A. MISSION AND AREAS OF FOCUS

The Center for the Administration of Justice was established in 1984 as a unit of the College of Health and Urban Affairs (CHUA) at Florida International University to engage in research, training and public education about the administration of justice in Florida and Latin America. With offices in Miami and overseas, CAJ has become a unique international resource at the forefront of justice sector reform in this hemisphere. “CAJ’s pioneering work called the attention of international agencies and the entire international community towards the justice sector problems in Latin American countries; because of it, law reform, modernization of judicial structures, and judicial training are, among others, essential components of the international cooperation that is trying to strengthen Rule of Law and Democracy in the Latin American Region” says Roberto Cuellar, Executive Director of the Inter-American Institute of Human Rights, a UN organization. While emphasizing its foreign mission, the Center is also committed to support crime prevention efforts directed at Hispanics in the United States.

CAJ employs a multidisciplinary and international staff of specialists, including lawyers, political scientists, public administrators and public policy analysts. It has become a leading source of information and leadership on justice sector reform issues in Latin America. Its assessments have been widely disseminated and have been critical in public policy-making throughout the region. The Center is also involved in research, technical assistance, preparation of reports and publications, training, and dissemination of information through the mass media. For the last three years, CAJ has supported a Website for the dissemination of information and free downloading of its publications. Public education has, and continues to be, one of its primary missions.

CAJ is cognizant of its academic responsibility as an academic unit of a major US university. It has furthered its academic mission by sponsoring workshops and seminars, sponsoring publications, development of a bibliographic database, entering into academic exchange programs and participating in academic workshops and meetings. Cooperative agreements have been signed with Spanish and Latin American Universities to promote research, opened discussions and curriculum development and enhancement in law and justice administration issues.

Since its inception, the Center has been at the forefront of research and planning in the field of justice administration in Latin America. “While being an academic entity, we stress our ability to identify and solve problems through the adoption of cost-effective and practical solutions,” says Professor Luis Salas, director of the Center. “Our in-house expertise combined with an extensive multi-cultural network of experts and resources allows us to provide high quality services to public sector clients throughout the hemisphere.” International donor agencies have recognized CAJ’s capacity to deliver quality work products in a timely fashion while ensuring sound fiscal management of donor’s funds. Donor agencies have awarded over $16 million dollars to CAJ since 1984. Currently, the Center is administering multi-year assistance projects in Nicaragua, Paraguay and the State of Florida.

Giving special emphasis on support to local efforts to strengthen and invigorate fair and independent justice systems, the CAJ regularly works with public officials, scholars and practitioners in Latin America. “The Center’s activities have had a profound and positive impact in all areas of Justice Administration in Latin America; CAJ has conducted and supported assessments and studies that pointed out, in advance enough, the deficiencies and dysfunctions of Latin American Justice systems and also proposed specific and concrete solutions at all levels of justice administration systems, promoting respect for human rights, due process of law and fair, efficient, and transparent justice systems”, said Justice Daniel Gonzalez Alvarez, President of the Criminal Section of the Supreme Court of Costa Rica.

CAJ is committed to providing high quality, personalized services to each of its clients. CAJ’s unparalleled network of resources and extensive experience has resulted in the provision of services in almost all areas of the justice spectrum. CAJ has conducted assessments (limited and sector-wide), project identification and development, evaluation, technical assistance, and institutional development. Additionally, CAJ has sponsored periodic conferences and issued major publications in this field.
B. ORGANIZATION, EXTERNAL TRENDS AND STRATEGIC DIRECTIONS

1. Organizational Issues

CAJ organizational chart has not changed since last year. See attached organizational Chart.

2. Advisory Board Members
   a) List of members
      N/A
   b) Enhanced Program
      N/A

3. External Trends

As indicated in prior reports, CAJ has continued requesting support from the University since State and Federal budgetary cut-backs that have affected the Center’s activities may continue affecting them in the future.

CAJ has consistently submitted grant proposals to various granting agencies and will continue submitting grant proposals to continue with its commitment.

CAJ will continue with its long-term mission and goals by contributing to strengthen and invigorate fair and independent justice systems in Latin America, contributing with US and Latin American efforts to combat corruption in the public sector, and also implementing programs towards the prevention of crime among Hispanics in the State of Florida. Also, responding to Miami-Dade county requests for proposals based on needs assessments in the areas of violence and sexual assault, CAJ has joined efforts with the Advocate Program and has created the Advocate Center for Training and Treatment to provide support, training and technical assistance to healthcare and law enforcement officials, judges and prosecutors in domestic violence and sexual assault issues.

4. Strategic Directions and Areas of Emphasis

As indicated, CAJ will continue with its long-term mission and goals by contributing to strengthen and invigorate fair and independent justice systems in Latin America, contributing with US and Latin American efforts to combat corruption in the public sector, and also implementing programs towards providing technical assistance and training dealing with domestic violence, sexual assault and also the prevention of crime among Hispanics in the State of Florida.

Conferences and Training

An integral part of the Center's academic mission is sponsoring major conferences on justice issues. CAJ has held national workshops in several countries to review the state of the justice sector and to encourage national leaders to address concerns raised in an evaluation of the sector. During last year CAJ conducted national seminars in Nicaragua to review specific issues facing the sector. For example, training of more than 157 Nicaraguan judges and attorneys in Administrative Law and made them qualified applicants for a position as possible Administrative Court of Appeals Judges, training of more than 4000 law enforcement officials, attorneys and judges in criminal law and criminal procedure law; public corruption, interagency cooperation, criminal law, alternative dispute resolution, judicial career law, registries and court reorganization seminars and workshops in Nicaragua and Paraguay; development of judicial training capability in Nicaragua, and training of judges and attorneys in modern trends in criminal law, constitutional law, criminal procedure and administrative law in Nicaragua and Paraguay. All of these activities have been in support of or resulted in major reform initiatives.

CAJ has also managed regional conferences on major issues: information systems technologies, media-justice relations, court administration, gender issues facing the justice sector, alternative dispute resolution, property registration
systems, civil procedure, and the impact of the justice system on indigenous communities. Additionally, a variety of workshops and conferences have been coordinated to strengthen the capacity of Latin American Justice Officials to adequately elaborate their mid and long-term workplans, training has been provided in the areas of planning, justice administration, interagency cooperation and law school curriculum development.

In addition to these activities in furtherance of the improvement of the administration of justice in Latin America, the Center has conducted a variety of workshops in Florida dealing with this State’s justice system. Last October, for example, CAJ cosponsored a Domestic Violence Conference in Orlando. The Center has also sponsored training seminars on domestic violence and juvenile crime in Miami-Dade County and this year CAJ sponsored the second regional workshop in Orlando on the problem of domestic violence in Central Florida and the justice system’s response.

Academic Exchanges

An integral component of our academic mission is the establishment of linkages with important similarly situated academic centers throughout the region. One of CAJ’s proudest achievements has been sponsoring doctoral law students from other countries to conduct their research in furtherance of their doctoral thesis. During the last two years, for example, CAJ has received doctoral students from the law faculties of the University of Valencia, and the Jaume I University in Castellón, Spain. These students have benefited from the Center’s expertise and been able to use its bibliographic database during their stay at the Center. This year CAJ received three law professors from Spain under this exchange program. Law professors from the University of Vigo, Jaume I University and the University of Valencia spent three months conducting legal research at CAJ.

CAJ has also entered into a number of academic cooperation agreements with a number of foreign academic institutions. As part of these agreements, Center staff has participated in workshops sponsored by law faculties in Argentina, Germany, Nicaragua, Spain, United Kingdom, Paraguay and Uruguay.

Documentation Center

One of the major limitations of researchers analyzing the legal systems of developing countries is the lack of available documentation. Since 1984, CAJ has been acquiring and cataloging Latin American source materials and developing one of the most comprehensive collections of legal materials on the region. These, and other resources, have been available to researchers from the region as well as the United States.

Florida Activities

In addition to its international mission, CAJ is cognizant of its responsibility to the State of Florida and has been engaged in a series of crime prevention initiatives in this State. The goal of this program, funded by Florida’s Attorney General, is to educate Hispanics in this State on crime prevention and the operation of the legal system. This is a project that began in 1995 with the goal of reducing the incidence of crime in the Hispanic community and to inform this community about the operation of Florida’s justice system.

CAJ maintains offices in Miami and Orlando to carry out this project’s activities. CAJ produces a monthly one-half-hour television interview show on criminal law issues broadcast on commercial and public stations in Miami and Orlando. A similar format is followed for radio broadcasts as well as the production of informational messages and public service announcements. These programs provide information with the objective of increasing the Hispanic community’s awareness and involvement in crime prevention programs and legal issues affecting them. Local public officials and community leaders are afforded an opportunity to appear in many of these programs to present their agencies’ position on justice issues of special concern to Hispanics. For example, judges appeared to discuss the issue of judicial retention in Miami-Dade County; Mayor Alex Penellas addressed the issue of gun control; experts addressed the growing concern over school violence; Kathy Fernandez-Rundle and Benneth Brummer addressed important issues related to their offices, duties and services towards the community, and representatives from community agencies explained the services available to victims of domestic violence.

An example of our efforts to educate the Hispanic community of important legal issues facing them was our effort informational campaigns on the changes proposed in the recently approved constitutional amendments in Florida. On the importance of the HCPP’s informational campaign on the Constitutional Amendments, Miami-Dade State Attorney Kathy Fernandez Rundle commented that:
“Special mention should be made of the HCPP’s informational efforts during the successful attempt to revise the Florida Constitution. The HCPP was extremely helpful in informing the Hispanic electorate about the issues on the ballot. The success of the entire Constitutional Revision process owes much to the even-handed explanations of the HCPP and their determination to insure that the Hispanic community had sufficient information to make informed and intelligent choices.”

C. 2000-2001 ANNUAL ACCOMPLISHMENTS

Goal 1: Continue its efforts as a leading research center in the Southeastern United States. (Addresses G II, G IV, GV, T I, and T III)

Assessment Criteria (Measurable Outcome): Measure progress by the amount of external funding received and by publications produced in peer-reviewed scientific journals.

Accomplishment: Obtained $567,300 for fiscal year 2001-2002. Published more than 12 research reports.

Use of Results for Program Improvement: Shared the research findings with the profession and the public.

Goal 2: Continued developing research activities in Latin America and the Caribbean area to become an important player in this geographical region (Addresses G I, G II, G III, and T I)

Assessment Criteria (Measurable Outcome): Measure progress by international contacts, conferences, field trips and cooperative projects.

Accomplishment: Established a cooperative agreement with 8 Nicaraguan Universities and their respective Law Schools, and the University of Valencia Law School.

Use of Results for Program Improvement: Technical Interchange of information with peers in Latin America and the Caribbean. This advances the reputation and effectiveness of this program. Additionally three Law Professors from the University of Vigo, the University of Valencia and Jaume I University from Spain conducted legal research at CAJ during this year, spending more than three months each at FIU during this past summer.

Additional Accomplishments. For example:

1. Participation of center’s director in a national conference as guest speaker.

   Dr. Luis Salas participated as guest speaker in two international conferences, one in London and another one in Germany dealing with major issues of justice administration in developing countries and was invited to conduct research and participate in lectures in Africa, Haiti, Guatemala, El Salvador and Nicaragua.

2. Completed two major research projects not listed in the goals.

   This year, CAJ signed an agreement with the Advocate Program Inc, to establish the Advocate Center for Treatment and Training on domestic violence issues in Miami-Dade. Also, the CAJ Director and the CAJ Deputy Director completed a report on the state of justice administration of justice programs funded by USAID in the last ten years in Central American countries, Dominican Republic, Venezuela, Bolivia, Ecuador and Haiti.

D. 2001-2002 ANNUAL GOALS

2001-2002 Goal 1: (Addresses University Goal)

Goal 1: CAI will continue its efforts as a leading research center in the Southeastern United States. (Addresses G II, G IV, GV, T I, and T III)

Assessment Criteria (Measurable Outcome): Measure progress by the amount of external funding received and by publications produced in peer-reviewed scientific journals.

Accomplishment: Will obtained a minimum of $550,00 for fiscal year 2001-2002. Publish at least 6 research reports.

Use of Results for Program Improvement: Share the research findings with the profession and the public.

Goal 2: CAJ will continue developing research activities in Latin America and the Caribbean area to become an important player in this geographical region (Addresses G I, G II, G III, and T I)
Assessment Criteria (Measurable Outcome): Measure progress by international contacts, conferences, field trips and cooperative projects.

Accomplishment: Will continue establishing cooperative agreements with foreign Universities.

Use of Results for Program Improvement: Technical Interchange of information with peers in Latin America and the Caribbean will continue. This will continue advancing the reputation and effectiveness of CAJ. Additionally at least two Law Professors from Spain will conduct legal research at CAJ during next year, and will spend at least two months each at FIU during next summer.

E. EXECUTIVE SUMMARY

1. Major Activities - Prior Year

As indicated previously the following the Center’s mission and workplan, the following is a summary of CAJ’s activities implemented during the prior year:

Conferences and Training

As indicated previously, an integral part of the Center's academic mission is sponsoring major conferences on justice issues. CAJ held national workshops in several countries to review the state of the justice sector and to encourage national leaders to address concerns raised in an evaluation of the sector. During last year CAJ conducted national seminars in several Latin American countries to review specific issues facing the sector. For example, incorporation of an investigative police force into the Attorney General’s Office; restructuring of the Judicial Inspector’s Office, case tracking system design and training for the Judicial Inspector’s Office, the Public Defender’s Office and the Attorney General’s Office in Honduras; public corruption, interagency cooperation, criminal law, alternative dispute resolution, judicial career law, registries and court reorganization seminars and workshops in Honduras; public defender training in Bolivia, Honduras and the Dominican Republic; development of judicial training capability in Dominican Republic and Nicaragua, and training of judges and attorneys in modern trends in criminal law, constitutional law, criminal procedure and administrative law in Bolivia, Ecuador, Dominican Republic, Honduras, Nicaragua, Panama and Venezuela. All of these activities have been in support of or resulted in major reform initiatives.

CAJ has also managed regional conferences on major issues: information systems technologies, media-justice relations, court administration, gender issues facing the justice sector, alternative dispute resolution, property registration systems, civil procedure, and the impact of the justice system on indigenous communities. Additionally, CAJ has cosponsored meetings of Presidents of Latin American Supreme Courts and Presidents of Central American Supreme Courts to discuss common issues facing their systems. A variety of workshops and conferences have been coordinating in Miami to strengthen the capacity of Latin American Justice Commissions to adequately elaborate their mid and long-term workplans, Brazilian Justice Sector officials and Costa Rican Justice Sector officials have come to Miami to receive training in the areas of planning, justice administration, interagency cooperation and law school curriculum development.

In addition to these activities in furtherance of the improvement of the administration of justice in Latin America, as indicated in prior reports, the Center conducted a variety of workshops in Florida dealing with this State’s justice system. Two years ago, for example, CAJ cosponsored a workshop with the Dade County Bar Association on public ethics in South Florida. We have also sponsored training seminars on domestic violence and juvenile crime in Miami-Dade County and this past year CAJ sponsored a regional workshop in Orlando on the problem of domestic violence in Central Florida and the justice system’s response.

Academic Exchanges

An integral component of our academic mission is the establishment of linkages with important similarly situated academic centers throughout the region. One of CAJ’s proudest achievements has been sponsoring doctoral law students from other countries to conduct their research in furtherance of their doctoral thesis. During the last two years, for example, CAJ has received doctoral students from the law faculties of the University of Valencia, and the Jaume I University in Castellón, Spain. These students have benefited from the Center’s expertise and been able to use its bibliographic database during their stay at the Center.

CAJ has also entered into a number of academic cooperation agreements with a number of foreign academic institutions. As part of these agreements, Center staff has participated in workshops sponsored by law faculties in Argentina, Bolivia, Brazil, Chile, Ecuador, Honduras, Israel, Nicaragua, Panama, South Africa, Spain, United Kingdom, and Uruguay. In recognition of its expertise, the Center assisted the law faculty at the University of San Francisco de Quito
in Ecuador to develop a research center that could support the modernization of their judiciary. The Center also assisted the Law School of the Universidad Autónoma de Santo Domingo, Dominican Republic, reviewing and updating their curricula and establishing their master’s International Law Course (Cátedra).

**Florida Activities**

CAJ maintains offices in Miami and Orlando to carry out this project’s activities. CAJ produces a monthly one-half-hour television interview show on criminal law issues broadcast on commercial and public stations in Miami and Orlando. A similar format is followed for radio broadcasts as well as the production of informational messages and public service announcements. These programs provide information with the objective of increasing the Hispanic community’s awareness and involvement in crime prevention programs and legal issues affecting them. Local public officials and community leaders are afforded an opportunity to appear in many of these programs to present their agencies’ position on justice issues of special concern to Hispanics. For example, judges appeared to discuss the issue of judicial retention in Miami-Dade County; Mayor Alex Penellas addressed the issue of gun control; experts addressed the growing concern over school violence; and representatives from community agencies explained the services available to victims of domestic violence.

An example of our efforts to educate the Hispanic community of important legal issues facing them was our effort informational campaigns on the changes proposed in the recently approved constitutional amendments in Florida. On the importance of the HCPP’s informational campaign on the Constitutional Amendments, Miami-Dade State Attorney Kathy Fernandez Rundle commented that:

2. **Major Activities - Coming Year**

The Center plans to continue with its activities as defined in its mission statement and continue to design and implement administration of justice programs in Latin American countries and in Florida, which basically means that we will continue submitting proposals every time the corresponding RFP’s are published.