



Centro de Estudios de Justicia de las Américas
Justice Studies Center of the Americas



Justice Studies Center of the Americas (CEJA)

WORK PLAN 2025

CEJA WORK PLAN 2025

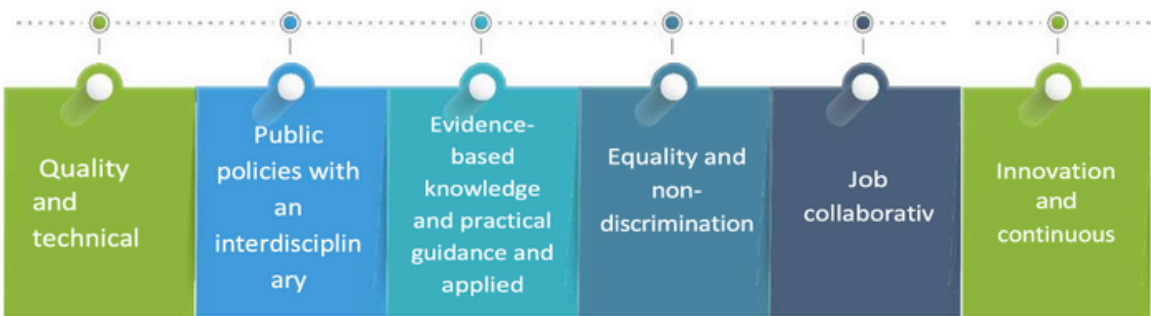
This document outlines the main activities that the Justice Studies Center of the Americas (CEJA) plans to carry out in 2025. The plan is flexible, as the Center may implement new activities throughout the year that are not included in this document, in accordance with its institutional mandate.

In 2025, CEJA will continue to implement activities aligned with the Priority Themes and Cross-Cutting Axes of the CEJA Strategic Plan 2022–2026.

Priority issues



Cross-Cutting Approaches



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1. Studies and Publications

- **Judicial Congestion in the Americas: First Regional Index 2025**

This publication analyzes judicial congestion rates in the courts of 13 countries in the region over the last six years. The study categorizes the findings into three levels—optimal, improvable, and critical—which reflect the status of case resolution in judicial institutions.

The research applies a longitudinal methodological approach that provides a broad and detailed view of the relationship between case resolution and judicial congestion in the selected countries.

The Index reviews data on incoming and resolved cases in judicial systems and focuses specifically on the judicial congestion rate. Based on the findings, the study offers technical recommendations for the proper management of caseloads and reduction of congestion.

The book will be published in Spanish and English, both digitally and in print.

- **Strengthening ADR Mechanisms from the State: CEJA's Regional Public Policy Proposal**

This book is part of the project “Paths to Resolving Civil and Family Conflicts”, developed by CEJA in partnership with the International Development Research Centre (IDRC) of Canada.

The publication analyzes the implementation of Alternative Dispute Resolution Mechanisms (ADR) in the region, with a focus on conciliation and out-of-court mediation. It also proposes guiding principles and strategic axes to promote ADR mechanisms through a comprehensive public policy approach.

It is intended for public policy makers who design, implement, or reform legal and institutional frameworks for ADR in Latin America, offering technical guidance to enhance their effectiveness.

The book will be published in Spanish and English, both digitally and in print, thanks to the CEJA-IDRC collaboration.



- **CEJA Instrument for Evaluating the Independence of Judges and Prosecutors in the Americas**

This publication offers a methodological tool designed to support the technical and practical measurement of independence within the judiciary and public prosecutor's offices in the Americas.

The tool is organized into categories, dimensions, and indicators that enable a systematic self-assessment of judicial and prosecutorial independence. It draws on the findings of CEJA's earlier publication "Independence of Justice Operators in the Americas" and international standards on judicial independence.

The material identifies risks and vulnerabilities that affect—or may affect—the independence of judges and prosecutors in democratic contexts. Its purpose is to foster self-assessment within justice institutions and among civil society, strengthening accountability, transparency, and judicial reform efforts. The book will be published in Spanish and English, both digitally and in print.

- **X-Ray of Judicial Reforms in the Americas 2025**

This publication seeks to identify the objectives and core characteristics of judicial reforms across Latin American countries over the past five years, and to determine whether regional trends exist regarding problems, goals, themes, and strategies.

The study analyzes the legal frameworks behind judicial reforms, systematizing key information to characterize and classify them. It categorizes reforms based on their organic or procedural nature, the institutions involved, subject matters, and their scope or depth.

The publication will be available in Spanish and English, in digital format.

- **People-Centered Justice: Access to Formal, Alternative, and Community Justice. Quantitative Report from Colombia and Peru**

Part of the "Paths to Resolving Civil and Family Conflicts" project (developed by CEJA in collaboration with IDRC), this publication presents statistical analysis of data collected in Colombia and Peru, particularly concerning out-of-court conciliation.



The study analyzes the legal frameworks behind judicial reforms, systematizing key information to characterize and classify them. It categorizes reforms based on their organic or procedural nature, the institutions involved, subject matters, and their scope or depth.

The publication will be available in Spanish and English, in digital format.

- **Alternative Dispute Resolution Mechanisms in the Americas: Regional Comparative Analysis 2025**

This publication offers a regional perspective on the state of ADR mechanisms with a special focus on conciliation and out-of-court mediation. Based on quantitative and qualitative data collected by CEJA in 2024, the report analyzes key topics such as legal regulation, the status of both judicial and out-of-court ADR services, public and private provision, and their application to different types of conflicts.

The study also explores issues like mandatory ADR, mediator profiles, and the enforcement of extrajudicial agreements. It will be published in Spanish, in digital format.

- **Judicial Systems Journal No. 25**

The 25th edition of “Judicial Systems” journal will be published in partnership with the Institute of Comparative Studies in Criminal and Social Sciences (INECIP - Argentina).

This edition will include contributions from justice system actors and specialists, focusing on judicial management, especially the progress and challenges faced by Judicial Offices across Latin America.

The journal will be published in Spanish, in digital format, and presented at two events co-organized by CEJA and INECIP.



- **English-language Publication: “Cooperation for the Investigation and Prosecution of Transnational Organized Crime in Bolivia, Peru, Chile, and Argentina”**

In 2025, CEJA will publish the English version of the analytical document developed in 2024. The study highlights the role of special investigative techniques and horizontal inter-institutional cooperation, which—together with the digitalization of procedures—offer new opportunities and challenges for addressing transnational organized crime in the region.

The publication will be available in digital format on CEJA’s institutional website. In addition, a regional forum will be organized to disseminate the report’s findings, share experiences among justice operators, and promote dialogue on the challenges of prosecuting transnational organized crime.

2. Projects

- **Applications of Technology and Artificial Intelligence to Improve Access to Justice**

This new CEJA project, implemented in partnership with INL Peru, aims to strengthen the capacity of the Judiciary of Peru to use mobile applications and artificial intelligence (AI) effectively and appropriately, enhancing transparency, accountability, and public access to justice.

Key activities include:

- A specialized training program for 100 judges in Peru
- An analytical study on the current use of technology and AI by judicial systems across the region

The project is carried out in collaboration with the Bureau of International Narcotics and Law Enforcement Affairs (INL) of the U.S. Department of State – INL Peru.



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3. Training

- **Implementation of the Course “Investigating Corruption by Following the Money” in Three Latin American Countries**

This course was designed by our institution in partnership with the German Agency for International Cooperation (GIZ) during 2024.

It is an innovative proposal that includes specialized modules on financial analysis and the design of investigative plans for the criminal prosecution of money laundering linked to acts of corruption. The content was developed based on a comparative review of existing academic offerings and an analysis of training needs identified in the region.

The course will be delivered in a hybrid format, combining virtual modules—available on the CEJACAMPUS platform—with in-person workshops conducted by experts in selected countries.

In 2025, three editions of the course will be delivered: two in Mexico, specifically in the states of Durango and Chihuahua, and a third in a second country to be defined jointly with GIZ.

- **Civil Justice Reform Program for the Judiciary of Panama**

In 2025, CEJA will continue implementing the Civil Justice Reform Program, targeting 520 judges, magistrates, and administrative professionals from Panama’s Judiciary.

This training will be delivered through the CEJACAMPUS platform.

- **Train-the-Trainers Program for the Civil Oral Justice Reform in Panama**

In 2025, CEJA will train 30 judicial officials from Panama’s Judiciary to become change agents for the successful implementation of the new oral system introduced by Law No. 402 of 2023 and the new Civil Procedure Code.

The training will be conducted in person and will include specialized modules and mock hearing workshops held in Panama.



- **Caribbean Course: “Improving Criminal Prosecution and Resocialization in Cases of Gender-Based Violence”**

In 2024, the course “Improving Criminal Prosecution and Resocialization in Cases of Gender-Based Violence in Latin America and the Caribbean” was adapted and translated into English by CEJA and GIZ. The original version was designed for Latin American countries.

The course includes six modules:

1. Protocols for receiving reports from gender-based violence victims and evaluating protection measures during investigations
2. Evaluation of procedural risks requiring precautionary or protective measures
3. Use of alternative outcomes and expedited criminal procedures
4. Application of case theory in gender-based violence investigations
5. Litigation and gender perspective in gender-based violence cases
6. Resocialization of individuals convicted of gender-based violence

The course will be delivered in a hybrid format (virtual via CEJACAMPUS and in-person), with experts in each selected country. Two editions will be held in 2025: one in Trinidad and Tobago and another in a second country to be defined in agreement with GIZ.

- **Regional Course: Improving Prosecution of Gender-Based Violence in Latin America**

In 2025, CEJA will continue delivering the Regional Course “Improving Criminal Prosecution and Resocialization in Cases of Gender-Based Violence in Latin America and the Caribbean”, developed in collaboration with GIZ. The 10th and 11th editions of the course will be offered virtually via CEJACAMPUS.

Additionally, one hybrid edition will be delivered, with an asynchronous virtual phase on CEJACAMPUS and a synchronous phase with local experts. It will be conducted in Spanish and in a Latin American country to be defined in agreement with GIZ.

GIZ will provide a partial scholarship covering 75% of the course cost, and the selection of participants will be coordinated jointly with GIZ.



- **Oral Litigation Training for the Ministry of Justice and Institutional Transparency of Bolivia**

In 2025, CEJA will implement Phase II of the oral litigation training program for the Ministry of Justice and Institutional Transparency of Bolivia, aimed at lawyers registered with the Ministry's Public Registry of Lawyers.

This training will be delivered in partnership with International Justice Mission – Bolivia and the Ministry of Justice of Bolivia. Phase I was conducted in 2024 for 301 lawyers via the CEJACAMPUS platform.

- **Training for Judicial Branches in Mexico for the Implementation of Civil Procedural Reform**

In 2025, CEJA will continue training Mexico's judicial branches to enhance their technical and operational capacities for the effective implementation of the country's new Code of Civil and Family Procedures. The training will emphasize audience management, oral proceedings, and judicial office administration. This training will include a diverse range of programs and courses in in-person, asynchronous, and hybrid formats.

- **New CEJA Programs and Courses 2025**

In 2025, CEJA will launch a strategic line focused on the design and implementation of a new regional training offering that responds in a relevant, innovative, and specialized manner to the main training needs of justice institutions in the Americas.

The aim of this initiative is to strengthen the technical capacities of justice operators through programs and courses aligned with key challenges faced by judicial systems, such as organized crime, artificial intelligence applied to justice, open justice, restorative justice, and judicial congestion, among others.

The new CEJA 2025 Training Offer will be guided by CEJA's signature methodological principles: experiential learning, competency-based education, and a contextualized, practical approach. It will feature a wide range of programs and courses in in-person, asynchronous, and hybrid formats, tailored to different institutional profiles. It will also include study visit programs to Chile and other countries in the region to promote the exchange of good practices and comparative experiences.



4. Events

- **Workshop in Colombia for the Implementation of Recommendations from the “Paths to Resolving Civil and Family Conflicts” Project**

In 2025, CEJA, in collaboration with the International Development Research Centre (IDRC) of Canada, will organize a workshop with officials from the Ministry of Justice of Colombia to present the main recommendations from the report developed under the project “Paths to Resolving Civil and Family Conflicts.”

The event will focus on strengthening out-of-court conciliation and mediation mechanisms in Colombia and exploring ways to implement them in the short and medium term. CEJA will prepare a matrix of recommendations tailored to the Colombian context, which will be presented as a central input during the workshop.

The activity will take place in Bogotá, Colombia, and will mark a key milestone in the articulation of comparative evidence, public policy, and institutional design. CEJA will monitor progress and agreements resulting from the workshop until the project’s completion.

- **Workshop in Peru for the Implementation of Recommendations from the “Paths to Resolving Civil and Family Conflicts” Project**

In 2025, CEJA, in collaboration with IDRC, will organize a workshop with officials from the Ministry of Justice and Human Rights of Peru to present the main recommendations from the report developed under the “Paths to Resolving Civil and Family Conflicts” project.

The event will focus on strengthening out-of-court conciliation mechanisms in Peru and exploring implementation strategies for the short and medium term. CEJA will develop a recommendation matrix tailored to the Peruvian context, which will serve as a central tool during the workshop.

The event will take place in Lima, Peru, and will serve as a key moment in the connection between comparative evidence, public policy, and institutional design. CEJA will follow up on the agreements and progress from the workshop until the project concludes.



- **International Seminar: “Violence and Organized Crime in Latin American Prisons”**

In 2025, CEJA will host this international seminar to foster dialogue and reflection on the growing problem of organized crime operating from within Latin American prisons, its impact on society and democracy, and the public policies needed to prevent its expansion while respecting human rights standards.

The seminar’s objectives are to:

- Analyze violence dynamics generated by organized crime inside prisons;
- Identify key causes and factors facilitating their external expansion;
- Assess the impact of such violence on justice and prison system stability and public trust;
- Propose public policies and strategies to prevent and control organized crime from prisons, with a focus on human rights and democratic principles.

The seminar will be co-organized by CEJA and the University of Talca in Chile, in a hybrid format, and streamed via CEJA’s YouTube channel.

5. Institutional Strengthening

- **Collaborative Roadmap Between CEJA and OAS Bodies 2025–2027**

As part of its 25th anniversary, CEJA has been officially recognized by the Organization of American States (OAS) as the specialized body on justice systems in the Americas. This recognition was formalized in Resolution AG/RES. 3029 (LIV-O/24), adopted at the 54th OAS General Assembly, which mandates CEJA to develop a Collaborative Roadmap to enhance its visibility, institutional sustainability, and coordination with other OAS bodies. In compliance with this resolution, CEJA will draft the CEJA-OAS Collaborative Roadmap 2025–2027, through a series of meetings with various technical bodies of the OAS, including the Secretariat for Strengthening Democracy, the Secretariat for Access to Rights and Equity (SARE), the Inter-American Commission on Human Rights (IACHR), and the Inter-American Court of Human Rights, among others. The Roadmap will be published and submitted to the OAS to demonstrate compliance with Resolution AG/RES. 3029 (LIV-O/24).



- **Design and Implementation of CEJA's New Institutional Website**

In 2025, CEJA will design and launch a new institutional website featuring a modern, user-centered design, optimized for access from various devices and aligned with CEJA's regional identity. The updated platform will enhance access to technical content, training opportunities, and showcase 25 years of CEJA's work.

The new site will include visual tools and improved structure for easier navigation and knowledge sharing. One key innovation is the country-based information layout, allowing users to view CEJA's work per country, along with regional comparative insights.

This new site aims to position CEJA as a regional technical leader in comparative studies, specialized training, and justice sector advocacy.

- **Building "Institutional Milestones: 25 Years of CEJA"**

To celebrate its 25th anniversary, CEJA will produce a document titled "Institutional Milestones: 25 Years of CEJA," showcasing its main achievements, institutional transformations, and the impact of its work from inception to the present day.

This initiative will involve collecting, selecting, and presenting key milestones in an interactive timeline, which will be published on CEJA's new website. This digital memory will not only commemorate CEJA's journey but also support its strategic projection as a leading regional justice institution.

- **Internships for Young Professionals from the Americas**

In 2025, CEJA will invite interns from across the region to contribute to research and institutional projects. The selection will prioritize diversity in academic backgrounds, cultures, nationalities, and incorporate a gender perspective.

These internships will offer young professionals valuable hands-on experience, exposure to applied research, and participation in international cooperation spaces. CEJA will also benefit from closer ties to emerging professionals committed to justice, promoting a regional network of young talent with public service values and a vision for justice across the Americas.



- **Promoting CEJA's Work on Social Media**

To expand its regional reach and strengthen institutional positioning, CEJA will intensify its digital outreach in 2025, using social media to share its activities and impact—including studies, training, and events—in a clear, accessible, and engaging manner.

The digital strategy will include visual content, info capsules, interviews, and audiovisual materials that highlight the technical value of CEJA's work across countries and at the regional level.



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