) Civil family justice with a human rights approach; 2) Judging with a gender perspective; 3) The use of oral proceedings in civil justice; 4) Alternative dispute resolution mechanisms; and 5) Case management or legal management of the case as a guarantee of fundamental rights.

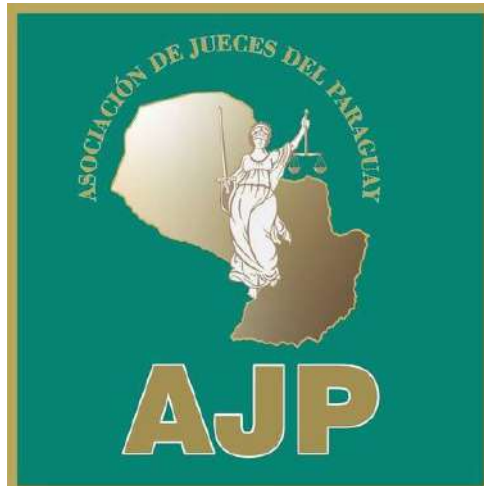
Participation: 50 students.



♦ Civil Justice Reform in the Americas Program in partnership with Paraguay's National Judges' Association

The training program, which was offered over the course of 10 weeks beginning in November 2023, was designed to strengthen participants' knowledge of the fundamental pillars to be considered for the implementation of civil justice system reforms in Latin America and to contribute to the development of the skills necessary to work in a system that uses oral civil procedures.

A total of 45 participants were trained. They included members of Paraguay's Supreme Court and the National Judges' Association. The inaugural activity held on November 14 was also attended by JSCA Board of Directors President María Victoria Rivas; Civil, Commercial and Labor Appeals Court Chamber Member Elodia Almirón; and JSCA Research Director Gherman Wesch.



3. Events Organized by JSCA

- ♦ **Launch of the book “Independence of Justice Operators in the Americas: Regional Overview and Challenges for the Defense of Democracy,” Washington, D.C.**

The book was launched on June 20, 2023 at an event co-organized by JSCA and the Due Process of Law Foundation (DPLF) in the context of the 53rd Period of Ordinary Sessions of the General Assembly of the Organization of American States (OAS). It was attended by renowned officials from international agencies, justice institution representatives and members of civil society.

The event was held in-person at the offices of the US firm Hunton, Andrews and Kurth in Washington, D.C., which sponsored the event, and virtually via the YouTube channel CEJAoficial and a Facebook Live event hosted by the DPLF. The event was broadcast in Spanish and English and has 947 views.



- ♦ **Regional Discussion of the Contributions and Limitations of Virtual Hearings from a Person-Centered Justice Approach**

Held in the post-lockdown context due to the COVID-19 pandemic, which forced courts to take urgent measures (remote work, virtual hearings and electronic notifications) in order to continue to provide services, the discussion was designed to reflect on in person and virtual oral hearings considering various perspectives, particularly those of justice services users and comparative experience from the region.

The event was held on February 16, 2023 and featured the participation of Colombia Superior Judiciary Council Magistrate Diana Remolina; Chilean Supreme Court Justice Sergio Muñoz; the Transparency in Justice Program Coordinator at México Evalúa, Laurence Pantín; Justiano Montero, Supreme Court Justice from the Dominican Republic; and JSCA Board of Directors President María Victoria Rivas.

The discussion has been viewed 1,200 times on YouTube.



- ♦ **I International Forum on Oral Family Procedures Peru.**

Organized by the Peruvian Judiciary with technical support from JSCA and held December 4 and 5, 2023 in Lima, the forum was attended by 61 judicial officials, judges, magistrates and administrative officials.

Its purpose was to promote the comprehensive understanding of and adherence to the public goal of introducing oral procedures in the family justice system, highlighting its contribution to effective, high quality case resolution and fast access to justice. The following specific objectives were pursued:

- ♦ Strengthening knowledge about oral procedures as the center of justice reforms in Latin America, expanding on their necessity and benefits for improved justice administration.
- ♦ Expanding the discussion of topics related to family justice and its development under an oral hearing system.
- ♦ Developing capacities to understand the importance of a management approach to improving family justice administration with a focus on corporative management models that are appropriate for introducing oral procedures and increasing judicial celerity.

Seven presentations were offered on the first day that addressed the aforementioned topics (oral procedures in general, oral procedures in family justice and management models for introducing oral procedures) and experiences with oral procedures in Peru.

These presentations were delivered by three family court judges, international experts, JSCA's Executive Director, a consultant and two representatives of Peru's Judiciary.

The second day began with a panel of experts on lessons learned in the region's oral procedure reforms that can be used in family court reform. It also featured four working groups with approximately 15 people who discussed progress made and opportunities for improvement in Peru. The purpose of the groups was to analyze issues related to case load and procedural delays stemming from custody processes, visitation and child support, best practices implemented in response to said issues and proposals for improving the single process.



4. JSCA Participation in Events and Projects

- ♦ **First International Conference on Ethics and Legitimacy in Mexico**

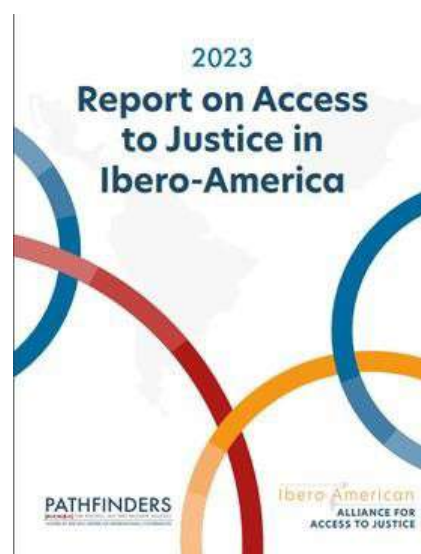
On June 28, Nataly Ponce participated in the First International Conference on Ethics and Legitimacy. Mexico's Supreme Court organized the event. Ms. Ponce delivered a presentation titled "Ethics in Oral Litigation: Standards and Challenges Based on Comparative Experience," which was based on JSCA's institutional experience in this area. Our Executive Director addressed the challenges related to the ethical performance of justice administration and ethical dilemmas in the work of judges, prosecutors and litigators.



- ◆ **Report on Access to Justice in IberoAmerica with Pathfinders**

JSCA contributed to this publication developed by the IberoAmerican Alliance for Access to Justice, which was formally established in May 2022. The entity brings together key justice stakeholders from Latin America, Spain, Portugal and Andorra in order to promote person-centered justice in the IberoAmerican region. JSCA participated in the working group responsible for exploring data and innovation on access to justice.

The publication focused on three areas: data and innovation, the regional regulatory framework and plan of action for access to justice, and the efforts being made to ensure that no one is left behind (including women and girls, young people, the LGBTQIA+ community, detained persons, Indigenous groups, ethnic and religious minorities and migrants and refugees).



- ♦ **International Prison Reform Conference: Priority Agendas for Socio-labor Reinsertion**

On August 1 and 2, 2023, JSCA Research Director Gherman Welsch visited Asunción, Paraguay in order to participate in the International Prison Reform Conference. The topic of the event was “Priority Agendas for Socio-labor Reinsertion.” He also met with justice officials and members of civil society from that country.

The main purpose of the visit was to discuss prison reform in Paraguay. During the conference, which was organized by the European Union in Paraguay, the Ministry of Justice and the Center for Justice Studies (CEJ), Welsch offered a talk titled “Experiences with and Lessons Learned from Prison Reform in the Region and Models for Labor Inclusion of Detained Persons.”



- ♦ **Course on Legal Challenges in the Americas and the Role of Multilateral Fora**

On August 2, Nataly Ponce taught an in-person class at Universidad Central de Chile. The Canadian platform Justice and Democracy in the Americas invited her. Pontificia Universidad Católica de Valparaíso and Pontificia Universidad Católica del Perú also sponsored the initiative.

♦

Keynote on Civil Justice Reform Processes in Latin America

On August 31, Nataly Ponce Chauca gave a virtual keynote speech titled “Civil Justice Reform Processes in Latin America.” She was invited to participate in the event by the Querétaro State Judiciary (Mexico) and the Institute for Constitutional Studies of the State of Querétaro.

The National Code of Civil and Family Procedures was distributed at the event.

♦ **Participation in the Creation of the Protocol for Access to Justice for Detained Persons**

In November 2023, JSCA participated in one of the working groups involved in creating the Protocol for Access to Justice for Detained Persons. The process featured the participation of Supreme Court Justice Ángela Vivanco and 18 organizations (the Iquique, Concepción, Santiago and Temuco Courts of Appeal; the ICA Judicial Prosecutor’s Offices of Arica, Santiago and Valparaíso; the Ministry of Justice; Senama; Senadis, Mejor Niñez; the Public Defender’s Office; the National Prison Service; INDH; JSCA; Amnesty International Chile; Committee on the Prevention of Torture; and Red de Acción Carcelaria).

The methodology included seven one-day sessions and five thematic working groups that focused on pregnant, post-partum and nursing mothers; children and teens who live with their mothers in prison; older people, people with disabilities, members of Indigenous groups, migrants and members of the LGBTQ+ community.

- ♦ **III National Meeting of Civil Judges of Peru**

JSCA's Technical Assistance Area participated in the first day of the III National Meeting of Civil Judges of Peru on June 14. Attendees shared experiences and challenges related to the adoption of oral procedures in civil dispute resolution.

- ♦ **A Comprehensive Anti-Corruption Approach in Latin America and the Caribbean: Strategies and Practices for Prevention and Prosecution**

The conference on reducing corruption "A Comprehensive Anti-Corruption Approach in Latin America and the Caribbean: Strategies and Practices for Prevention and Prosecution" was held September 26 and 27 in Santo Domingo, Dominican Republic. The event was organized by the German Federal Ministry of Foreign Affairs.

The conference had two thematic lines: 1) developing a comprehensive approach to corruption and 2) addressing regional and international mechanisms for fighting corruption.

The first focused on prevention, investigation, prosecution and women's participation in efforts to combat corruption and on addressing how representation of women can be increased and the creation of more diverse governance structures for reducing this phenomenon. The second line addressed the critical analysis of the lessons learned, best practices, the results obtained, weaknesses and strengths of interinstitutional cooperation among national prosecution services and challenges related to the implementation of mechanisms and international tribunals for holding corruption trials.

JSCA Executive Director Nataly Ponce participated in the second panel, "Comprehensive Anti-Corruption Policy in the Dominican Republic and in Latin America and the Caribbean," and the fourth panel, "Expanding the Capacity to Prosecute Corruption."

The discussions addressed key factors for stopping corruption, best practices, effective anti-corruption mechanisms, challenges and limits of institutions in the area of evidence and streamlining criminal cases involving money laundering and terminating ownership.

Apart from these two panels, JSCA participated in the “Workshop on Best Practices for Investigating and Prosecuting Cases of Corruption,” which addressed issues such as practices that improve the chain of custody of evidence, successful methods for protecting witnesses and others who partner on the investigation, streamlining case investigation and opportunities for enhanced physical and legal protection for individuals who impart justice in cases of corruption.

♦ **Artificial Intelligence and the Rule of Law (UNESCO and the Inter-American Court of Human Rights)**

In November, judges and officials from Supreme Courts and Judicial Academies from Latin America and the Caribbean were trained on “Artificial Intelligence and the Rule of Law” at the headquarters of the Inter-American Court of Human Rights. The training was based on the UNESCO Global toolkit on AI and the rule of law for the judiciary.

The training was held with the support of the European Union, UNESCO Montevideo and the Inter-American Court of Human Rights Training Center. JSCA Executive Director Nataly Ponce represented the entity. Following the event, JSCA launched a dialogue with UNESCO to develop joint activities in the region related to the use of AI in justice systems in the region.



- ♦ **16 Days against Gender Violence 2023: Managing Knowledge and the Exchange of Experiences: Teams Uniting for the Atingi Gender Competition (organized by GIZ)**

JSCA participated in the virtual meeting “16 Days against Gender Violence 2023” in December. Participants listened to and watched the story of the development of a module based on stories dedicated to legal officials in Latin America. The module is an expanded learning scenario supported by ICTs that is used in a combined learning program. The program improves the abilities of legal professionals to handle criminal cases focused on survivors without prejudice. The story is told from the people who were part of its development and covers its history from its inception through its results.

- ♦ **XII National Judges’ Conference (Peruvian Judiciary)**

JSCA Executive Director Nataly Ponce participated in the XII National Judges’ Conference (Peruvian Judiciary) in December. The event was attended by Supreme Court justices, members of the Judiciary Executive Council, Superior Court Chief Justices, delegations from Superior Courts comprised of Senior Judges, Specialized Judges and Peace Court Judges, and representatives of judiciary employees. Speakers offered talks focused on three thematic axes:

- 1) The Role of the Judiciary as a Justice System Response to Public Safety
- 2) Predictability of Justice for Judicial Independence
- 3) Strategies for Decreasing Caseloads and Optimizing Public Services Indicators and Variables
- 4) Modernizing Procedures and Moving Towards Digital Transformation

JSCA presented a paper titled “International Experience with Judicial Office Management.”



5. Institutional Strengthening

The institution engaged in an institutional strengthening and regional positioning process in 2023. The activities implemented in this area are described below:

- ◆ **Dissemination and Promotion of the 2022- 2026 Institutional Strategic Plan**

This year, we disseminated the 2022- 2026 JSCA Strategic Plan, a document that guides the work of the entire institution. It was downloaded 2,390 times (1,226 times in Spanish, 611 times in English and 553 times in Portuguese). It also was distributed at events and activities organized by JSCA and at those to which the Center was invited.



- ♦ **53rd Annual General Assembly of the OAS**

The OAS held its 53rd General Assembly in June. JSCA Board of Directors President María Victoria Rivas and Executive Director Nataly Ponce participated in the activity. Ms. Ponce presented the activities, projects and initiatives that JSCA conducts in the region at the plenary session.

Our Executive Director highlighted JSCA's valuable contributions to the region and the importance of its collaborative work with other OAS agencies, as well as the need for member states and observer countries to support the Center. This was the first time that the JSCA has presented as part of the program of the OAS General Assembly.



- ♦ **XXI Ibero-American Judicial Summit (2023)**

JSCA participated in the Ibero-American Judicial Summit for the first time in nine years. The twenty-first version of the event was held in Lima, Peru. The Plenary Assembly was held September 20-22, 2023 and brought together the highest-ranking officials of the judiciaries of Latin America and the Caribbean.

Some of the most important topics addressed were including the gender perspective in the work of all summit member judiciaries in order to ensure equality and non-discrimination in access to justice for all people. Judiciaries were encouraged to implement mechanisms that promote equitable participation without discrimination against the women who are part of their institutions.

The summit included four working groups that addressed topics such as best practices in inclusion and intersectionality in the judicial career, judicial performance with a health and wellbeing perspective, proposals for best practices manuals on the disciplinary system in the judicial career and a proposal for a code of ethics to protect fundamental rights and values of justice in the use of artificial intelligence.

The permanent commissions presented their reports, which addressed topics such as alternative dispute resolution mechanisms, drug treatment courts, gender and access to justice, environmental justice and judicial ethics.

JSCA Board of Directors President María Victoria Rivas participated in the plenary session and highlighted the organization's priorities. Executive Director Nataly Ponce held discussions with members of Peru's National Justice Board and with members of delegations from Colombia, Mexico, Paraguay, the Dominican Republic, Costa Rica and Spain on strengthening access to justice. She also presented JSCA's training offerings and strategic plan to officials from all of the delegations.





- ♦ **JSCA Launches New E-Learning Platform**

JSCA updated its e-learning platform, CEJACAMPUS, this year. The system focuses on strengthening the skills required to transform justice systems in Latin America and the Caribbean and includes a wide range of programs and courses and increase and deliver knowledge and skills.

CEJACAMPUS is designed to create a community that is engaged with issues of rule of law and democracy in the countries of the Americas, providing the skills and tools necessary to promote the changes that regional and national contexts require.

Qué es CEJACAMPUS?

Somos la plataforma e-learning especializada en el fortalecimiento de competencias para la transformación de los sistemas de justicia en América Latina y el Caribe, a través de programas y cursos que desarrollan e integran los conocimientos, capacidades y cualidades de los/as participantes.

Generamos una comunidad comprometida con el Estado de Derecho y la democracia, con capacidades y herramientas necesarias para impulsar los cambios que se requieren en los contextos regionales y nacionales.



Modelo Formativo

Ejes:

- Calidad y excelencia técnica
- Políticas públicas con perspectiva interdisciplinaria
- Conocimiento basado en evidencia y orientación práctica y aplicada
- Pertinencia a las realidades regional y nacionales
- Formación innovativa



Metodología

La metodología de CEJACAMPUS se orienta por **Agile learning**, centrada en las personas y en los resultados, la comunicación, la autoorganización y plazos cortos.

Ofrecemos las siguientes formas de capacitación: asincrónica, híbrida y sincrónica.



Enfoques transversales

- Derechos humanos e interculturalidad
- Género e interseccionalidad
- Actitud crítica y propositiva basada en la evidencia
- Ética y responsabilidad profesional
- Co-creación y participación



Perfil participantes e Instituciones

Profesionales, Instituciones de Justicia, Instituciones Públicas, Gobiernos, Sociedades Civiles, Universidades y comunidad jurídica en general. CEJACAMPUS opera e implementa cursos para instituciones con valores cooperativos.

Es la plataforma e-learning especializada en el fortalecimiento de competencias para la transformación de los sistemas de justicia en América Latina y el Caribe.



ENFOQUES TRANSVERSALES DE CEJACAMPUS

01



Derechos humanos e interculturalidad

02



Género e interseccionalidad

03



Actitud crítica y propositiva basada en la evidencia

04



Ética y responsabilidad profesional

05



Co-creación y participación

EJES DEL MODELO FORMATIVO CEJACAMPUS

Calidad y excelencia técnica

Políticas públicas con perspectiva interdisciplinaria

Conocimiento basado en evidencia y orientación práctica y aplicada

Pertinencia a las realidades regional y nacionales

Formación innovativa



♦ **JSCA in the Media**

JSCA increased its media presence in various countries in the region.



Talleres participativos y ciudadanos acercan labor de la Fiscalía a la comunidad

Entre los principales objetivos de esta instancia, implementada desde la Fiscalía Nacional en conjunto con el Centro de Estudios de Justicia de las Américas, están el construir e implementar la política chilena de persecución penal para el periodo 2023-2031.



EL LITORAL 105

La reunión, que congregó a 37 representantes del Poder Judicial, se llevó a cabo el jueves pasado en el hotel Los Baños de San Pedro y estuvo a cargo del abogado chileno Christian Werner Chahuán, Director de Estudios de CEA, a cargo del área de criminalidad compleja, delitos ambientales y sistema penitenciario.



Desde CEA y en el marco del programa de internacionalización del fortalecimiento de la Estrategia de Justicia, se desarrolló un taller participativo que buscó recoger opiniones, sugerencias y una serie de medidas para mejorar el sistema acusatorio de la Justicia Federal, particularmente en las provincias de Aysén, Última Esperanza y Antofagasta, donde se desarrolló el taller en la Universidad de Magallanes.



Crónica | sábado 18 de noviembre de 2023, Punta Arenas | EL PINGUINO | 17

Usando plataformas digitales Fiscalía de Magallanes invita a participar en iniciativa que establecerá política chilena de persecución penal



La Fiscalía de Magallanes y la Justicia Chilena invitan a participar en un taller participativo y ciudadano, organizado por la Fiscalía de Estudios de Justicia de las Américas (CEA), para definir el diseño, construcción e implementación de la política chilena de persecución penal para el periodo 2023-2031, y así dar un aporte a la política nacional de persecución penal.

El taller participativo, organizado por la Fiscalía de Estudios de Justicia de las Américas (CEA) y el Ministerio Público de Magallanes, se llevará a cabo el sábado 18 de noviembre en el hotel Los Baños de San Pedro, en Punta Arenas. El taller participativo y ciudadano, organizado por la Fiscalía de Estudios de Justicia de las Américas (CEA) y el Ministerio Público de Magallanes, se llevará a cabo el sábado 18 de noviembre en el hotel Los Baños de San Pedro, en Punta Arenas.

soyTV, Entrevistas y streaming: la programación de este jueves 11 de enero

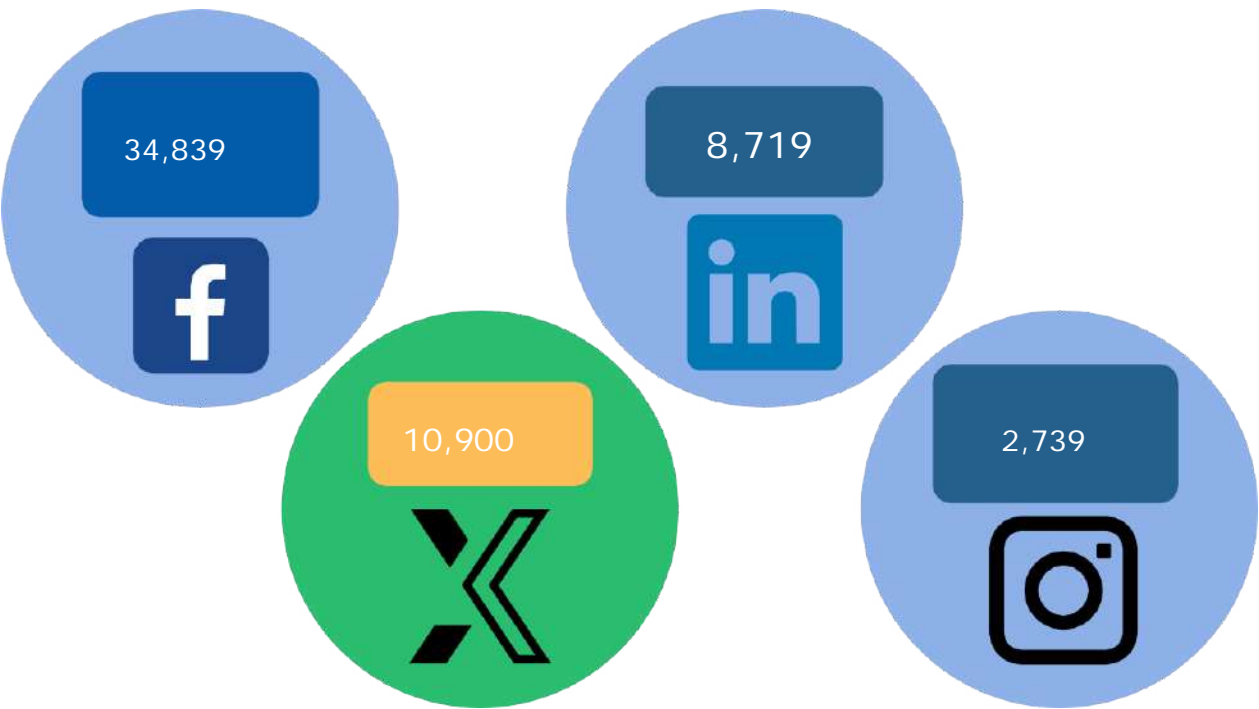
Ministerio Público lanzó Consulta Ciudadana sobre percepción de criminalidad: en Temuco alcanzó el 60%

Esto, con el fin de recoger información ciudadana para precisar percepción de delitos.



A nivel nacional, el Ministerio Público junto al Centro de Estudios de Justicia de las Américas (CEJA) impulsó una Consulta Ciudadana que busca recoger opiniones e información sobre percepción de criminalidad en el país. La encuesta es parte del diseño de la Política de Persecución Penal 2023 - 2031 que

♦ Social Media Audience



- ♦ **New Institutional Office**

This year, JSCA moved to a new office that offers the facilities necessary for its staff to do their work and welcome both interns and officials from various parts of the region. We received visits from officials from Argentina, Bolivia, Canada, Chile, the Dominican Republic, Germany, Peru and the United States.



- ♦ **Systematization and Digitization of Institutional Information**

This year, JSCA continued the process that it launched in 2022 to systematize and digitize all of the documentation that JSCA has produced in its 24-year history. It is important for the entity to have virtual back-ups of research, publications, administrative and project-related documents and other materials in the new digital age.

- ◆ **Development of Info Sheets on the Value and Contributions of JSCA's Work at the Regional Level and by Country**

JSCA gathered and analyzed information on key projects that the institution has conducted in its 24-year history. This allowed the team to create info sheets on its regional contributions in different areas.

The purpose of this effort is to convey JSCA's contributions as an international entity focused on improving the justice systems of the region.



Inter-Institutional Agreements

Partner Entity	Signatory	Date Signed	Details
Judiciary of Peru	Javier Arévalo -Judiciary President	March 3, 2023	Addendum No. 001 to the Inter-Institutional Cooperation Agreement
Board of Oral Federal Courts of the Republic of Argentina (<i>Junta de tribunales orales federales de la República Argentina, JUTOF</i>)	Sergio Enrique Lello Sánchez	March 20, 2023	Cooperation Agreement
INTERNATIONAL JUSTICE MISSION (IJM) of Bolivia	Luisa Alejandra Cámara Terrazas – National Director	July 5, 2023	Framework Cooperation Agreement
Buenos Aires City Magistrates' Council (<i>Consejo de la Magistratura de la Ciudad de Buenos Aires, CMCABA</i>)	Genoveva Ferrero -Council Member	April 4, 2023	Framework Agreement
National Commission of Superior Courts of the United States of Mexico (<i>Comisión Nacional de Tribunales Superiores de Justicia de los Estados Unidos Mexicanos, CONATRI</i>)	Inés Lysset Zamora Herández – Technical Secretary of CONATRI	July 10, 2023	Agreement CNT-17-02/2023
Paraguayan Center for Justice Studies (<i>Centro de Estudios Judiciales del Paraguay, CEJ</i>)	María Victoria Rivas – Executive Director	July 25, 2023	Framework Agreement for Inter-Institutional Cooperation
INTERNATIONAL JUSTICE MISSION (IJM) of Bolivia	Luisa Alejandra Cámara Terrazas – National Director	August 14, 2023	Cooperation Agreement in the context of the project “Specialized Virtual Course on Oral Litigation”
OAS Secretary General	Luis Almagro - Secretary General	December 5, 2023	Cooperation Agreement

6. Visits to JSCA

- ◆

Delegation from the Judiciary of the Dominican Republic

A delegation comprised of nine judiciary officials from the Dominican Republic visited JSCA's offices in Chile during the first week of May. The purpose of their visit was to discuss the Center's technical assistance on the implementation of the changes that the judiciary is introducing in order to maintain a modern, person-centered justice system.



- ◆ **Group of Students from Canada**

Students in the course "Legal-Political Order in Latin America and Its Relations with Canada" visited JSCA's offices in Chile in August. Their trip was sponsored by the Universidad Central (Coquimbo Region), Pontificia Universidad Católica del Perú, Universidad Católica de Valparaíso, Universidad Nueva Granada (Colombia), University of Ottawa and Universidad de Chile.



7. Meetings

JSCA held over 60 meetings with officials from justice institutions, the academic sector, civil society, other international agencies and cooperation agencies from the region in 2023. The table below presents some of these meetings:

Date	JSCA Participant(s)	Official
November	Nataly Ponce Gherman Welsch	Alejandro Vera Quilodrán, President of the Chilean Magistrates' Association
October	Gherman Welsch	Mexico City Prosecution Service Implementation Unit representatives Emiliano Rosales Morales, Lila Petersen, María Novoa and Aranxa Bello
October	Nataly Ponce	Alejandra Mora Mora, Executive Secretary, Inter- American Commission of Women (CIM)
October	Nataly Ponce	Julia Susana Ríos, Vice Minister of Institutional Transparency and the Fight Against Corruption of Bolivia

Date	JSCA Participant(s)	Official
August	Gherman Welsch	Vice Minister of Criminal Policy Letizia Sanabria and incoming Vice Minister Rodrigo Nicora
July	Nataly Ponce Chauca Adrián Medrano	Iván Lima Magne, Minister of Justice of Bolivia José Guamán, Executive Director of the Access to Justice and Advocacy Public Registry System Rafael Guerra Álvarez,
June	Nataly Ponce	President of the Mexico City Judiciary Dr. Octavio Cesar
May	Gherman Welsch	Sanhuanay Calsin, President of the National Specialized Superior Court of Justice
April	Nataly Ponce Gherman Welsch	Luis Cordero Vega, Minister of Justice and Human Rights of Chile
March	Nataly Ponce	Luis Almagro, OAS Secretary General

Date	JSCA Participant(s)	Authority
March	María Victoria Rivas Nataly Ponce	<p>Irineo Raúl Silvero, Vice Minister of Foreign Affairs of Paraguay, and Ambassador Helena Felip</p> <p>Representatives of the Judiciary, Ministry of Justice, Secretariat of Women and General Public Defender</p>



Visit by Alejandra Mora, Executive Secretary of CIM (OAS)



Visit by Alejandro Vera, President of the Chilean National Magistrates' Association

8. Internships

In 2023, JSCA had 15 interns from 7 countries: Chile, Colombia, Costa Rica, Spain, France and Peru. Eight interns were women and seven were men..



9. JSCA financial report

Sources US\$ Regular Fund	International cooperation projects	Resources directly generated by JSCA	Annual Contribution from States	OAS Regular Fund
INL - Argentina	348.000			
IDRC Canada	217.316			
GIZ Germany (German Foreign Ministry)	150.228			
Resources directly generated by JSCA (training, technical assistance, and others)		434.696		
Quota Chile			50.000	
OAS Regular Fund				0
<u>Sub total</u>	715.544	434.696	50.000	0
Total		1,200.240		

EXPENSES JSCA 2023

Items	Studies, Training and Technical Assistance	Institutional operations	Others
Studies, Training and Technical Assistance	684.132		
Institutional operations		366.580	
JSCA Board of Directors			3.500
Others*			20.000
Total		1.074.212	

Since its creation and to date, the only State that complies with an annual fee to JSCA is the State of Chile according to the detail indicated in the preceding Table of annual income.

Below are the main efforts made by the Executive Directorate of JSCA to obtain financing for the institution in 2023.

- Letters and communications addressed to the States of the Americas: Foreign Ministries and Missions to the OAS for compliance with the annual quotas to JSCA.
- Presentation and monitoring of the annual fee of the State of Chile.

- Request to the GS OAS, for support in obtaining financial resources for JSCA and the collaborative work with other OAS bodies.
- New design of the CEJACAMPUS training platform and increase in JSCA's training offering and technical assistance services for justice institutions in countries of the Americas.
- Preparation and presentation of project proposals to cooperation agencies: INL (Washington and in countries), USAID (Washington and in countries), Global Affairs Canada (headquarters in Ottawa), GIZ, among others.
- Preparation of a suggested JSCA quota range for each State.
- Pilot campaign for public donation collection.
- Institutional austerity policy.

JSCA INCOMES PROJECTION 2024

Sources US\$ Regular Fund	International cooperation projects	Resources directly generated by JSCA	Annual Contribution from States	OAS Regular Fund
IDRC <u>Canada</u>	238.000			
GIZ <u>Germany</u> (German Foreign Ministry)	64.318			
INL <u>Peru</u>	176.500			
Resources directly generated by JSCA (training, technical assistance, and others)		461.715		
<u>Quota Chile</u>			50.000	
OAS Regular <u>Fund</u>				0
<u>Sub total</u>	478.818	461.715	50.000	
Total		990.533		

JSCA EXPENSES PROJECTION 2024

<u>Items US\$</u>	Studies, Training and Technical Assistance	<u>Institutional operations</u>	<u>Others</u>
Studies, Training and Technical Assistance	614.411		
<u>Institucional operations</u>		355.000	
JSCA <u>Board of Directors</u>			17.000
<u>Others*</u>			
Total		986.411	

