



CEJA

FINAL MANAGEMENT **REPORT** **2022-2025**

Executive Director
NATALY PONCE CHAUCA





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INTRODUCTION

Justice Studies Center of the Americas (CEJA)

Nataly Ponce Chauca, Executive Director, 2022–2025



This report describes the institutional development and main achievements of the Justice Studies Center of the Americas (CEJA) between 2022 and 2025 during my tenure as Executive Director. Its purpose is to offer an overview of the results, processes, and context that characterized the Center's work during these years in order to contribute to the strengthening and future performance of the institution.

I assumed the leadership of CEJA in January 2022 in a difficult context shaped by the global pandemic. That phenomenon transformed the agendas of judicial systems and reconfigured international cooperation in the hemisphere. In response, we advanced the strategies

and actions described in this report with three central goals: to strengthen CEJA's regional position, to preserve its institutional value, and to guarantee its sustainability.

Justice is essential for democratic development in the hemisphere and needs to be sustained by solid institutions. Safeguarding and strengthening CEJA's institutional framework and that of the justice systems it serves has been the guiding principle of this administration, especially given the context of uncertainty in the region.

I have carried out this work with the deep conviction that CEJA has an irreplaceable role to play in promoting regional policies and daily practices that improve judicial systems in the Americas. This is demonstrated by the work that we have done over the past four years with hundreds of magistrates, judges, prosecutors, public defenders, conciliators, and other operators who are fully committed to strengthening justice services in our hemisphere.

This report covers the different areas, processes, and qualitative and quantitative results achieved during my tenure at the helm of the Center. It addresses both the completed substantive work and internal aspects of institutional management. The report describes the studies published, the training deployed at regional and national levels, and the seminars and other activities organized during this period. In addition, I outline the Center's international visibility, new partnerships, and the progress made in regard to its institutional modernization.

One priority has been CEJA's sustainability. We have endeavored to ensure that it will continue beyond the period in question. In the pages that follow, I describe the Center's current financial situation and conditions related to its projected continuity in the coming years.

CEJA's expansion and diversification has been the mainstay of this administration. This process has included thematic expansion in line with the priority needs of the judicial systems; the diversification of CEJA's presence in the countries of the hemisphere; and the diversification of regional alliances, partners, and work and support teams. Similarly, the expansion and diversification of funding sources has been critical to achieving results during this period.

All the results achieved and presented in this report have been possible thanks to the dedicated work of a highly committed team. I would like to express my gratitude to CEJA's staff. Their hard work and dedication sustained the lines of work promoted. I would also like to thank the members of the Center's Board of Directors for their support over the years. My gratitude is extended to the cooperation agencies, CEJA's partner justice institutions, CEJA faculty and consultants, and the judicial authorities and justice operators of various countries whose leadership made it possible for us to develop projects and initiatives during this period.

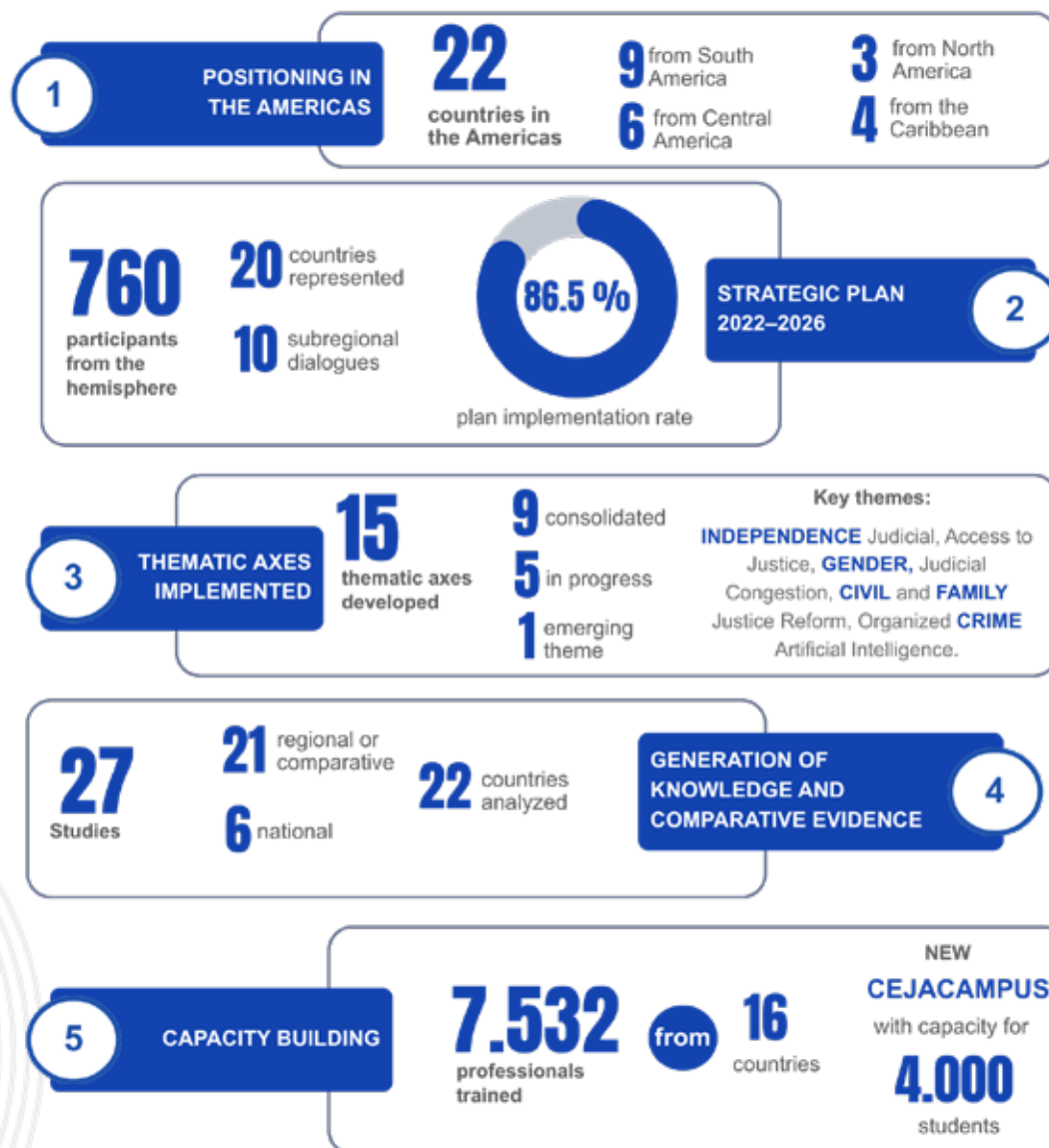
Managing CEJA has been a particularly significant challenge. I was an intern and researcher at the Center from 2005 to 2008. During that period, I learned to genuinely love this institution. Becoming Executive Director several years later meant returning to an institution that I respect and value, and which I have tried to lead with commitment, ethics, and professionalism, especially as the first woman to direct it. My purpose has been to contribute to the consolidation of a solid, sustainable organization capable of projecting itself firmly into the future.

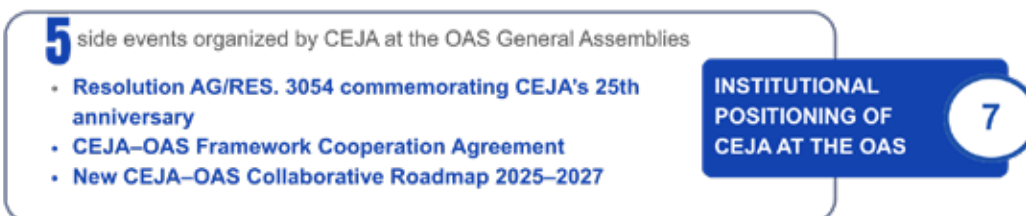
With deep gratitude, I dedicate my work to my mother, Constanza, and my friend Ely C., who passed away during this period and whose memory continues to accompany me.

I am optimistic about CEJA's future. Its technical, specialized, and independent nature will allow it to continue to contribute to the strengthening of the region's justice systems as a specialized agency of the Organization of American States [OAS]. I am confident that the institution will continue to make progress in fulfilling its mandate, and I hope that this report will contribute to furthering its institutional work in the coming period.

EXECUTIVE SUMMARY

This report presents the main results of the Justice Studies Center of the Americas during the period 2022-2025. The management had as central purposes to strengthen CEJA's hemispheric positioning, diversify the thematic agenda and ensure its institutional and financial sustainability.







1

2022–2026 STRATEGIC PLAN

One of the tasks that we had to complete at the outset of my term in January 2022 was to formulate a multi-year Strategic Plan for CEJA that would guide its institutional development in the following years.

The global and regional contexts were especially challenging due to the COVID-19 pandemic; Latin American justice systems operated largely in virtual modalities and judicial agendas were disrupted by the pandemic crisis. International cooperation was restricted and reoriented to health emergency issues. Internally, CEJA completed an important eight-year cycle of work promoting civil justice reforms in the region with the support of the cooperation agency Global Affairs Canada (GAC). This general context made it clear that CEJA's new strategic plan should be aligned with the needs and requirements of the region's justice systems in addition to creating the conditions that would ensure the Center's sustainability.

The 2022–2026 CEJA Strategic Plan was designed through a broad participatory process that is unprecedented at the Center. Ten subregional workshops were held with the participation of almost 800 stakeholders from 20 countries of the Americas. Those stakeholders represented justice institutions, civil society, cooperation agencies, academia, international organizations, CEJA training program alumni, and other key stakeholders.

The purposes of the participatory process were to ensure that CEJA's SP has regional legitimacy and to strengthen the Center's position as a forum for international dialogue on justice issues.

The CEJA SP establishes three strategic objectives:

- i)** to strengthen democracy and the rule of law through independent and people-centered justice systems;
- ii)** to contribute to effective access to justice, especially for vulnerable groups; and
- iii)** to increase CEJA's institutional impact through coordinated work, results-based management, and diversified financial sustainability. It also presents the cross-cutting approaches of equality and non-discrimination, technical excellence, collaborative work, innovation, empirical evidence, and results-based management.

A central aspect of CEJA's SP is that it identifies priority topics:

- i) women and people in vulnerable situations;
- ii) complex crime;
- iii) institutional management of justice and open/digital justice;
- iii) iv) ethics and integrity in the administration of justice; and
- v) emerging issues.

The CEJA SP was the main roadmap that guided the Center's institutional development during this period. Its implementation strengthened CEJA's regional positioning, facilitating the development of projects, partnerships, and activities in various countries of the hemisphere. It also guided the diversification and expansion of the agenda, the preparation of studies, and the design and execution of programs and courses, as we discuss in the following chapters.

In addition, the CEJA SP guided the modernization processes achieved during this period, including the updating of the website and CEJA's Virtual Campus. Similarly, its strategic framework was key to strengthening the Center's regional visibility and advancing strategic alliances, particularly with the Organization of American States (OAS). Finally, the implementation of the Plan guided the progress achieved in terms of financial sustainability through the diversification of financing sources, rational spending, and other measures detailed in this report.

I note that the CEJA SP is hemispheric in scope and includes specific goals for the Caribbean. A training program on justice and gender was designed for this subregion, and Caribbean operators were encouraged to participate in CEJA-organized seminars. Despite this progress, the consolidation of CEJA's institutional presence in the Caribbean continues to be a challenge.

At the close of this administration, the PE CEJA compliance is 86.5%, according to the respective evaluation report.



Virtual discussions for the design of the 2022-2026 Strategic Plan

Strategic Components of the 2022-2026 CEJA Strategic Plan

Aspect	Key data	Strategic value
Participation	760 people from the hemisphere participated in the formulation of the Plan.	Legitimate and representative process.
Regional coverage	14 countries participated in the formulation of the Plan. 10 from South America 6 from Central America 3 from North America and 1 from the Caribbean.	Hemispheric approach.
Participant profile	Representatives of justice institutions, civil society, academia, international organizations, and other entities.	Multi-actor construction.
Applied methodology	10 subregional discussions 1 virtual regional consultation in which 550 people participated.	Diversified methodological process
Applied methodology	10 subregional discussions 1 virtual regional consultation in which 550 people participated.	Diversified methodological process
Strategic objectives	1.To strengthen democracy and the rule of law in the Americas, contributing to the formation of independent, people-centered justice systems with improved management and results measurement capabilities. 2.To contribute to effective access to justice in the region, especially for people in vulnerable situations. 3.To increase CEJA's impact through coordinated work, results-based management, strengthened communication, and diversified financing.	They have guided CEJA's work during this period (2022-2026).

CEJA's degree of progress with respect to the SP 86,5%



2

CEJA'S POSITION IN THE HEMISPHERE

One of CEJA's priorities during this period involved broadening and diversifying its position in the countries of the Americas in keeping with its nature as an international organization created by the Organization of American States [OAS].

During this period, CEJA engaged with 22 countries in the Americas: nine in South America [41%], six in Central America [27%], three in North America [14%], and four in the Caribbean [18%]. For example, the Center conducted comparative or

CEJA Regional Positioning 2022–2025

ASPECT	KEY FACT	PERCENTAGE	STRATEGIC SIGNIFICANCE
CEJA's Strategic Positioning in the Americas 2022-2025	22 nations in the hemisphere		Enhances and broadens CEJA's hemispheric presence.
South America	9 countries: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, and Uruguay	41%	Collaboration, education, and the production of comparative evidence.
Central America	Six countries: Costa Rica, Guatemala, Honduras, Nicaragua, El Salvador, and Panama.	27%	Collaboration, education, and the production of comparative evidence.
North America	Three countries: Mexico, Canada, and the United States.	14%	Training.
The Caribbean	Four countries: Dominican Republic, Trinidad and Tobago, Guyana, Saint Lucia. Training and publications are available in English.	18%	Foundation for future expansion.

national studies, offered training activities or seminars, provided technical assistance, or had local alumni in those locations.

Este posicionamiento implicó que la cooperación técnica de CEJA sea adaptada a las realidades y prioridades de los Estados. La diversificación geográfica buscó además asegurar que el Centro tuviera diálogo con las instituciones judiciales y organismos de diversos países.

This positioning required CEJA to adapt its technical cooperation to align with the realities and priorities of the States. Geographic diversification was also meant to ensure that the Center engaged in dialogue with judicial institutions and organizations in various countries.

The hemispheric position achieved was the result of a strategy designed for two purposes. On the one hand, it advanced the diversification of projects, alternating regional initiatives with projects for States or specific national institutions. On the other hand, we engaged in flexible planning to take advantage of windows of opportunity with justice institutions and international cooperation agencies. This combined approach allowed the Center to reach different countries.

In the context of its territorial positioning, the Center focused on national issues without losing its regional perspective. This resulted in the development of research, training, and technical assistance that are relevant to the needs of the countries. It also involved technical, cultural, and institutional adaptation. Each project developed - in countries such as

Guatemala, Honduras, Panama, Costa Rica, Colombia, Peru, Bolivia, Mexico, Chile, and Argentina - required understanding the particularities of the justice systems, adjusting methodologies, and establishing relationships of trust with justice institutions and operators.

One key line of action during this period was the promotion of intraregional cooperation. CEJA encouraged professionals from different countries to contribute to processes developed in other countries. For example, as part of the Center's work, experts from Costa Rica provided training in Ecuador; teachers from Guatemala provided training in Peru; and judges from Mexico visited and met with their peers in Chile. In addition, teachers from Argentina developed technical assistance for Panama, among other experiences. This horizontal cooperation model reinforced the Center's inter-American mandate and made it possible to disseminate best practices, strengthen networks, and enrich regional training processes.

Intraregional cooperation was particularly strong in Central America. During this period, research, training programs, and opportunities for technical dialogue were developed that included operators from Guatemala, Honduras, Panama, El Salvador, and Costa Rica, contributing to the mutual exchange of lessons learned. We also continued to conduct our work in the Andean and Southern Cone countries, as well as in Mexico.

In the Caribbean, we arranged for operators from Trinidad and Tobago, Guyana, and

Saint Lucia to participate in seminars and training organized by CEJA. In addition, we have prepared a course on gender-based violence for the Caribbean in partnership with the German Federal Foreign Office. It will be implemented in the first quarter of 2026. Publications on judicial congestion, transnational organized crime, and judicial

independence are available in English for the Caribbean community.

Various bodies of the international justice community and the diplomatic missions of several states to the OAS recognized the strengthening of CEJA's hemispheric positioning during this period.

Map of the presence of CEJA in the Hemisphere 2022–2025



3

THEMATIC DIVERSIFICATION AND CROSS-CUTTING APPROACH

During this period, CEJA implemented 15 thematic axes that align with the diversification envisaged in the 2022-2026 Strategic Plan. These topics

covered both areas in which the Center has extensive experience and new topics specific to the current context of justice systems in the hemisphere.

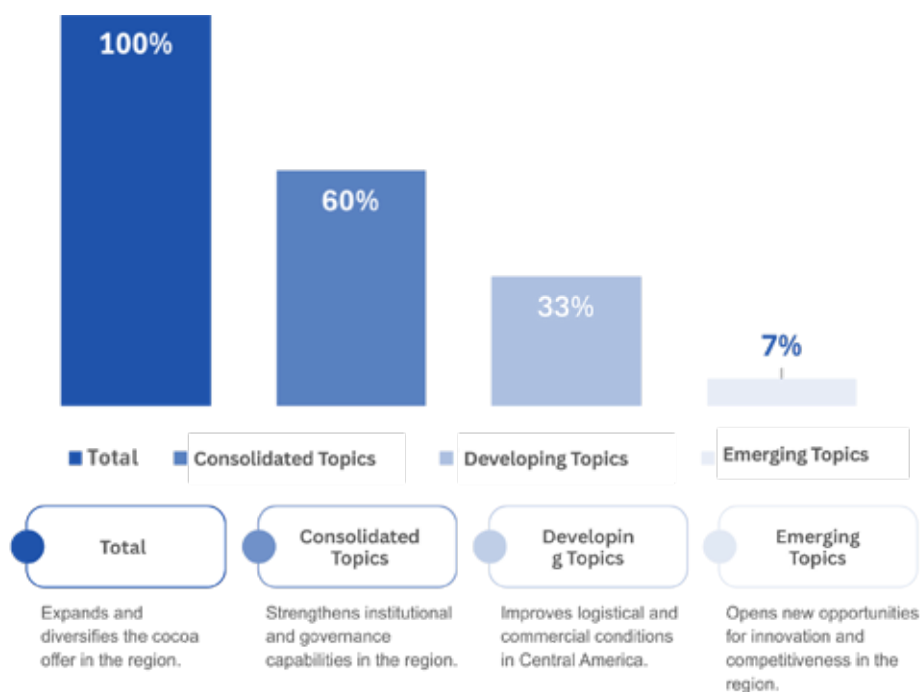
Thematic Diversification of CEJA, 2022-2025



For the purposes of this report, the thematic axes developed during this administration are organized into three levels based on their degree of evolution: nine Established Topics (60%), five New Topics (33%), and one Emerging Topic (7%). The first level corresponded to the areas in which CEJA had extensive

experience, which we sought to continue and consolidate. The new topics represent thematic lines developed to achieve an intermediate level of development. Finally, during this period, progress was made in an emerging topic (1) that comprises a line of work with potential future development for the Center.

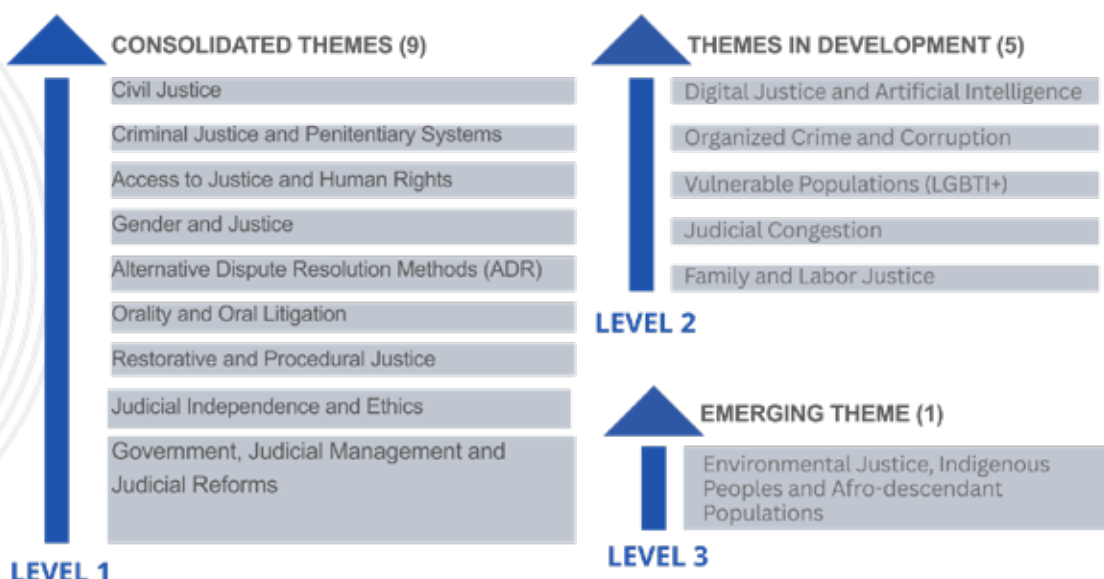
Themes by Level of Institutional Development by CEJA, 2022–2025



One important line of action was to maintain CEJA's cross-cutting institutional focus, which has been historically oriented toward the efficiency of justice systems, the improvement of organizational models,

the professionalization of judicial systems, and the systematic use of evidence for the formulation of public policy. This approach served as a coordinating axis for all the topics addressed.

CEJA Thematic Evolution Map 2022–2025



At the end of the year 2025, we can report that judicial reforms in the region reflect a broad and diverse agenda with no single guiding theme. This is indicative of the heterogeneity of the challenges faced by justice systems in the Americas. In this context, traditional obstacles persist, including the modernization of judicial management based on professionalization, a line of work historically promoted by CEJA and continued in this administration. During this period, we noted that while criminal, civil, labor, and family procedure reforms have been developed in Latin America in a way that privileges the use of oral models over the past 25 years, we must modernize our efforts to sustain and transform judicial services. The latter have been developed only partially. This is due mainly to structural resistance and a traditional corporate culture that has taken root in the region's judicial institutions.

On the other hand, new challenges are emerging that require the urgent attention

of the justice systems, particularly the region's prosecution services. This includes organized crime, a phenomenon that has expanded, intensified, and diversified in the region in recent years. This scenario requires not only strengthening institutional capacities to investigate and punish criminal structures but also adopting comprehensive institutional safeguards to prevent them from systematically influencing, penetrating or corrupting judicial institutions. This is essential to safeguard the rule of law in the region.

Finally, a new topic that is generating growing interest in the justice institutions of the Americas is the use of technologies, particularly artificial intelligence. AI-based tools could have the potential to drive a new wave of judicial reforms aimed at improving efficiency and quality of services. To this end, it is essential that they have as a common thread a focus on user services, placing them above the needs or interests of those who administer justice.

4

KNOWLEDGE CREATION, TRAINING, AND TECHNICAL ASSISTANCE

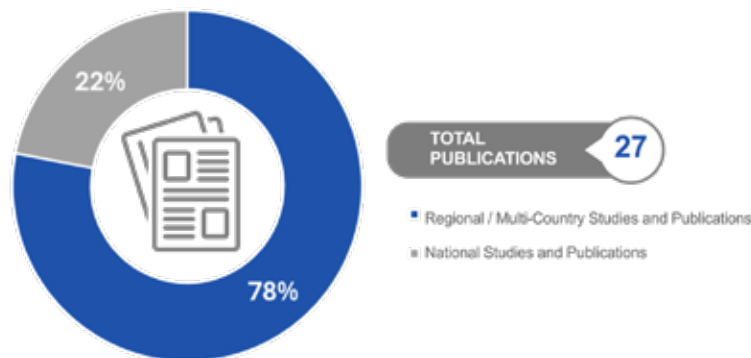
4.1.

RESEARCH AND GENERATION OF COMPARATIVE EVIDENCE

The production of studies constituted a central pillar of the administration, in fulfillment of CEJA's mandate. A total of 27 studies were conducted: 21 regional or

comparative studies (78%) and 6 national studies (22%). The studies covered 22 countries across the hemisphere.

Studies and Publications by Scope, 2022-2025



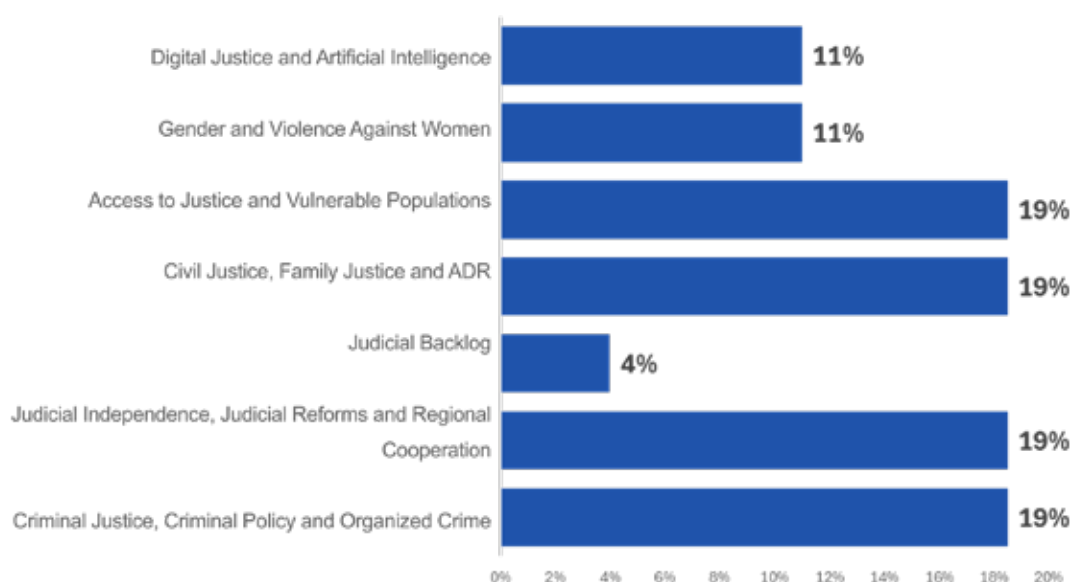
Studies and Publications by Country, 2022-2025



Through the studies, CEJA produced evidence, encouraged comparative analysis, identified progress and challenges in justice systems, and formulated practical recommendations for improving public policies in the area of justice. We leveraged our research to create a portfolio of applied knowledge that was widely disseminated and, in several cases, led to processes of dialogue, feedback, and implementation of the recommendations.

The studies formulated during this period covered a variety of topics, including access to justice, alternative dispute resolution mechanisms, judicial independence, judicial congestion, transnational organized crime, gender, family justice, digital transformation, and artificial intelligence in justice systems. This diversity made it possible to address both the specific needs of the States and regional demand for comparative evidence.

Studies and Publications by Topic, 2022–2025



One aspect of the Center's studies involved ensuring technical and methodological rigor. To this end, mixed methodologies were designed and applied, combining quantitative and qualitative techniques. These included semi-structured interviews, document analysis, comparative normative review, construction of statistical databases, and information matrices for regional analysis. Technical instruments for data collection,

questionnaires, guides, and comparative sheets were also developed, and informed consent protocols were used to safeguard good practices in the interaction with justice operators, communities, and users.

We strengthened our methodological work through the triangulation of sources and the incorporation of experts under the leadership of the institutional team and, in some cases, with the support of interns.



CEJA data collection in Chile, 2023

As a result, the studies presented findings consistent with the realities analyzed and important recommendations for the region's justice systems.

Another fundamental aspect in the formulation of the studies was the territorial collection of primary information, which we used to identify institutional dynamics and capture the experiences of both justice system operators and the users. With financial support from Canada's International Development Research Centre (IDRC), CEJA operators gathered data in 15 urban, rural, Andean, and Amazonian territories in Colombia and Peru. CEJA organized 21 workshops throughout Chile as part of our technical support for the design of the Public Prosecutor's Office's Criminal Prosecution Policy.

In Central America, our work with the International Justice Mission (IJM) made it possible to gather information in six countries on victims of gender-based violence. Team members gathered information on the National Specialized Justice System (SNEJ) in four departments of Peru through a partnership with the German cooperation agency (GIZ).

Another line of action involved verifying the quality of the information, validating it, and following up on recommendations. CEJA operators provided spaces for feedback during and after their development in order to ensure that the analyses would be relevant. For example, we held workshops in Colombia and Peru on family justice; validated the updating of the information of the First Regional Judicial Congestion Index with the judiciaries of Uruguay, Bolivia, Ecuador, and Costa Rica, among other countries; and



CEJA data collection in Peru, 2023

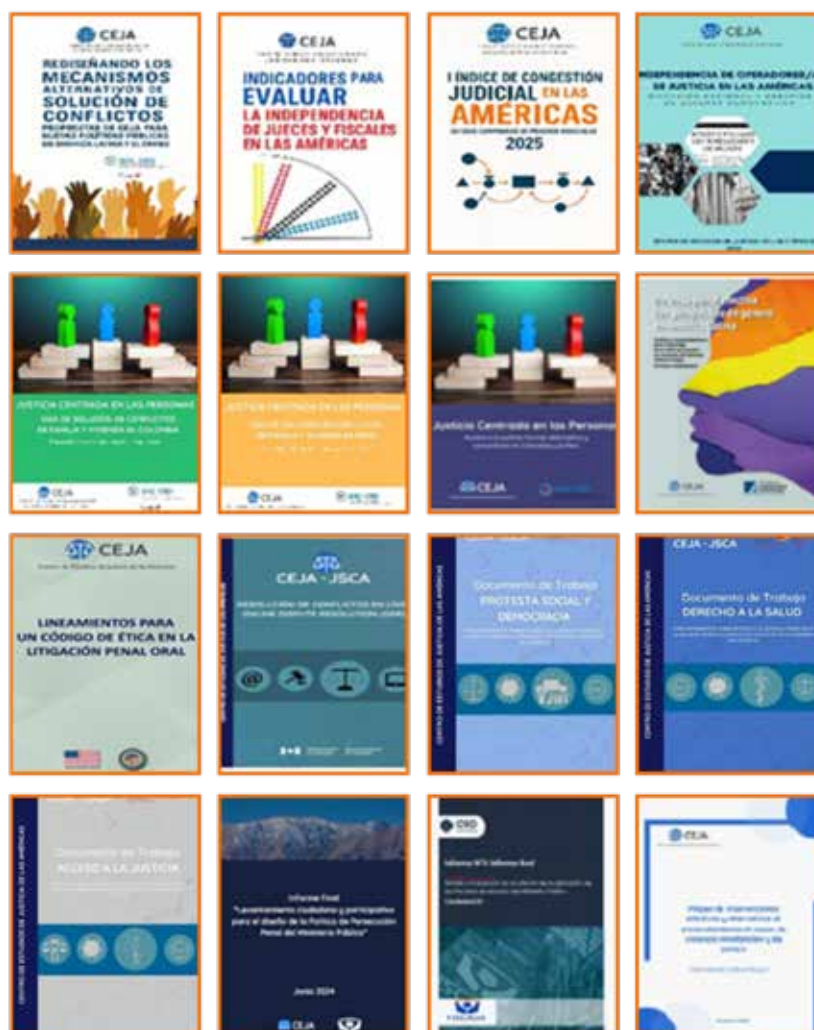
held technical meetings with the Public Prosecutor's Office of Chile to review the recommendations on criminal prosecution. In addition, we conducted a joint review of all project reports on gender violence with IJM. These efforts made it possible to deepen the contents, prioritize the recommendations, and encourage their institutional appropriation.

Under this administration, CEJA established itself as an entity that formulates practical recommendations. The studies featured strategic roadmaps, operational guidelines, institutional models, and differentiated recommendations for senior management,

technical teams, and operational personnel. The most important examples are the indicators featured in the study on the independence of judges and prosecutors in the Americas; the recommendations provided in the Regional Judicial Congestion Index; and the lines of action proposed in the publication Redesigning Alternative Dispute Resolution Mechanisms in Latin America and the Caribbean.

Some texts were translated into English in order to broaden the scope of the studies and research to the Caribbean and North America. Specifically, studies on topics such as judicial congestion, alternative dispute resolution, judicial independence, and transnational organized crime are available in both English and Spanish.

Covers of selected publications during the management period

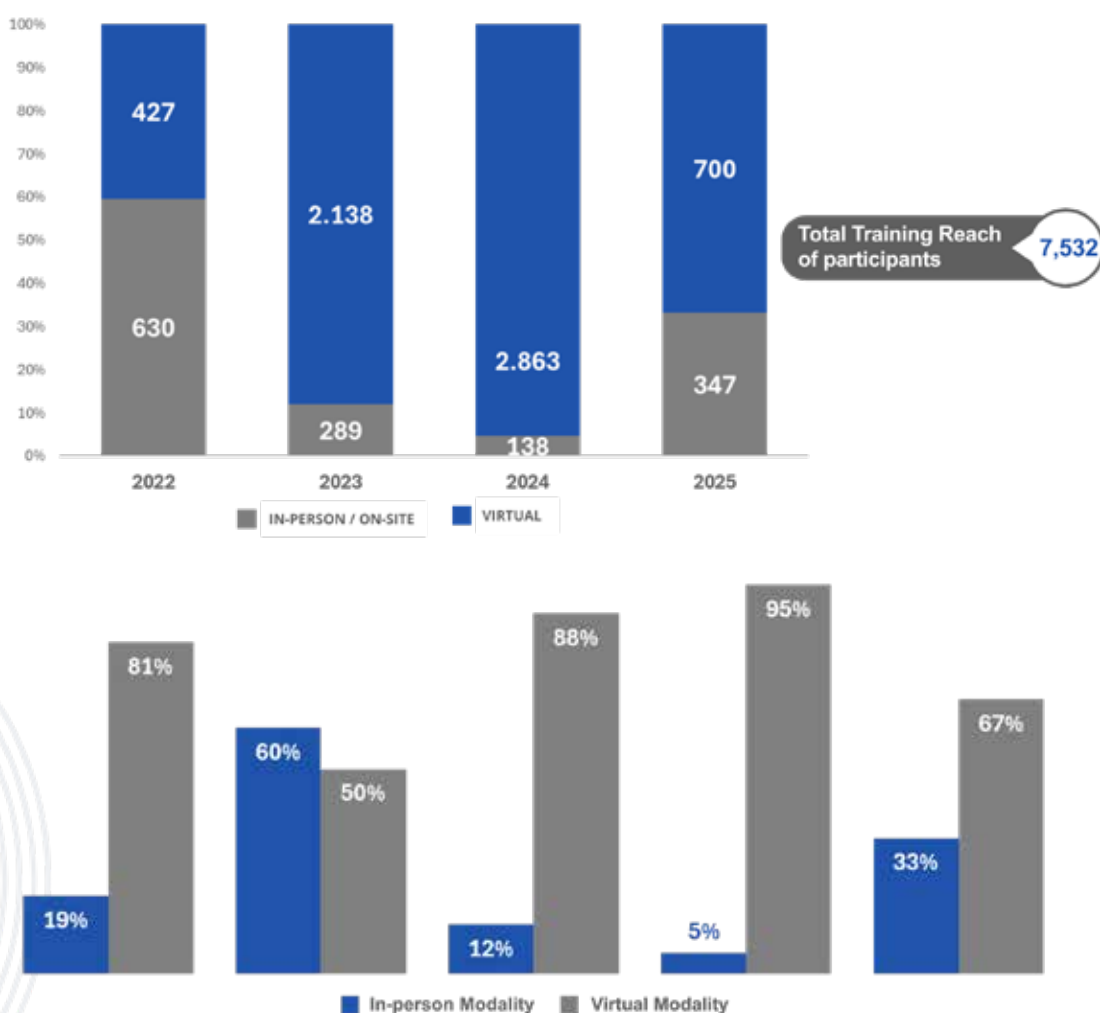


4.2. SKILL BUILDING: PROGRAMS, COURSES, AND WORKSHOPS

Training was the most dynamic line of work during the period. Our activities in this area were developed in response to the justice systems' need to strengthen capacities, modernize practices, and promote learning

based on regional experience. CEJA provided 7,532 people with training during this period: 6,128 (81%) received virtual or hybrid training and 1,404 (19%) people received face-to-face training.

Reach of CEJA Training 2022–2025



With respect to the origin of the participants, the Center's training activities brought together participants from 16

countries, 15 from the hemisphere and Spain.

Origin of Participants in CEJA Programs, Courses, and Workshops, 2022-2025

	Argentina		Honduras
	Chile		El Salvador
	Paraguay		Guatemala
	Uruguay		Ecuador
	Bolivia		México
	Perú		España
	Colombia		Nicaragua

The strategy for strengthening CEJA’s training was to expand and diversify the range of programs, courses and workshops, increase the number of students, innovate teaching methodologies, and strengthen the Center’s prestige as a specialized body in the field of justice.

The first line of action was the modernization of CEJA’s virtual training platform. We implemented four measures in 2023: the review and debugging of existing programs

and courses; the addition of new readings, manuals, and support materials; updating the visual presentation to offer a more modern and user-friendly experience; and the expansion of its capacity to serve up to 4,000 students in real time. These actions led to unprecedented levels of participation in 2024, with more than 3,000 students participating in training activities, more than 2,000 of whom accessed the content on CEJACAMPUS.



Workshop on family justice for the Judicial Branch of Peru, 2024



Workshop on Governance and Judicial Management for the Supreme Court of Justice of Ecuador, 2025



Presentation of Diplomas to officials of the Judicial Branch of Oaxaca, Mexico, 2024

A second line of action was the promotion of three training modalities:

- i) face-to-face programs and courses in different countries;
- ii) virtual programs and courses; and
- iii) hybrid modalities that combined asynchronous modules with synchronous sessions or face-to-face activities. These modalities made it possible to adapt the Center's training offerings to the needs of the institutions and the logistical conditions of each country, creating a flexible and effective regional training model.

We conducted annual updates of the Center's training programs and courses and expanded our offerings. This included addressing areas that have historically been part of CEJA's work, such as judicial governance and management, civil justice reform, class actions and case management, as well as new topics such as organized crime, money laundering, and artificial intelligence.

Dissemination was another component of the training strategy. We updated the format of the CEJA Training Catalog in 2025, adding codes that identify the course programs and the three implementation modalities. The dissemination strategy included sending letters of introduction to the region's justice institutions and holding meetings to present the Center's training offerings, identify needs, and explore opportunities for collaboration.

One program that acquired special importance was "Improving the Criminal



Study Visit of the Judicial Branch of the State of Querétaro to Chile, 2024



Program on Civil Justice for the Judicial Branch of Mexico City, 2024

Prosecution of Gender Violence,” which was designed in partnership with the German Ministry of Foreign Affairs. CEJA offered it 10 times at the regional level and through national versions in the Dominican Republic, Costa Rica, Mexico, Paraguay, and other countries. This program integrated asynchronous, synchronous, and face-to-face modalities, which facilitated its adaptation to national contexts. Its methodological design was innovative, combining written materials with audiovisual resources, including a video of a real case on victimization routes and practical challenges in the criminal investigation of gender-based violence. At the end of the year, this program will be adapted to English for implementation in the Caribbean in 2026.

Another line of work was international exchanges between South America, Central America, and North America. With the support of the Bureau of International Narcotics and Law Enforcement Affairs (INL), a delegation from Argentina traveled

to the United States to learn more about the functioning of the U.S. federal system. Judges from Peru also visited Argentina, Colombia, and Chile, where they observed innovative practices in the area of gender-based violence. Justice operators from Mexico traveled to Chile to learn about judicial management models, observe hearings, and learn more about family and labor justice reforms in the country.

During this period, CEJA promoted virtual and hybrid spaces for regional exchange. The Chief Justice of the Supreme Court of Colombia delivered training in Panama; experts from Mexico contributed to programs in Peru; and experts from Costa Rica taught a workshop for the Judiciary of Ecuador. The combination of virtual and hybrid modalities ensured technical quality and optimization of available resources.

Instructors were key to achieving the Center’s training results. Experts on topics including organized crime, artificial intelligence, gender violence, judicial management, and judicial independence led courses under CEJA’s supervised pedagogical coordination.

We also began offering training to a broader audience. Although most of the programs and courses were aimed at justice operators, there were students from civil society and the academic sector. Chilean medical and mental health officials received training on LGBTQIA+ human rights and mental health.



Closing Ceremony of the Gender Program for the Public Prosecutor's Office of the Dominican Republic, 2023

Finally, we included course evaluations to measure the quality of the programs and courses, including the relevance of the contents, teaching performance, and the practical usefulness perceived by the participants. The evaluations yielded

positive results, with ratings mostly in the “very good” and “excellent” categories, which reaffirms the pedagogical and technical soundness of the training work carried out.

4.3. SKILL BUILDING: SEMINARS AND DISCUSSIONS

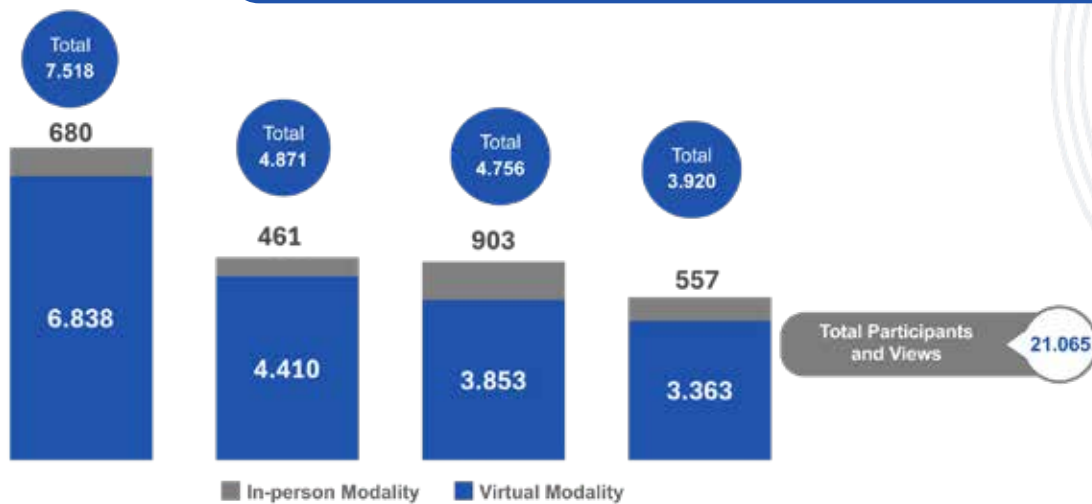
During this period, CEJA organized multiple seminars and discussions on topics relevant to the judicial systems of the Americas. The goal was to position CEJA as a space for hemispheric technical dialogue on justice issues. Between

2022 and 2025, CEJA seminars and talks reached a total audience of 21,065 people, of which 18,464 (88%) were virtual and 2,601 (12%) corresponded to face-to-face participants.



International Seminar “Conflict Resolution Mechanisms: Dialogues for a New Regional Agenda” organized by CEJA in Colombia, 2024

Audience of CEJA Seminars and Roundtables 2022–2025



The seminars held in 2022 included the “Regional Seminar: Gender and Access to Justice from an Intersectional Perspective.” It took place in Chile and marked the end of the project with Global Affairs Canada. The program featured experts from Latin America and the Caribbean.

One highlight from 2023 was the I International Forum “Oral Procedures in Family Proceedings in Peru,” which was organized with the Peruvian Judicial Branch. In the year 2024, the “Regional

Seminar: Alternative Dispute Resolution Mechanisms” was held in Colombia with the support of the International Development Research Center (IDRC). It brought together experts from 11 countries of the Americas. Finally, in 2025, the International Seminar “Violence and Organized Crime in Prisons” was organized in Chile in partnership with University of Talca. Most of these activities were face-to-face and transmitted virtually, with English interpretation.



International Seminar: “The criminal prosecution of drug trafficking from the international experience” organized by CEJA in Argentina, 2022



International Seminar “Gender equality in access to justice from an intersectional approach” organized by CEJA in Chile, 2022

With regard to the discussions organized by the Center during this period, the 10 discussions held for the development of the CEJA Strategic Plan 2022-2025 are of note, as are the more than 30 regional discussions with judicial system officials and actors on access to justice for migrants, judicial congestion, judicial independence, use of technologies, among other topics.



4.4. TECHNICAL ASSISTANCE AND INSTITUTIONAL SUPPORT

Technical assistance constituted the third axis of the strategy implemented to facilitate the production of studies and the provision of training with direct support to justice institutions.

Technical assistance was provided in Peru, Panama, Paraguay, and Chile. In Peru, we

designed manuals and tools to strengthen family justice work and provided technical assistance in the form of guidelines for action in the Judicial Branch. In Panama, we supported for the formulation of the case management protocol for the implementation of the civil justice reform. In Paraguay, we supported the



Seminar on Case Management for the Judicial Branch of Panama, 2025

implementation of the digital prosecutor's file for the Anti-Corruption Unit in partnership with the Center for Justice Studies (CEJ) and USAID. CEJA participated in an institutional strengthening project for the Public Prosecutor's Office in Chile in partnership with a private firm.

Although progress was made in the aforementioned processes, the scope of the Center's technical assistance was more limited than initially planned. However, the results show that the combination of training and technical assistance can generate significant impacts, as evidenced by the experiences described above.



Technical assistance for the design of an LGBTQ+ Rights Manual in mental health facilities in Chile, 2025

5

POSITIONING CEJA WITHIN THE OAS

A strategic objective of the administration was to strengthen the institutional relationship between CEJA and the Organization of American States (OAS), whose mandate guides its hemispheric

work. To this end, actions were promoted to enhance coordination, visibility, and cooperation, aimed at reinforcing CEJA's positioning as the OAS's specialized body on justice systems in the Americas.

5.1. CEJA AT THE OAS GENERAL ASSEMBLIES



CEJA at the 55th Session of the OAS General Assembly, 2025

In 2022, on the occasion of CEJA's participation in the OAS General Assembly, we arranged for formal recognition of CEJA as a body created by the Organization of American States. In 2023, we took the steps necessary for it to be incorporated

into the official agenda of the Assembly and address the plenary. It was included on said agenda in the following years of this administration as well, strengthening the Center's institutional visibility and political presence.



President of the Governing Council, Jenny Murphy, at the 52nd OAS General Assembly, 2022



Executive Director, Nataly Ponce, at the 53rd OAS General Assembly, 2023



President of the Governing Council, María Victoria Rivas, at the 54th OAS General Assembly, 2024

Table x CEJA Participation in OAS General Assemblies, 2022–2025

GENERAL ASSEMBLY OF THE OEA		CEJA PARTICIPATION	REPRESENTATIVES
2022	52nd Regular Session of the OAS General Assembly	Registration of CEJA as an agency of the OAS and its institutional participation	Jenny Murphy, President of the CEJA Board of Directors Nataly Ponce, Executive Director
2023	5rd Regular Session of the OAS General Assembly	CEJA participates, is on the Official Agenda, and addresses the plenary	Chair of the Board of Directors Jenny Murphy and Board Member Maria Victoria Rivas Nataly Ponce, Executive Director
2024	54th Regular Session of the OAS General Assembly	CEJA participates, is on the Official Agenda, and addresses the plenary	President of the Board of Directors Maria Victoria Rivas Nataly Ponce, Executive Director
2025	55th Regular Session of the OAS General Assembly	CEJA participates, is on the Official Agenda, and addresses the plenary	President of the CEJA Board of Directors Bruno Novoa



Chairman of the Board of Directors, Bruno Novoa, at the 55th OAS General Assembly, 2025

5.2.

PARALLEL EVENTS ORGANIZED BY CEJA AT THE OAS GENERAL ASSEMBLIES



Side event of CEJA at the 54th OAS General Assembly "Pathways to conflict resolution and vulnerable populations in the Americas", 2024

Beginning in 2023, this administration organized parallel events on behalf of CEJA at the OAS General Assemblies to increase the Center's visibility and interact with other OAS bodies and delegations.

The first parallel event organized by CEJA was held in Washington, D.C. in 2023, where the regional study on

judicial independence was presented. We organized four parallel events –a first for the institution– at the 2024 Assembly in Paraguay. CEJA carried out these activities in partnership with cooperation agencies and civil society organizations. In 2025, the OAS General Assembly organizers decided not to include parallel events.



Side event of CEJA at the 54th OAS General Assembly "Women's rights in rural areas and their access to justice in the Americas", 2024



Side event of CEJA at the 54th OAS General Assembly "Security of Judges and Prosecutors against Organized Crime in the Americas", 2024

Table x Parallel Events Organized by CEJA at OAS General Assemblies, 2022-2025

	LOCATION	PARALLEL EVENT	IN COLLABORATION WITH
2023	Washington D.C. EE.UU.	"Independence of Justice Operators in the Americas"	Hunton Andrews Kurth LLP and the Due Process of Law Foundation (DPLF)
2024	Asunción, PARAGUAY	"Women's Rights in Rural Areas and Access to Justice"	Ministry of Foreign Affairs of Germany, Inter-American Commission of the OAS, and Government of Paraguay
2024	Asunción, PARAGUAY	"Security of Judges and Prosecutors in the Context of Organized Crime in the Americas"	Ibero-American Association of Public Prosecutor's Offices (AIAMP) and Center for Judicial Studies (CEJ)
2024	Asunción, PARAGUAY	"Conflict Resolution Pathways and Vulnerable Populations in the Americas"	International Development Research Centre (IDRC)
2024	Asunción, PARAGUAY	"Inter-American Principles, Civil Society, and Freedom of Association"	Center for Judicial Studies (CEJ) of Paraguay and International Center for Not-for-Profit Law (ICNL)



CEJA side event at the 53rd OAS General Assembly "Independence of Justice Operators in the Americas", 2023

5.3.

INSTITUTIONAL MEETINGS WITH THE OAS GENERAL SECRETARIAT

As part of CEJA's political strengthening efforts, we met with the two OAS Secretaries General who served during this period. In 2022, we held a working meeting in Washington, D.C. with then Secretary General of the OAS Luis Almagro to present the



OAS Secretary General Luis Almagro meets with CEJA Executive Director Nataly Ponce, 2022



OAS Secretary General Albert Ramdin meets with CEJA Executive Director Nataly Ponce, 2025

Center's 2022-2026 Strategic Plan and address the main challenges of the justice systems in the region. In 2025, CEJA met with OAS Secretary General Albert R. Ramdin during his official visit to Chile to discuss CEJA's work on behalf of the hemisphere's justice systems.

5.4.

CEJA-OAS FRAMEWORK COOPERATION AGREEMENT

In 2024, a Framework Cooperation Agreement was signed between CEJA and the OAS General Secretariat. This tool is necessary to coordinate programmatic initiatives with the Inter-American

Commission on Human Rights (IACHR) and other OAS bodies. It also provided support for the design of the Collaborative Roadmap approved by the General Assembly that same year.

5.5.

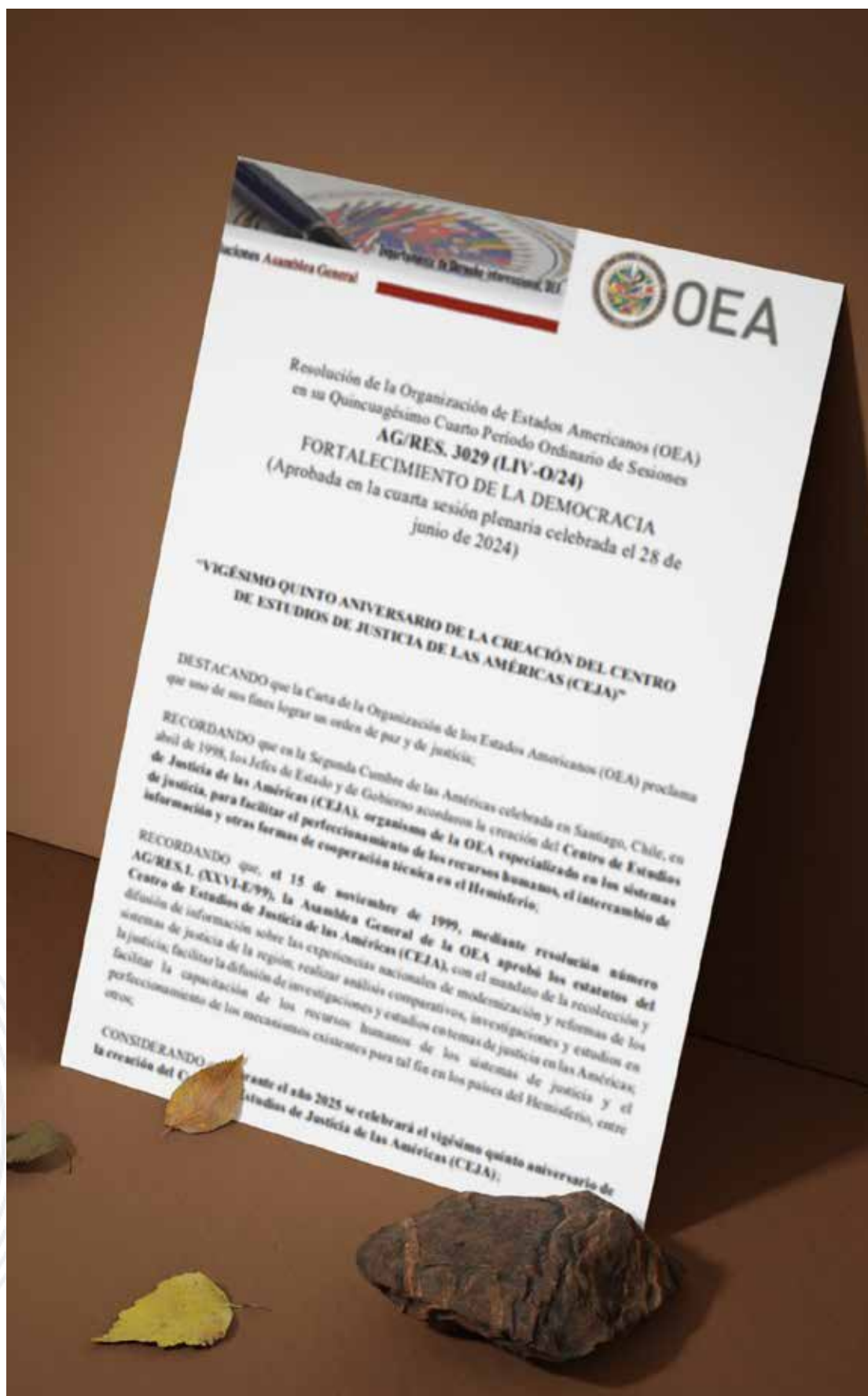
RESOLUTION AG/RES. 3054 COMMEMORATING CEJA'S 25TH ANNIVERSARY

In early 2024, Resolution AG/RES. 3054 of the Organization of American States (OAS) was passed commemorating CEJA's 25th anniversary. The purpose of this initiative was to boost the Center's visibility within the OAS. This administration prepared the draft resolution, held discussions with various delegations of the States, and coordinated its official presentation to the Member States.

Resolution AG/RES. 3054 formally recognizes CEJA as the OAS specialized agency for judicial systems, reaffirming its hemispheric mandate. It also highlights its history, prestige, technical independence, and contribution to judicial reform processes in the region. The text also calls on OAS bodies and States to enhance their

collaboration with CEJA. Finally, it provides for the development of a collaborative roadmap between CEJA and various OAS bodies.

The support of the Member States was crucial to the negotiation of this resolution. The Permanent Mission of Chile to the OAS undertook the formal presentation of the project from its early stages. The Permanent Mission of Paraguay joined the initiative and co-presented the resolution, playing a fundamental role in its political promotion with the support of Board member María Victoria Rivas. The delegations of Costa Rica, Colombia, Mexico, and other member states contributed to generating the hemispheric consensus necessary for the resolution to be approved.



5.6.

CEJA-OAS COLLABORATIVE ROADMAP

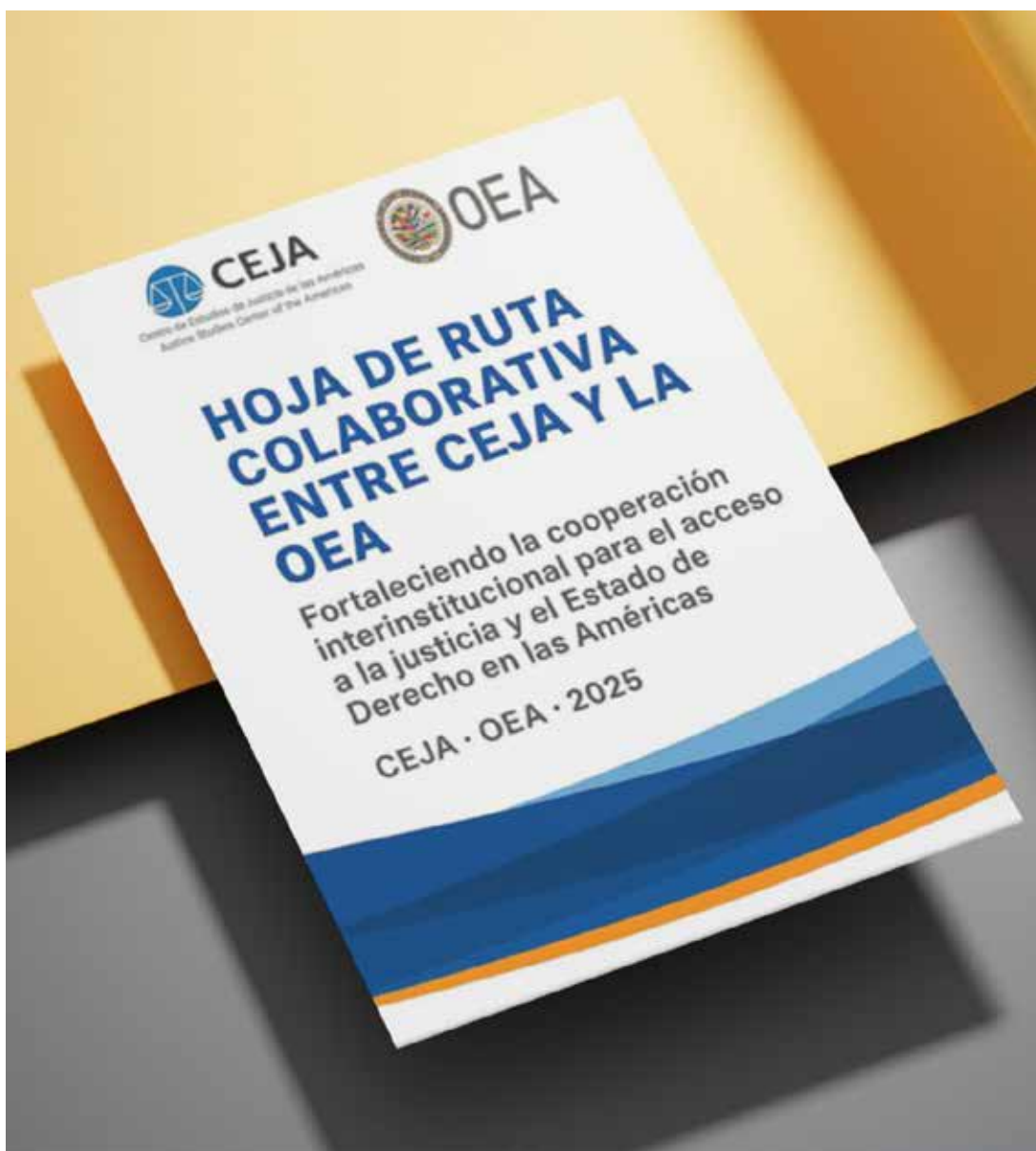
Per Resolution AG/RES. 3054, the Collaborative Roadmap with the Organization of American States was developed in 2025. It is a strategic instrument that promotes the Center's political and technical dialogue with other key OAS bodies. These include the Office of Relations with Civil Society (ORSC), the Inter-American Commission on Human Rights (IACHR), the Inter-American Court of Human Rights (IACHR Court), the

Secretariat for Strengthening Democracy (SFD), the Inter-American Commission of Women (CIM), and the Department against Transnational Organized Crime (DDOT).

This tool sets out the activities established through bilateral meetings held by the Center with each OAS agency. It also establishes a gradual implementation process through the year 2027 and funding through the mobilization of jointly managed resources.

OAS Bodies in the CEJA-OAS Collaborative Roadmap 2025–2027





5.7.

ENGAGEMENT WITH PERMANENT MISSIONS AND OAS BODIES

During this period, we promoted communication between the Center and the Permanent Missions of the States to the OAS. We shared information on studies, publications, training programs, and other relevant activities through

official notices. These communications were also addressed to the Inter-American Commission on Human Rights, the Inter-American Court of Human Rights, and other OAS bodies.

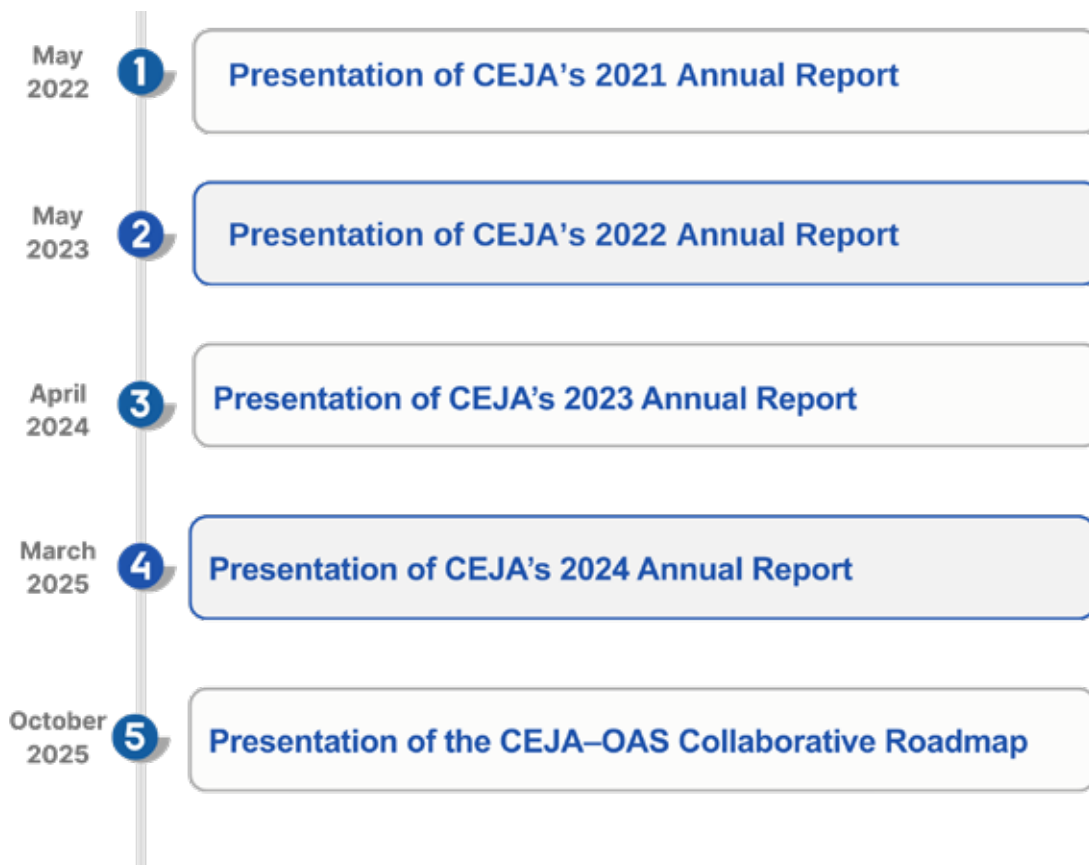
5.8.

ACCOUNTABILITY TO THE OAS COMMITTEE ON JURIDICAL AND POLITICAL AFFAIRS

During this period, CEJA submitted the corresponding Annual Report to the OAS Committee on Juridical and Political Affairs [CAJP] each year. The Center provided OAS Member States with a comprehensive overview of the activities carried out, such

as regional studies, training, technical assistance, and regional events. This transparency exercise also provided information on the Center's financial statements.

CEJA before the OAS Committee on Juridical and Political Affairs 2022–2025



6

STRATEGIC ALLIANCES AND CEJA'S PRESENCE IN IMPORTANT SPACES



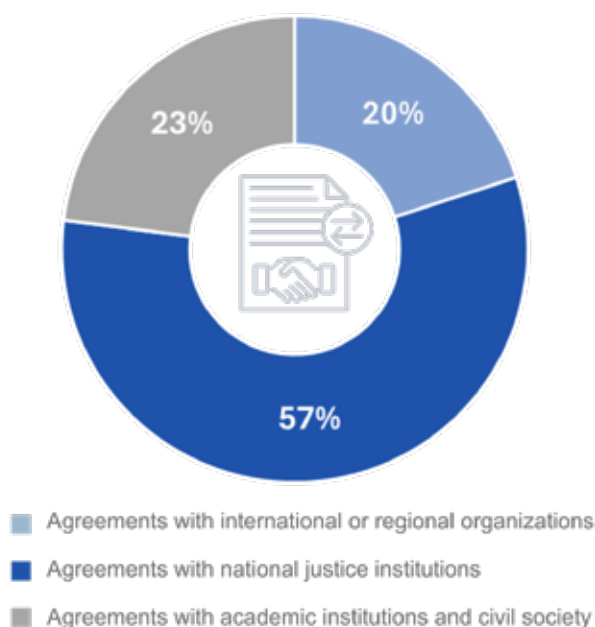
XXI Cumbre Judicial Iberoamericana realizada en el Perú, 2023

During this period, CEJA's strategic alliances were expanded and diversified through the signing of agreements and institutional presence in relevant regional forums.

We entered into 30 agreements during this period: six with hemispheric or regional organizations (20%), 17 with national justice institutions (57%), and seven with civil society or academic entities (23%).

Agreements Signed by CEJA 2022–2025

	PERIOD 2022–2025	THEY CONSOLIDATED CEJA'S INTERNATIONAL NETWORK AND COLLABORATION
AGREEMENTS WITH INTERNATIONAL OR REGIONAL ORGANIZATIONS	Organizations with hemispheric or regional scope, including the OAS General Secretariat; AIAMP, ABA, IIM, among others.	Strengthened CEJA's alliances with hemispheric or regional organizations.
AGREEMENTS WITH NATIONAL JUSTICE INSTITUTIONS	Judicial Branches, Public Prosecutor's Offices, Ministries of Justice, and other judicial bodies.	Mainly facilitated training processes.
AGREEMENTS WITH ACADEMIC INSTITUTIONS AND CIVIL SOCIETY	Universities and civil society organizations.	Fostered partnerships for research, seminars, and training.



With regard to agreements with international or regional organizations, the most noteworthy are the Collaboration Agreement with the Ibero-American Association of Public Prosecutors (AIAMP), the Agreement with the General Secretariat of the Organization of American States (OAS), and the Agreement with the International Justice Mission (IJM).

The Center's efforts included reactivating its attendance at the Plenary Assemblies of the Ibero-American Judicial Summit after several years of absence and resuming its participation in the assemblies of the Ibero-American Network of Judicial Schools (RIAEJ).

National agreements were signed with judiciaries, public prosecution services, public defense services, professional associations, and civil society organizations involved in the protection

of human rights and the prevention of torture. These include the agreement signed in 2023 with the National Conference of Superior Courts of Justice of the United Mexican States (CONATrib), which allowed for training activities in the area of civil justice reform.



Information sheets delivered by CEJA at the XXI Ibero-American Judicial Summit held in Peru, 2023

7

EXECUTIVE SECRETARIAT AND ACTIVITIES OF THE BOARD OF DIRECTORS



CEJA Board of Directors meeting in Chile, 2025

The Board of Directors is CEJA's governing body. It is comprised of seven members appointed by the Member States of the Organization of American States (OAS) through nomination and election processes before the OAS General Assembly. The functions of the Board of Directors are established in the Center's Statutes and include overseeing compliance with its regulations and following up on the institutional guidelines defined for each period. In this context, the Executive Directorate also acts as the Council's Executive Secretariat, providing the technical, administrative, and documentary support necessary for the development of its work.



Councilor Cecilia Barrios Ortega at the 54th OAS General Assembly, 2024

During this period, we maintained the regular operation of the Board of Directors by facilitating regular and extraordinary sessions, both virtual and in person. This work included logistical organization of meetings, preparation of the required documents, and coordination of the formal processes associated with the operation of the Center's governing body.

The Executive Directorate made available to the Board of Directors the reports and documents required by institutional regulations -including annual management reports, thematic reports, external audits, financial statements, study progress, institutional budget, and work plans- together with presentations and complementary materials prepared according to the requirements of each session. This provision of information gave the Board of Directors the inputs necessary for the exercise of its statutory functions and a comprehensive view of the institutional work carried out during the period.

A key aspect of the period was the creation of new opportunities for the Board to participate in activities related to the OAS. For the first time, CEJA Board members participated as institutional representatives in the sessions of the OAS General Assembly, which strengthened CEJA's presence in the intergovernmental forums of the Inter-American System.

The Board also participated in the process of formulating the Collaborative Roadmap between CEJA and various specialized



Advisors Nadia Noemí Franco Bazan (Panama) and Jenny Murphy (United States) at an international seminar organized by CEJA in Colombia, 2024

areas of the OAS in compliance with Resolution AG/RES. 3029 (LIV-O/24). Through a designated working group, Board members contributed to the different stages of the design of this instrument, helping to establish guidelines for future cooperation.

The Board of Directors also participated in seminars, activities, and events organized by CEJA in countries such as the United States, Peru, Colombia, Argentina, Paraguay, and Chile. The Board of Directors promoted opportunities for collaboration on behalf of CEJA in Paraguay, the United States, Argentina, Guatemala, Ecuador, Canada, Panama, and Peru.

Beginning in 2022, a new practice was introduced to strengthen the Center's financial review, whereby audit reports are presented directly to the Board of Directors by the external auditor.



63rd Session of the CEJA Board of Directors, 2025

It should be noted that during this period, the Board of Directors made progress in complying with the recommendation of the OAS General Assembly regarding gender parity in the organs of the Inter-American System, a principle incorporated into the Statutes of the Center. The Board of Directors maintained gender balance in its membership during this period. At different times both a female President of the Board of Directors and a female Executive Director held leadership positions, which represented a step forward for CEJA's institutional framework in the area of gender equality.

In its role as Executive Secretariat, the Executive Directorate also provided the necessary technical and administrative support for the process of convening and developing the Selection Committee for the next Executive Director of the Center.

This administration leaves systematized resolutions, presentations, and other documentation generated for the Board of Directors with the purpose of contributing to its institutional continuity in the next stage of the Center.

8

POLITICAL AND INSTITUTIONAL RELATIONSHIP WITH THE GOVERNMENT OF CHILE

The political and diplomatic relationship between CEJA and the Government of Chile is particularly important given that Chile has been the Center's host country since its creation. During this period, we engaged in various actions to maintain an adequate and active institutional link with the authorities of the Executive Branch and with the institutions of the Chilean justice system.

With respect to the Executive Branch, during this term, we promoted dialogue with authorities from the Ministry of Foreign Affairs and the Ministry of Justice and Human Rights. We met with various officials to share CEJA's institutional progress, address issues related to the Center's operations and maintain a diplomatic channel within the framework of the Headquarters Agreement. We also discussed Chile's sustained voluntary contributions, which have provided support for the Center's financial structure.

We also maintained an active relationship with the Permanent Mission of Chile to the Organization of American States (OAS), holding various discussions and partnerships. The Chilean Mission provided valuable support for the issuance of Resolution AG/RES. 3054 of the OAS General Assembly, which marks the 25th anniversary of CEJA.

In the area of justice institutions, meetings were held with both current Attorney General Ángel Valencia and his predecessor, Jorge Abbott. Perspectives were exchanged on issues of regional interest related to criminal justice and institutional strengthening. We also met with judiciary officials, particularly the Supreme Court. Finally, CEJA representatives met with the officials from the Ministry of Justice and Human Rights. They presented the 2022–2026 Strategic Plan along with information on the programmatic agenda and potential areas for collaboration.

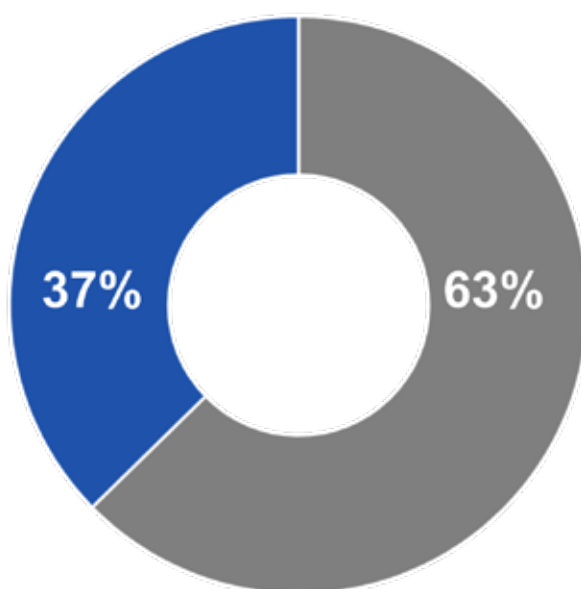
9

DIVERSIDAD DE GÉNERO E IMPULSO A LA IGUALDAD EN CEJA

During this period, the incorporation of a gender equality perspective acquired special relevance in CEJA's work. A first manifestation of this approach was the call for women consultants to participate in the Center's studies and training, a

meritocratic process aimed at promoting the participation of female experts with technical experience in the region. During the period, 94 [63%] of the Center's consultants were women.

Participation of Female Consultants at CEJA (2022–2025)



■ Male consultants

■ Female consultants

Our commitment to equality was also reflected in the Center's internship program, which promoted the participation of women, men, and members of LGBTQIA+ communities in

both on-site and virtual modalities. The incorporation of profiles from different countries and disciplines contributed to broadening representativeness and reinforced the coherence between CEJA's



CEJA researcher Camille Vasquez, providing training in a workshop on governance and judicial management in Ecuador, 2025

internal practices and the principles of equality and non-discrimination that guide its regional work.

Another dimension of gender equality was reflected in the composition of CEJA's own staff. During this administration, for the first time in more than 15 years, CEJA had a woman in charge of the Research and Training Area; likewise, for a significant period of the administration, the entire staff was made up entirely of women professionals. This was not a result of formal quotas, but to the merit and capacity

of those who assumed these functions.

These advances were in line with broader institutional changes, including the participation of women on the Center's Board of Directors following statutory modifications promoted within the framework of the OAS. These advances were in line with broader institutional changes, including the participation of women on the Center's Board of Directors following statutory modifications promoted within the framework of the OAS.

10

INSTITUTIONAL STRENGTHENING

10.1.

LABOR AND REGULATORY COMPLIANCE

At the beginning of the year 2022, our administration had to align with and comply with Chilean labor regulations with respect to the obligations pending from the previous administration. Our goal was to ensure full compliance with current labor regulations in Chile, the country where the organization is headquartered. Throughout the entire period, we complied with applicable labor regulations,

strengthening the legal security of the Center's operations.

Along the same lines, during this period, the Institutional Protocol and Policy for the Prevention of Workplace Harassment, Sexual Harassment, and Violence in the Workplace was developed in a participatory manner in compliance with Chilean Law No. 21,643. Similarly, we introduced an 8-hour workday in 2023 per Law No. 1,561.

10.2.

ADEQUACY OF THE INSTITUTIONAL INFRASTRUCTURE

An evaluation of CEJA's physical infrastructure was conducted in early 2022. It revealed that the current headquarters represented high rental and maintenance costs and did not meet the Center's operational and budgetary needs.

Given that a large part of CEJA's international coordination is carried out virtually and most of its face-to-face activities take place in the States, an opportunity was identified to move to a more efficient and secure infrastructure model that is more in line with the contemporary functioning

of international organizations of a similar size. This made it possible to optimize resources, reduce fixed costs, and ensure that the facilities would remain consistent with the principles of institutional responsibility.

CEJA's move to a corporate building under this administration responded to objective management criteria: to adapt the spaces to a limited stable team, strengthen the technological infrastructure, and provide a modern and functional work environment. This adjustment was in line with CEJA's

operating model for this period based on a professional core team and a network of experts from different countries who

collaborate according to the specific needs of each project.



New CEJA Meeting Room, 2023

10.3.

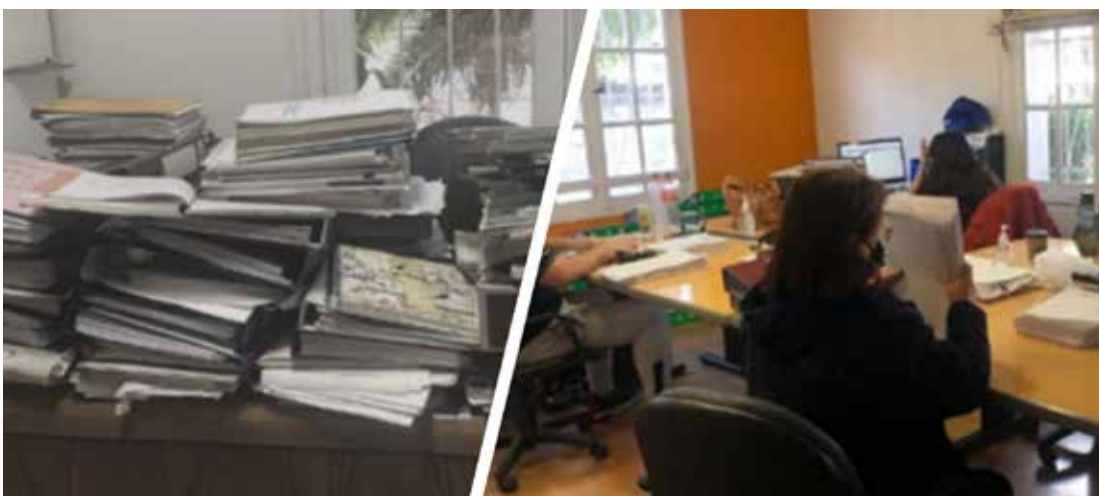
KNOWLEDGE MANAGEMENT, INFORMATION, AND POLICY MANAGEMENT

Comprehensive knowledge management is essential for preserving CEJA's institutional memory, facilitating collaborative work among its areas, and protecting the documentary heritage that supports its history and trajectory. It allows the organization and storage of technical information, such as studies, training program records, project documents, and other materials, as well as the Center's administrative information.

In early 2022, this administration identified the need to provide CEJA with an integrated institutional knowledge management system given that the Center's documentation was mainly located in physical archives and on various platforms,

which posed risks of loss, fragmentation, and difficulties ensuring institutional continuity. Institutional e-mails operated in non-integrated accounts without a unified environment to facilitate internal communication and collaborative work. In addition, a significant part of the Center's accounting information and historical documentation existed exclusively in physical formats.

Various actions were implemented to modernize and preserve knowledge management at CEJA. First, we engaged in the massive digitization of the physical archives. In 2022, 84,500 of the Center's physical documents were digitized, including accounting documents, project



CEJA documentation digitization process (2022)

documents, and other printed materials accumulated over time. This process was performed by a specialized service and made it possible to store the data in a secure digital format, protect it against the risk of deterioration or loss, and free up infrastructure.

A second action was the acquisition of a comprehensive document management platform (Microsoft 365). Its introduction was meant to help with organizing historical and current archives, creating institutional repositories, strengthening document traceability, and promoting collaborative work between areas. The platform also contributes to improving workflows and preserving the Center's technical information. This process included migrating to an institutional corporate e-mail interoperable with the adopted platform, which made it possible to unify internal communication and strengthen information security.

In 2023, CEJA's license was renegotiated with Microsoft as a non-profit organization, giving us preferential conditions that strengthen the financial sustainability of this tool for the coming years.

We also migrated the Center's accounting management platform (Softland) in 2022 from its traditional version to a cloud mode (Softland Cloud) in order to secure the accounting, budgeting, and human resources modules and safeguard accounting information.

As part of the Center's institutional strengthening efforts, internal management policies and guidelines were designed and implemented during this period. These covered, among other areas, knowledge management; the use and protection of the CEJA trademark; patents and copyrights; parameters for travel and per diems by country; technical criteria for selecting consultants; and security in payment processes.

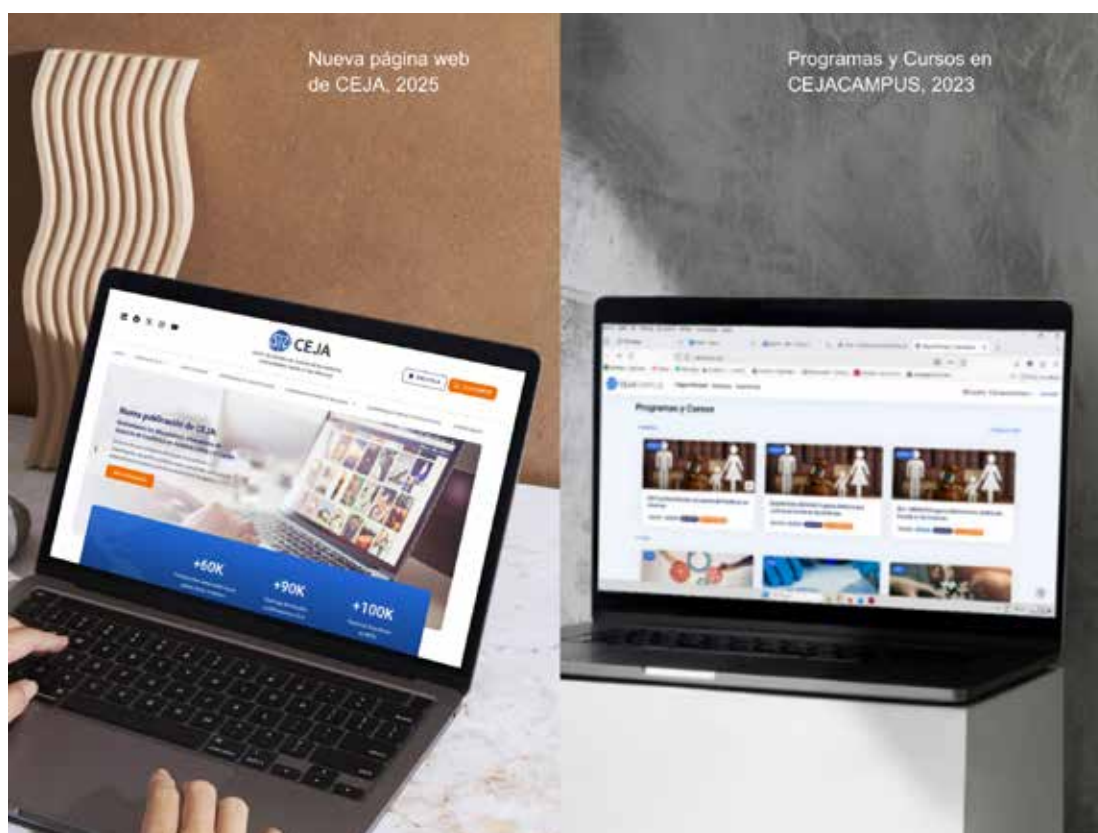
10.4.

MODERNIZATION OF CEJACAMPUS AND THE INSTITUTIONAL WEBSITE

As part of the Center's institutional strengthening objective, we modernized its main communication and training platforms during this period. The first step involved updating our virtual campus, CEJACAMPUS, in 2023. This tool - a pioneer among international organizations in the region - had not been substantially updated for more than a decade. We introduced an updated, secure, and functional platform capable of sustaining a high demand for virtual training for the justice systems of the Americas.

In 2025, the Center's website was completely revamped, a major process that had not

been undertaken in more than 15 years. This update involved more than a year of work aimed at compiling, organizing, and systematizing all of the Center's historical production, integrating studies, projects, activities, and documents. The new CEJA website presents this information in a clear and accessible manner. Data are organized by thematic area and country. The system also incorporates institutional values and milestones, and offers a modern, agile and bilingual interface in Spanish and English.

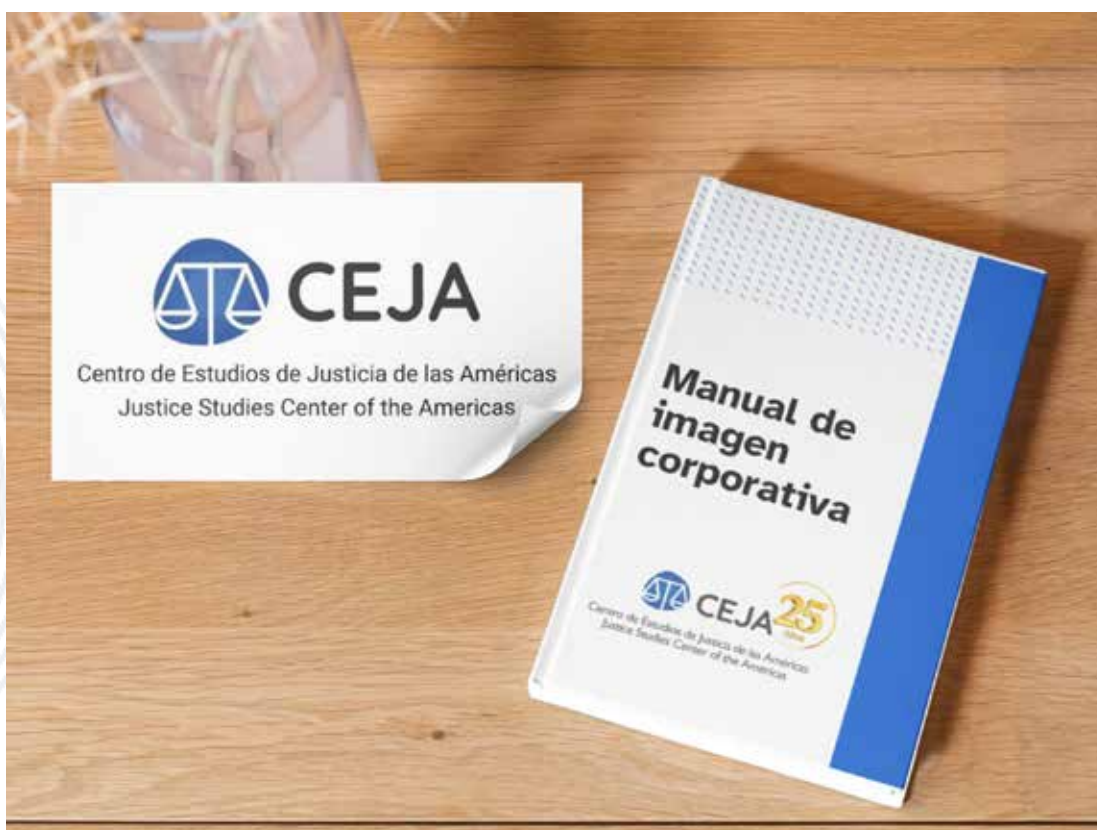


10.5.

INSTITUTIONAL IDENTITY AND STRENGTHENING OF THE CEJA BRAND

During this period, progress was made in strengthening CEJA's corporate identity. First, we updated the institutional logo in an effort to prioritize the CEJA brand over the English acronym CEJA, whose use has caused confusion in both Spanish and English. The new logo incorporates the Center's bilingual identification - "Centro de Estudios de Justicia de las Américas / Justice Studies Center of the Americas"- and maintains the iconic elements of the Center's historical seal, modernizing its graphics, and reinforcing its visual recognition.

In addition, the Center's Corporate Image Manual was updated. The document sets out the standards for the use of the brand, fonts, color palette, and guidelines for digital and editorial applications. This update was performed at two points in time, first in 2022 and again in 2025. The manual reaffirms the institution's historical colors and defines a renewed framework to ensure visual consistency in all institutional communications. The updating of the visual identity served as the basis for the design of CEJA's new web page.



10.6.

CEJA'S DIGITAL AND COMMUNICATION POSITIONING

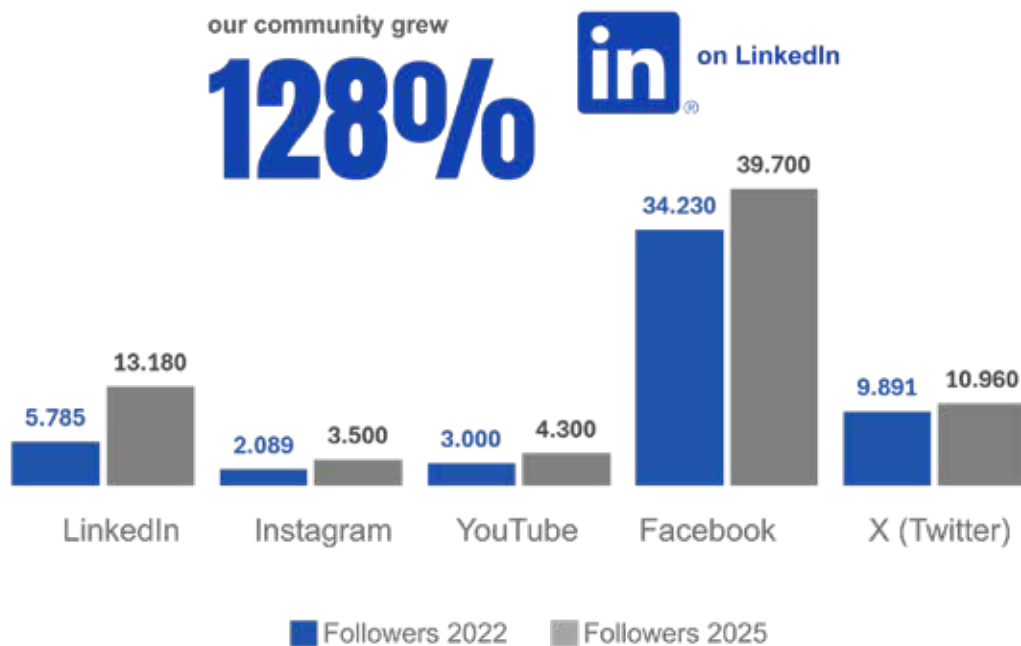
During the management period, a communication strategy was designed and implemented with the aim of strengthening CEJA's visibility in the region, projecting its corporate identity, and increasing the dissemination of its content.

To this end, a first action consisted of harmonizing the visual identity across all of the Center's official channels, based on the updated Brand Manual. This made it possible to standardize colors, typography, formats, and graphic elements, ensuring communication coherence and a consistent institutional

image across all platforms.

With regard to social media, strategic growth on LinkedIn was prioritized, as it is the platform that concentrates the most relevant professional interaction in the field of justice. As a result, the Center's follower community grew from 5,785 at the beginning of the management period to 13,180, representing an increase of 128%. Meanwhile, Facebook grew from 34,230 to 39,700 followers; YouTube from 3,000 to 4,300 subscribers; Instagram from 2,089 to 3,500 followers; and X from 9,891 to 10,960 followers.

CEJA's Growth on Social Media (2022–2025)



In line with this progress, we coordinated with the OAS Secretary General's Office to promote the dissemination of CEJA activities on the hemispheric entity's official channels. The parallel events organized in the context of the 2024 General Assembly were publicized both by CEJA and by the OAS communications platforms, increasing the Center's regional visibility.

During this period, CEJA had a presence in specialized and wide-ranging media.

Interviews and articles were published in renowned media outlets such as El Tiempo, Radio UNAL, Asuntos Legales, Portafolio and Pulzo, which disseminated the Center's studies and analysis. In addition, the specialized publication *Ámbito Jurídico* interviewed the Executive Director as regional spokesperson for its special on the 40th anniversary of the Seizure of the Palace of Justice and its impact on the Americas.

10.7. WORK WITH EXTERNAL PARTNERS

During this period, CEJA had outstanding consultants whose work was essential for the proper implementation of projects and training. Between 2022 and 2025, the Center engaged a total of 150 consultants from 20 countries in the hemisphere. As mentioned earlier in this report, 63% of the consulting team were women and 37% were men.

In all cases, consultants were selected on the basis of meritocratic criteria, prioritizing technical and thematic expertise, experience in justice institutions, and ability to provide comparative perspectives. Familiarity with the Center's work was also valued, in addition to favoring the incorporation of profiles from the countries where the projects were implemented and gender diversity.

External professionals worked under the close technical supervision of

CEJA team members, which included joint planning, review of products and contents, methodological coordination, work meetings, and ongoing follow-up by the Center's technical area. This approach made it possible to combine the expertise of the consultants with the technical, methodological and high quality standards that characterize CEJA's institutional work.

We worked with local justice institutions or international cooperation partners to build out professional profiles. CEJA presented technical background information on the professionals and the institutions confirmed, adjusted or approved the proposed profiles. This ensured the technical relevance, appropriateness to local needs, and full transparency in the selection of consultants.

CEJA consultants were evaluated by counterparts and project participants who

highlighted their technical quality, clarity of presentation, and mastery of content. proposals in 2023. Over 300 applications were received.

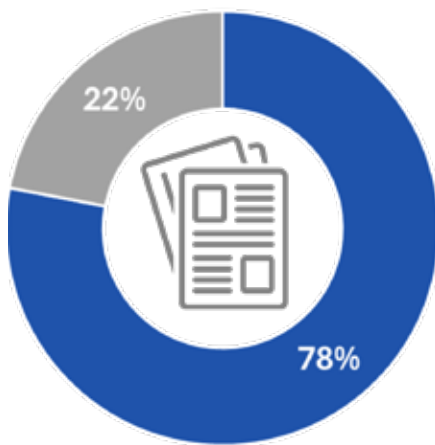
n order to expand the pool of available experts, we issued an open regional call for

10.8. INTERNATIONAL INTERNSHIPS

During this period, CEJA received 52 interns from 16 countries. They were mostly women and represent a wide range of professions and disciplines. The interns contributed a great deal to the studies developed by the Center, expanding the international community aligned with its institutional mandate.

Internship Program at CEJA (2022–2025)

	Aspect	Key data
	Geographic diversity	16 countries: Argentina, Brazil, Chile, Honduras, Mexico, Dominican Republic, Peru, Uruguay, Spain, Costa Rica, France, Ecuador, United States, El Salvador, Colombia, Bolivia, and Venezuela.
	Type	On-site, remote and hybrid internships.
	Disciplines	Law, engineering, administration, political science, sociology, anthropology, international relations, among others.
	Topics covered	Judicial congestion; artificial intelligence; alternative dispute resolution mechanisms; gender violence; public policies; criminal prosecution; democracy and strengthening of civil society.
	Senior internships	Former Attorney General of El Salvador Douglas Meléndez (agreement with George Mason University)



TOTAL
PUBLICATIONS

27

- Regional / Multi-Country Studies and Publications
- National Studies and Publications



11

FINANCIAL STRATEGY AND INSTITUTIONAL SUSTAINABILITY

11.1. FINANCIAL STRATEGY

The start of this period, January 2022, was marked by a particularly challenging international environment. International cooperation, still affected by the impact of the pandemic, reduced the availability of long-term funds. This trend deepened during 2023 as a result of the crisis in Ukraine, which led to a global redirection of resources and an even greater contraction of budgets for Latin America. In parallel, the year 2022 coincided with the end of the multi-year project financed by Global Affairs Canada (GAC), which had been CEJA's main source of institutional funding for the previous eight years.

It was essential to immediately design and implement a financial strategy to safeguard CEJA's institutional sustainability. The strategy adopted sought to broaden and diversify the sources of financing with two central objectives: to maintain the resources from international cooperation projects and to increase the income directly generated by the Center. This last component was

promoted through the development of bilateral initiatives with justice institutions in various countries of the hemisphere –especially in the area of training– as well as through CEJA's active participation in national and international public calls for proposals and competitions.

In addition, as part of the strategy, internal measures for rationalization, efficiency and austerity of expenditures were implemented together with greater flexibility and adaptability of the Center to the budgetary restrictions of its counterparts and the different administrative and contractual modalities required to formalize alliances and agreements.

All of these actions allowed CEJA to avoid depending on a single donor or a single form of financing during this period, achieving financial diversification with the results described in the following section.

As part of this effort, formal steps were also taken to promote the voluntary

contributions of OAS member states to the Center in accordance with its Statutes. Nevertheless, during this period, CEJA's financial structure continued to depend

fundamentally on international cooperation and the resources directly generated by the Center.

11.2. OUTCOMES

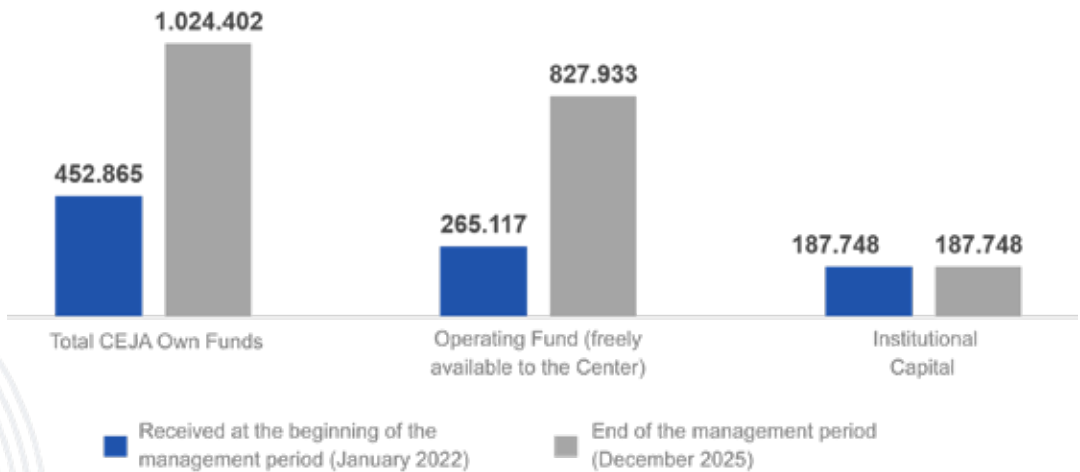
At the beginning of the management period, in January 2022, CEJA's Own Funds amounted to USD 452,865, composed of an Operating Fund of USD 265,117 and Institutional Capital of USD 187,748.

At the end of the management period, in December 2025, Own Funds reached USD 1,024,402, representing an increase of

126.2% compared to the amount received at the beginning of the period.

The breakdown of this increase is as follows: the Operating Fund amounts to USD 827,933, with an increase of 215.6% compared to the beginning of the management period. Meanwhile, during this period, Institutional Capital has remained intact at USD 187,748.

Evolution of CEJA's Own Funds (2022–2025)



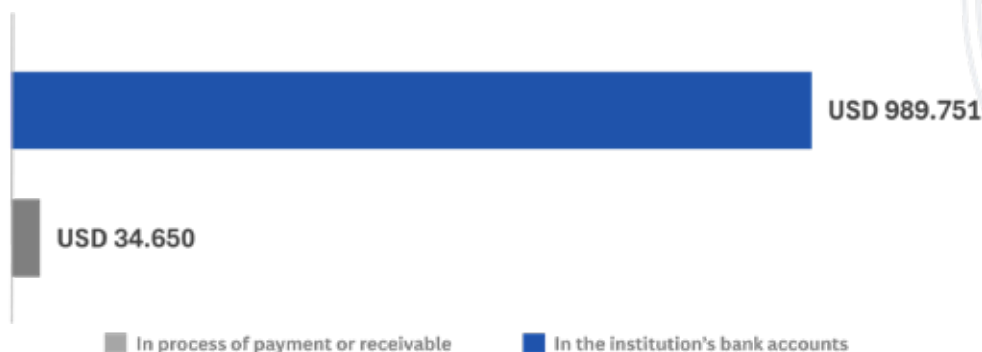
With regard to the composition of the funds at the end of the management period, USD 989,751 (96%) are held in the institution's bank accounts, including Institutional Capital.

Additionally, USD 34,650 (4%) are in the process of being paid or are receivable, associated with commitments already fulfilled by the Center.

1 Adicionalmente a USD 150.665 que se ejecutaron al inicio de 2022 para cumplir con las obligaciones laborales pendientes de la gestión anterior.

2. Los Fondos Propios de CEJA comprenden los recursos financieros de libre disposición del Centro, destinados a asegurar su funcionamiento y sostenibilidad, y no incluyen los recursos asignados a la ejecución de proyectos. Estos fondos se componen del i) Fondo de Operación, que corresponde a los recursos disponibles para la operación regular del Centro, y ii) Capital Institucional, integrado por los recursos financieros orientados a resguardar la estabilidad financiera del Centro en el largo plazo.

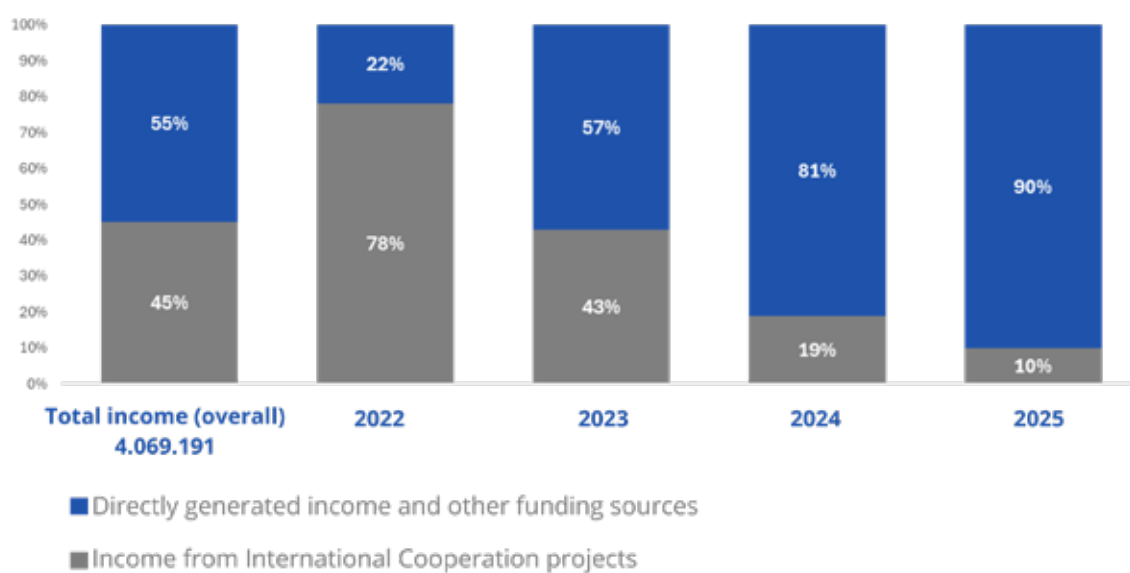
Composition of Institutional Funds at the End of the Management Period [December 2025]



Finally, CEJA's sources of funding during the period under review show that, on average, of the total income generated (US\$4,069,191), 45% (US\$1,831,136) came from international cooperation

projects, while 55% (US\$2,238,055) came from directly generated resources or other sources of funding, a type of source that has increased in recent years.

Income by Type of Funding Source for CEJA (2022–2025)



CONCLUSIONS

This report describes the CEJA Executive Directorate's 2022-2025 management, as well as the main processes, strategies, and results achieved during this period. Its content reflects the substantive advances in the Center's mission areas, the institutional context in which these actions were carried out, and the logic that guided the strategic decisions implemented during these years. Our work during this period was based on principles aimed at strengthening CEJA's regional projection and ensuring the conditions necessary for its sustainability.

The progress made during this period was possible thanks to the commitment and professionalism of the CEJA team, whose dedication sustained each of the lines of work developed. I would also like to thank the Center's Board of Directors for their institutional support of the strategies and processes developed during this period. I extend my gratitude to the cooperation agencies that trusted in our work, as well as to the justice institutions and operators who actively participated in the initiatives implemented. I am also grateful for the valuable contributions of instructors, consultants and experts. Their knowledge and experience contributed to the strengthening of institutional actions during these years.

This cycle was characterized by the Center's cross-cutting strategic diversification, the results of which are documented in this report and which broadened the Center's opportunities for action, strengthened its institutional positioning, and contributed to generating new work opportunities in the Americas. During this period, institutional foundations have been built that allow CEJA to project itself solidly into the coming years.

We are confident that we are fulfilling our responsibility to leave a record of the work done and the importance of CEJA as a unique space of great institutional value for the strengthening and transformation of justice systems in the Americas.



FINAL MANAGEMENT
REPORT
2022-2025



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