



Justice Studies Center of the Americas

Strategic Plan

2022-2026

**Strategic Plan of the
Justice Studies Center
of the Americas
2022-2026**

September, 2022

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Tel. +(56 - 2) 274-2933
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Presentation

We are going through very difficult and complex times globally; and particularly for the Americas, where there are fragile democracies, deep-rooted discrimination, and profound limitations for the equal access to the effective enjoyment of rights and opportunities for all people. As with any challenging environment, this context also offers the opportunity to strengthen synergies, convictions, and capacities to work together collaboratively.

From this perspective, the Justice Studies Center of the Americas (JSCA)- an intergovernmental organization specializing in justice, created by the Organization of American States (OAS) in 1999- presents its Strategic Plan 2002-2026, an instrument that directs the organization's work toward addressing the main challenges and current changes needed to strengthen justice, democracy and the rule of law in the countries of the Americas. With the implementation of this plan, JSCA seeks to have an impact on the construction of justice systems that are people-centered and accessible to all, as well as efficient and inclusive.

JSCA's Strategic Plan 2022-2026 establishes the organization's mission, vision, values, cross-cutting approaches, strategic objectives and programs. One of the key contents are the priority issues for JSCA's work in the

coming years: visibility and attention to women and people in vulnerable situations; effective prosecution and punishment of complex criminality, including environmental crimes; better management of justice institutions, with open and digital justice; increased ethics and integrity; and the promotion of new emerging issues with the potential to generate more justice in the Americas.

This plan is the result of a broad participatory process. It is based on the contributions received from 760 people, including representatives of justice institutions, civil society, academia, international organizations, litigants, and experts from Latin America, the Caribbean and North America.

To formulate this plan, JSCA organized ten sub-regional discussions, several virtual consultations, in-depth interviews, and a round of consultations with institutions in Washington DC. This process was carried out between April and July 2022, in Spanish, English and Portuguese.

On behalf of the JSCA team, we would like to thank everyone who participated in the development of this important roadmap for the organization. Special thanks to our Board of Directors for their recommendations and approval of this plan.

Nataly Ponce Chauca

Executive Director

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1. JSCA and its Distinctive Value

The Justice Studies Center of the Americas (JSCA) is an intergovernmental agency of the inter-American system. It was created on November 15, 1999 by the General Assembly of the Organization of American States (OAS) in fulfillment of the Plan of Action of the II Americas Summit of 1998 and the recommendations of REMJA¹.

JSCA enjoys technical and operational autonomy. Its members are all of the active member states of the OAS, and its headquarters is located in Santiago de Chile. As an agency created by the OAS, the Center plays an important regional role in the defense of the values of democracy and the promotion of human rights

and justice in the Americas. The goals set out for it at its inception were: “a. The improvement of human resources; b. The exchange of information and other forms of technical cooperation; and c. Support for the reform and modernization of justice systems in the region.”²

To that end, JSCA: i) conducts research and generates comparative evidence; ii) offers technical assistance to States, justice institutions and civil society; iii) conducts assessments of and monitors the implementation of laws and public policies; iv) provides specialized training; and v) generates spaces for the exchange of experiences and best practices at the regional level.

¹ REMJA is the Meeting of Ministers of Justice or of Ministers or Attorneys General of the Americas.

² II Meeting of Ministers of Justice or of Ministers or Attorneys General of the Americas, Lima, 1999.

JSCA is known as a regional technical institution that leads the promotion of and in-depth understanding of the main justice reforms undertaken in the Americas as a form of strengthening the rule of law and full respect for the rights of all people, eliminating any form of discrimination. Since its inception, JSCA has been characterized as emphasizing that justice reforms must have a public policy and management focus as well as a regulatory dimension in order to be effective. Based on this and its more than 20 years of intense regional work, JSCA has a deep technical understanding of the reality that justice system institutions and the people who turn to them must face each day. JSCA uses a comparative regional approach to generating new technical knowledge focused on measuring the application of laws and changes in the operational practices of justice systems.

The high quality of the Center's work allows it to partner assertively and directly with justice system institutions. It has established close relationships with such entities and with civil society organizations, serving as a regional source of information on the main progress made on and challenges related to improving justice systems.

In its early years, JSCA vigorously promoted criminal procedure reforms in Latin America, encouraging justice systems to undertake changes that included regulatory elements as well as operational and management elements linked to the implementation of a new process of change. The Center's public policy approach was innovative for the time and set its work apart. JSCA then took on the challenge of improving civil justice systems in the region, supporting and evaluating the implementation of new criminal procedure codes in Latin America with an empirical perspective that complemented international recommendations and national regulations.

JSCA has designed and implemented various inter-American training programs on criminal and civil justice as well as a range of courses that contribute to the training of judges, prosecutors, defense attorneys, litigators and civil society representatives, as well as public policymakers. JSCA also has a community of alumni trained by the Center (CEJAREDEX) that currently numbers over 5,700.



2. The Purpose of JSCA’s New Strategic Plan

JSCA’s 2022- 2026 Strategic Plan (henceforth the JSCA SP) is the management instrument that lays out the steps that the institution will take over the next five years. It also establishes the priority issues that the Center will seek to impact through meaningful and verifiable changes in the justice systems of the Americas. The plan guides all of the institution’s technical and financial instruments and the development of the capacities that JSCA will progressively and gradually strengthen in the coming years.



3. The Participatory Development of this Plan

The JSCA SP is based on a broad and inclusive participatory process that is unprecedented in the history of the organization. The Center received contributions from 760 people from countries throughout the Americas through ten sub-regional conversations and in-depth interviews with key stakeholders³ conducted in three languages⁴ using communications technologies. In addition, JSCA held a final event to conduct in-person consultations with key organizations in Washington, D.C. in July of 2022.

The organization of all of these contributions allowed JSCA to identify and describe the main challenges that justice systems in the Americas are facing along with the expectations of diverse groups regarding the Center's work in the coming years.

3 Officials and staff from various justice institutions (justice ministries, judiciaries, public prosecution and defense services, police agencies and prison institutions), representatives of civil society and the academic sector, international agencies, members of the JSCA Board of Directors, former JSCA employees and independent experts.

4 Spanish, English and Portuguese.

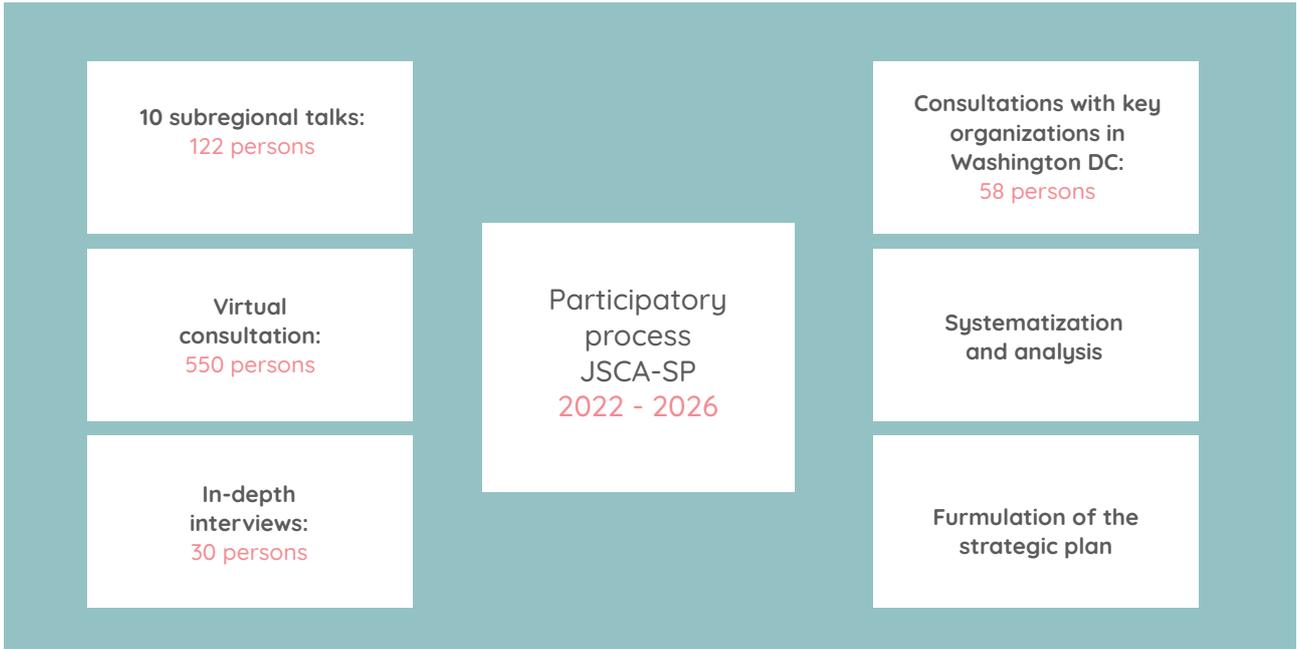


Diagram 1: Stages of the construction of JSCA's 2022-2026 Strategic Plan

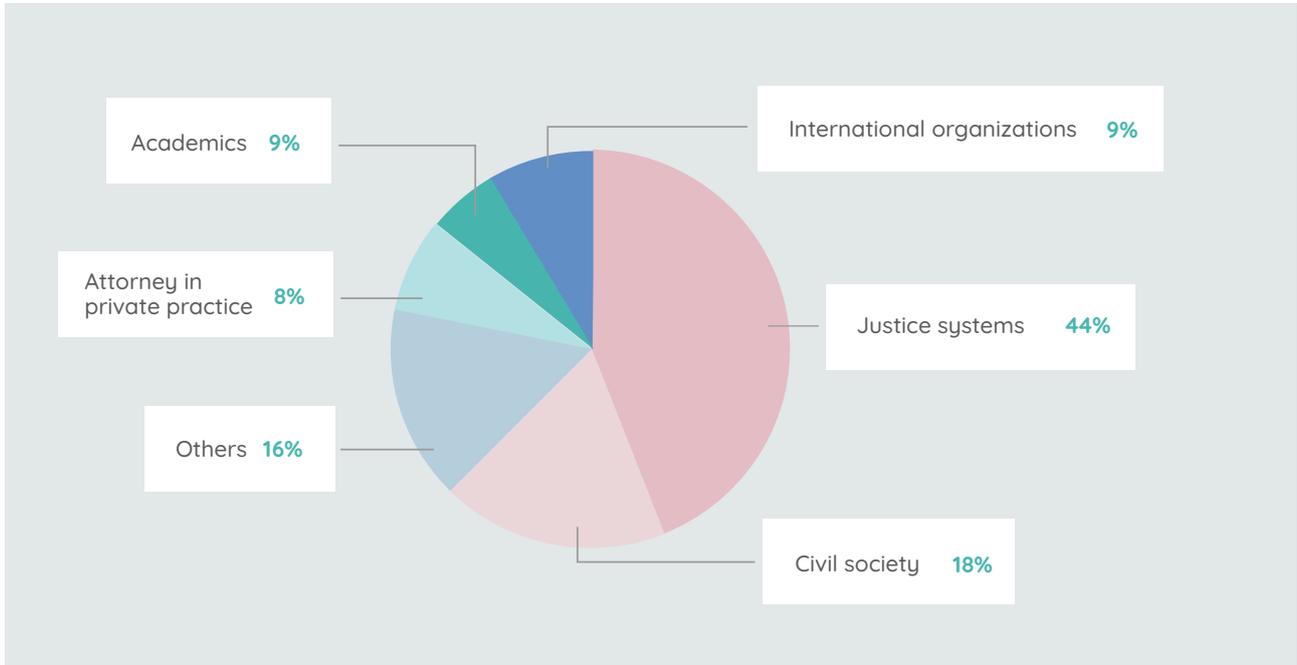


Figure 1: Participants in the development of the JSCA SP by institution or occupation



Credit: Midia NINJA

4. Context and Challenges Faced by the Justice Systems of the Americas

This section presents a summary of the analyses that JSCA has conducted on the complexity and diversity of the challenges facing justice systems in the Americas today and those that they will face in the near future.⁵ While each country has its unique characteristics, JSCA identifies regional trends that are expressed in shared challenges.

An initial challenge of the justice systems of the Americas refers to the need to increase their understanding of changes in the global context and their impact on citizen expectations of justice. Global economic, environmental, social, and especially technological changes have shaped societies. The Internet and access

to information in real time have increased the need for rapid, effective and economic solutions to daily issues, generating greater mistrust of everything that represents bureaucracy, formality and slowness. The private sector and progressively the public and judicial sectors have begun to adapt to this environment. We are witnessing a shift towards providing more agile, competitive services that are easy to use and access.

Access to information also has created more knowledge and social awareness of the needs of people whose rights have been and, in many cases, continue to be violated but which are more visible today than they were in the past

⁵ This section is based on the organization and analysis of information gathered by JSCA in the participatory process of building the SP described in section 3.

and form a key part of public agendas. The same is true of global phenomena like migration, environmental change, and crimes such as human trafficking and cybercrime. In this context, promoting people-centered justice systems becomes important in terms of offering justice services aligned with the priority needs of the great majorities that can understand and provide services to minorities⁶ in the context of the fulfillment of the Sustainable Development Goals, particularly Goal 16.⁷

The concept of access to justice currently covers aspects such as delivering answers within a reasonable period of time, effectiveness, citizen involvement and satisfaction, and the use of technology. Also, while justice institutions maintain their monopoly over solutions to disputes with legal connotations in the Americas, Online Dispute Resolution (ODR) approaches have increasingly come to be seen as rapid, economic and reliable alternative mechanisms.⁸ Furthermore, the demands of the public and offerings of services in the field of justice are changing.

Another challenge for justice institutions in the Americas is related to the role that they must play in the defense and strengthening of democracy in the region. Effective democracy requires independence of the various branches of government and respect for the rule of law. In this context, challenges exist that threaten justice institutions' independence. These are manifested at different levels and in different ways that range from openly and clearly ille-

gitimate to veiled and subtle. They are both external and internal and are developing in a context of political polarization. One expression of these pressures is the impact on justice operators' professional careers, including those of judges, prosecutors and public defenders. Part of this challenge is the development of selection, appointment, evaluation, confirmation and removal processes for judges, prosecutors and public defenders that align with international standards.

The area of justice in the Americas also faces a challenge related to the erosion of trust in and the legitimacy of justice institutions on the part of the public given the persistence of problems like high levels of impunity for both serious and simple crimes, slow judicial responses, limited or no public information about how cases are processed and how long it takes or issues like corruption in justice institutions that impact the confidence in and perception of limited predictability of justice institutions.

Justice institutions also face internal challenges related to their governance and management capacities. In regard to governance, the challenges include building more open and transparent justice institutions with greater accountability whose work can be measured and evaluated. Furthermore, the countries of the region require justice institutions that are open to cooperation and collaborative work not only within justice system agencies and other state agencies from the same country but also in partnership with the public and justice insti-

6 Societies are experiencing increased visibility of historically excluded groups and individuals whose rights have been and are being violated, and whose justice-related agendas merit special attention. In this context, access to justice for these groups is a challenge that justice systems must address. In response to this diversification of demands, institutions provide services that are perceived to be uniform, formal and not always aligned with the multiple needs and realities of societies. This comes in addition to the use of highly technical language that is incomprehensible to the vast majority of people, which causes them to perceive justice as inaccessible to majorities and minorities.

7 Promoting just, peaceful and inclusive societies.

8 One example of "alternative" dispute resolution services is Online Dispute Resolution (ODR). See JSCA's study on this topic, *Estudio de resolución de conflictos en línea* (2022).

tutions from other countries in the region and around the world in order to face global challenges such as transnational organized crime.

In regard to justice institutions' management capacities -an area in which JSCA has been a pioneer and has conducted in-depth work-, the challenge for the next few years consists of consolidating and integrating new organizational processes and technological resources in order to create more efficiency and timeliness in judicial services and thus reduce gaps in access for groups in situations of vulnerability. We have identified four areas in which there are opportunities for improvement in this regard. The first is management as a tool for generating operational practices that represent the practical application of laws in response to gaps between rules, their implementation and the measurement of progress. The second is management as a tool for achieving higher levels of productivity, standardization and transparency. The third is management as a tool for reducing unresolved longstanding problems, specifically the significant amount of congestion or delay in judicial offices, prosecution services and public defense services. The fourth is efforts to create services focused on the specific needs of women and populations in vulnerable situations, which are precisely those who face the greatest challenges in regard to accessing justice services.

Another challenge that the justice systems of the Americas are facing is the need to improve the criminal procedure reforms undertaken in the late 1990s in order to effectively address national and transnational organized crime. Cooperation between justice institutions⁹ and the wide range of public administrative organizations and private sector entities that play a key role in the prevention, prosecution and the

effective punishment of crimes such as illegal mining and logging and other complex crimes is particularly important. Criminal networks with a high capacity for planning and operation outside and within prisons using violence and corruption have been detected in the region and must be identified and punished. In this context, generating more evidence-based knowledge about the resocialization of detained persons is a pending issue in the region.

The timely resolution of non-criminal disputes is another challenge on the agenda of the justice systems of the Americas. This covers family, labor, commercial, tax and small claims proceedings, which together comprise the large workload that justice systems are grappling with and the most important concern for the public. Extending the use of oral proceedings to these areas of justice and implementing fast, reliable, certain and predictable mechanisms for resolving these disputes through formal and non-formal justice or alternative mechanisms are priority tasks for justice systems.

New issues and changes in university and training school curricula for justice operators and litigators is another key challenge in the Americas. They are crucial to reducing the culture of litigiousness and to increasing progress in the use of alternative dispute resolution mechanisms (ADR). Universities play an important role, training legal professionals and ensuring that they are familiar with disciplines that are central to performing well in today's legal world, such as administration, sociology and the use of technological tools. Soft skills are also a new challenge in the training of justice operators.

The justice systems of the Americas are also facing a need for more effective mechanisms to expand State progress toward compliance with

⁹ Judiciaries, public prosecutor's offices, police agencies and public defender's offices are particularly important in regard to this challenge.

international instruments and recommendations given the difficulties involved with translating them into public policies with concrete and measurable practices. In this regard, there is a need to precisely establish the factors that favor or stand in the way of progress at the national and regional levels based on daily practices. We must also disseminate encouraging experiences, especially around the impact of changes that benefit populations in vulnerable situations such as human rights defenders or women who are victims of gender-based violence.

Finally, the increase in the exchange of information and comparable data on lessons learned and best practices in justice systems is another challenge. Meeting it involves strengthening and improving the interconnectedness of and cooperation among justice institutions in national, sub-regional and global spaces, maximizing the use of available technology.



5. Internal Challenges

The participatory construction of this plan also involved reflecting on opportunities to improve JSCA at the internal level. JSCA is recognized as a valuable organization in the region that generates high quality comparative studies and training activities with technical excellence. It is a point of reference for connecting justice systems from various countries.

Furthermore, the Center is recognized as being different from other entities based on its capacity to monitor and evaluate processes of change in the justice sector from an objective and technical position, given its work from an intergovernmental perspective due to its ability

to engage in dialogue with governments, justice institutions and CSOs.

In the area of institutional support and management, JSCA has worked with major international cooperation agencies¹⁰ that have supported its sustainability. It also receives a voluntary contribution from Chile. However, like all organizations, it also faces challenges related to the future.

Based on the consultations conducted, it has become clear that while JSCA's research has contributed to its goals, it is important to complement those efforts with instruments that

¹⁰ These include USAID during its first ten years of work and currently the cooperation agencies of Canada (GAC) and the Federal Republic of Germany (GIZ).

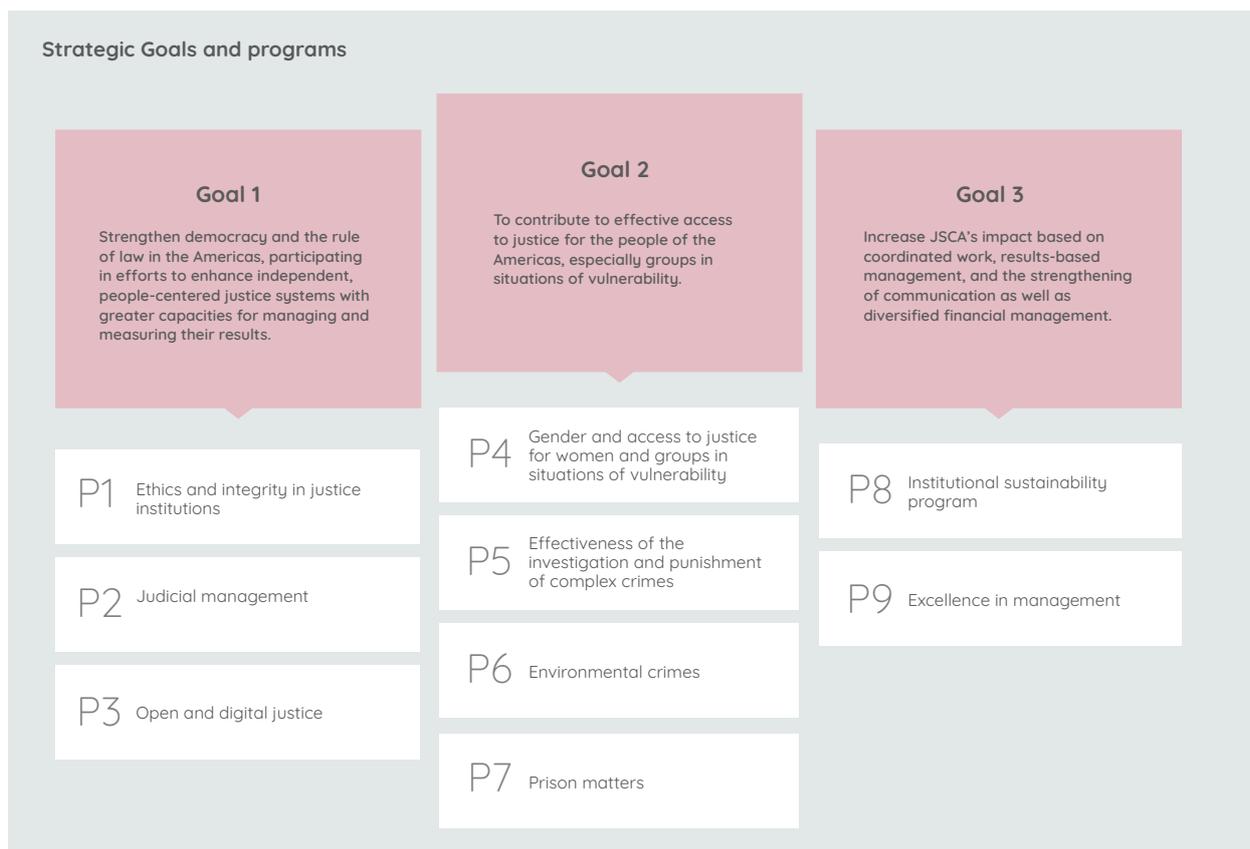
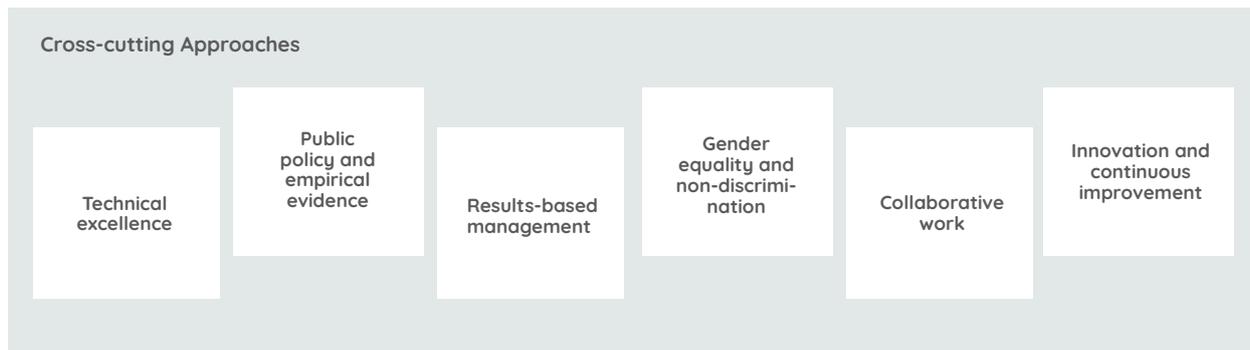
increase its impact on justice systems in a context of the presence of new actors and social media platforms as well as other important online platforms.

JSCA also needs to increase and diversify its presence in the various countries of the Americas. This involves expanding its agenda of priority issues and the organizations and institutions with which it works and increasing its presence in countries in which it has not worked recently, particularly in the Caribbean. The reinvigoration of CEJAREDEX is also seen as an institutional challenge.

The external demand for the diversification and expansion of JSCA also extends to its internal management. In the consultations conducted,

JSCA is being asked to diversify its team in order to ensure that it represents the Americas. It is also expected to increase its multidisciplinary capacities in order to go beyond individuals who have been trained in the field of law.

The organization's financial sustainability is identified as an institutional priority given the financial restrictions and risks that it is facing. There is thus a need to diversify JSCA's funding. It should draw resources from international cooperation agencies -as it has to date- as well as other sources such as private foundations. One need in this area is the design of a strategy focused on ensuring that more OAS member states contribute to JSCA in accordance with Article 17 of its Statutes.





6. The 2022-2026 JSCA Strategic Plan

6.1. Mission

According to its Statutes, JSCA's mandate is "To support the reform and modernization of the justice systems of the Americas."¹¹

In the context of this plan, the implementation of this mandate will focus on i) people-centered justice system modernization efforts with full respect for their human rights, striving to solve the problems that affect individuals, particularly populations in vulnerable situations; ii) justice system reforms should be aimed at achieving results and changes that can be verified and evaluated; and iii) the support that JSCA will provide for these reforms and modernizations must occur with collaborative work and the participation of or interaction with various institutions.

6.2. Vision

To be recognized as a specialized agency that serves as a reference for new empirical and high-quality knowledge on the operation of the justice systems of the Americas and that contributes to sustainable improvements in access to justice for all.

¹¹ <https://cejamericas.org/acerca-de-ceja/que-es-ceja/documentos-institucionales/>

6.3. Values

JSCA's values mark an institutional commitment to unrestricted respect for:

- Democracy and respect for human rights JSCA adheres to democratic principles and respects human rights. As such, its actions contribute to the care, protection and promotion of these principles.
- Independence and autonomy JSCA is an independent and autonomous entity that engages in its work using a technical and objective approach.
- Ethical behavior JSCA has policies and instruments that promote ethical standards in its institutional work.
- Transparency and accountability JSCA follows transparency and accountability standards that contribute to stakeholders' trust in the institution.
- Environmental sustainability JSCA promotes efforts to care for and preserve the environment, environmental sustainability and energy savings.

6.4. Cross-cutting Approaches

- JSCA will reinforce and increase the elements that have characterized its work by applying the following cross-cutting approaches:
- Technical excellence JSCA will maintain standards of high technical quality in its work that contribute to its institutional prestige.
- Public policy and empirical evidence JSCA will promote changes in justice systems focused on solving priority public problems based on planning and technical design, policy decision, a solid implementation process with multi-disciplinary perspectives and ongoing assessment for sustainability.
- Results-based management JSCA focuses all of its work on the achievement of results identified in advance subject to indicators and technical evaluation. It also contributes to the development of this approach within justice systems.
- Gender equality and non-discrimination JSCA will promote gender equality and non-discrimination of all people in all of its work regardless of their sex, gender identity or sexual orientation, race, religion, disability or age.
- Collaborative work JSCA views itself as a space that allows the justice system institutions of the Americas, civil society organizations and individuals in general to work together to create public value in the field of justice.

- • Innovation and continuous improvement JSCA is constantly creating new knowledge and evidence that contributes to improving justice systems' performance.
-

6.5. Priority Topics

The following topics will be priorities for JSCA during the 2022-2026 period.¹² JSCA will develop a solid and well-founded theory of change for each priority topic based on its knowledge of the reality of justice systems. This work will frame its distinctive contribution. The Center also will promote the creation or strengthening of networks of institutions with similar agendas in order to join forces to achieve results in each area with the measurements necessary to evaluate the progress made and mechanisms for gathering, processing and analyzing those measurements. From the management perspective, JSCA will approach each issue using the multidisciplinary and public policy approach that characterizes the institution's efforts with the appropriate communications support.



Credit: Igor Alecsander

¹² In each of these areas, JSCA will contribute to closing the gaps that exist between people's needs and expectations and the responses that justice institutions currently provide. Justice institutions, international organizations, civil society organizations and other stakeholders have agendas related to these issues. As such, JSCA will contribute based on its expertise in public policy, implementation and empirical evidence, joining in ongoing efforts.

**1.
Women and
groups in
situations of
vulnerability**

JSCA will contribute to calling attention to the situation and specific needs of women and other people in situations of vulnerability, historically marginalized and excluded groups¹³ regarding access to justice, helping to generate adequate, measurable responses from justice systems.

JSCA will contribute to identifying and characterizing the intersectionalities of people in situations of vulnerability in the justice sector. It will also promote connections between justice institutions and other public systems and public policies -such as public health systems- in order to promote comprehensive responses to the justice-related needs of crime victims or the exercise of rights, among others. JSCA will encourage the adoption of a gender approach within justice institutions by promoting and disseminating concrete practices that materialize the norms.



Credit: Hadynyah



Credit: Mídia NINJA

¹³ Women, detained persons, migrants, indigenous people, individuals of African descent, children and teens, individuals with disabilities, older adults, and members of the LGBTQ+ community.

2. Complex criminal activity

JSCA will seek to increase the capacities for investigation, prosecution and the effective punishment of complex, serious or transnational crimes in order to achieve an effective application of the laws that exist in the Americas. It will focus on transnational organized crime and environmental crimes. There is an important need to act in a coordinated, integrated manner with justice systems and other public and private institutions to achieve the comprehensive understanding of the dynamic of this type of crime, which includes illegal mining and logging. To that end, it will actively collaborate with other institutions at the national, regional or global levels.

Based on an understanding of the complexity and threats of organized crime, JSCA will promote the independent performance of justice operators and their protection from the risks involved with their work. JSCA will facilitate the exchange of information at the regional and global levels regarding best practices for the resocialization of detained persons with a focus on its impact on preventing violence and criminal behavior. It will also provide technical assistance and promote the development of institutional capacities for the proper functioning of criminal justice and prisons systems to the sentence execution systems focused on achieving social reinsertion.



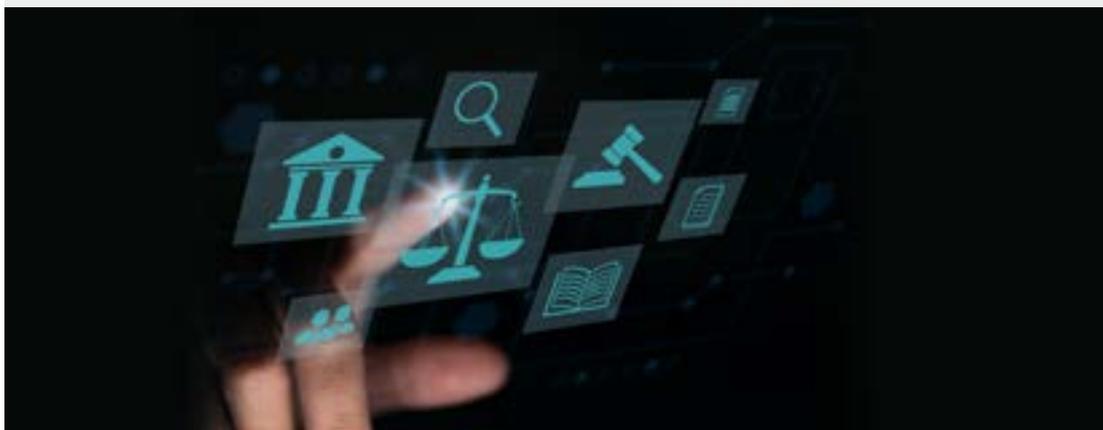
Credit: Luoman

3. Justice institution management and open and digital justice

JSCA will strengthen the capacities of justice institutions of providing services aligned with the main needs and expectations of the population, based on a people-centered approach to justice. To this end, it will promote the adoption of multidisciplinary approaches to examine the needs of different population groups and the development of methodologies that stimulate creativity and innovation to improve the services provided to the public. Specifically, JSCA will support the design, implementation and evaluation of public policies that improve services related to family, labor, commercial, civil and contentious justice.

JSCA will support the implementation and dissemination of organizational models, instruments, strategies and best practices to reduce the backlog or congestion of cases in justice institutions.

In addition, JSCA will promote the adoption of open justice principles in the governance of justice system institutions, monitoring their evolution and supporting improvement through technical assistance, in collaboration with other institutions. JSCA will also support the establishment of concrete roadmaps for justice institutions to productively incorporate ICTs to optimize their internal management, promote interoperability and deliver quality services to the population.



**4.
Ethics and
integrity in the
administration
of justice**

JSCA will promote the strengthening of ethics and integrity in justice institutions. It will contribute its in-depth knowledge of judicial culture to develop good, sustainable and measurable practices, and will collaborate to increase transparency and accountability, the protection of those who report crimes, and citizen participation and oversight of justice institutions. In addition, it will contribute to the design, implementation and evaluation of processes for the selection, appointment, evaluation, ratification and accountability of justice operators, in accordance with international standards.



**5.
Emerging
issues**

JSCA will identify specific topics that may be important on the current and future agenda of justice in the Americas, building alliances to generate new knowledge about their impact and possible relevance in the context of public policy design.



6.6. Strategic Goals

Based on the five priority topics described above, JSCA's strategic objectives (SOs) for the 2022-2026 period are:

- **Goal 1:**
Strengthen democracy and the rule of law in the Americas, contributing to the consolidation of independent, people-centered justice systems, with improved management capacities and the ability to measure their results.
- **Goal 2:**
To contribute to effective access to justice for the people of the Americas, especially those in situations of vulnerability, promoting the understanding and effectiveness of responses to key issues on national, regional and global agendas.
- **Goal 3:**
To increase JSCA's impact based on coordinated work with key stakeholders and networks, results-based management and the strengthening of communication as well as diversified financial management that supports its long-term sustainability.

6.7. Expected Changes, Programs and Goals

To the extent that the financial resources required to carry out the 2022-2026 JSCA Strategic Plan are procured, the following programs will be developed, and we expect to meet the goals¹⁴ outlined below.

¹⁴ Implementation contingent on the procurement of financial resources.

Goal 1

Strengthen democracy and the rule of law in the Americas, contributing to the consolidation of independent, people-centered justice systems, with improved management capacities and the ability to measure their results.

Changes that it hopes to contribute to

Protecting democracies and the rule of law in the Americas through more legitimate, accessible and reliable judicial systems.

More capable justice systems with more appropriate tools that ensure quality performance with a focus on the public.

Programs

Goals of the Strategic Plan

P1.
Program on ethics and integrity in justice institutions

- Database of best practices on the implementation of ethical conducts within the justice institutions of the Americas.
- Database of best practices on the treatment of cases of corruption within the justice institutions of the Americas.
- Three conversations to exchange information and generate new knowledge about the promotion of integrity, fight against corruption or the protection of those who report crimes within justice institutions.
- Three publications that generate new knowledge on models and practices of appointing officials and professional careers that contribute to improving the levels of internal and external independence of justice institutions.
- Three publications that generate new knowledge on factors that facilitate or stand in the way of corruption within justice institutions, and which contribute to improving the legitimacy of the institutions.
- Three tools published on internal and external independence of justice institutions or the treatment of cases of corruption within justice institutions.

P2.
Program on judicial management

- Training program for justice operators and civil society on people-centered justice and design of strategies for its implementation.
- Database of based practices on justice institution organization and management.
- Three workshops to exchange information and generate new knowledge on innovations and improvements in justice institution management.
- A practical guide to reducing congestion in judicial or prosecutor's offices.
- Justice operators from three Latin American countries receive training to increase their ability to develop and execute plans based on the results-based management approach.
- Justice operators from three Caribbean countries receive training to increase their ability to develop and execute plans based on the results-based management approach.
- Civil society operators from three countries in the Americas receive training to increase their ability to engage in citizen oversight of justice institution management.
- Three tools published on progress made in justice institution management.

P3.
Program on open and digital justice program

- Database of best practices on the implementation of open justice principles in the institutions of this sector.
- Two publications on open or digital justice.
- Three discussions to exchange information and generate new knowledge about strategies and progress on the implementation of the principles of open justice and digital transformation.
- Justice institutions from three countries of the Americas receive specialized technical assistance from JSCA to implement open justice.
- Justice and civil society operators from three countries receive training on implementing open justice principles.
- Three dissemination tools published on progress towards implementing open and digital justice in justice institutions.

Goal 2

To contribute to effective access to justice for the people of the Americas, especially groups in situations of vulnerability, promoting the understanding and effectiveness of responses to key issues on national, regional and global agendas.

Changes that it hopes to contribute to

People from the countries of the Americas will have access to justice services that contribute to more just, higher quality life experiences.

Programs	Goals of the Strategic Plan
<p>P4. Program on gender and access to justice for women and groups in situations of vulnerability</p>	<ul style="list-style-type: none"> • Databased on best practices on access to justice for women and members of groups in situations of vulnerability. • Three discussions to exchange information and generate new knowledge on progress made on access to justice for women and members of groups in situations of vulnerability. • Three publications that generate new knowledge on factors that facilitate or hinder access to justice for women and members of groups in situations of vulnerability that contribute to calling attention to their needs as they relate to justice institutions. • Justice operators from three countries in the Americas receive training to increase their skills regarding the provision of services to women and members of groups in situations of vulnerability. • Three dissemination tools published on progress made in access to justice for women and members of groups in situations of vulnerability. • Database of based practices in the adoption of the gender approach in the management of justice institutions. • Practical guide to implementing the gender approach in the management of justice institutions. • Three dissemination tools published on progress made towards the adoption of gender approach policies and practices in justice institution management.
<p>P5. Program on the effectiveness of the investigation and punishment of complex crimes</p>	<ul style="list-style-type: none"> • Database of best practices on the investigation, prosecution and punishment of complex crimes. • Three conversations to exchange information and generate new knowledge on the investigation of complex crimes with the participation of police agencies and prosecution services. • Three publications that generate new knowledge on the effectiveness and punishment of complex crimes in the Americas that help call attention to the importance of justice in the context of democracy. • Justice operators from three countries in the Americas receive training in order to increase their capacity to investigate, prosecute and punish complex and transnational crimes. • Civil society operators from three countries in the Americas receive training in order to increase their capacity to investigate, prosecute and punish complex and transnational crimes. • Three dissemination tools published on progress made on the effectiveness of the investigation and punishment of complex crimes and its impact on democracy. • One pilot program to translate key documents of interest into Dutch.
<p>P6. Program on environmental crimes</p>	<ul style="list-style-type: none"> • Database of best practices related to investigating, prosecuting and punishing environmental crimes. • Three conversations to exchange information and generate new knowledge on the investigation, prosecution and punishment of environmental crimes. • Three publications that generate new knowledge on the effectiveness and punishment of environmental crimes in the Americas that help call attention to the challenges that States, and justice systems are facing. • Justice operators from three countries in the Americas receive training to increase their capacity to investigate, prosecute and punish environmental crimes. • Civil society operators from three countries in the Americas receive training in order to increase their capacity to investigate, prosecute and punish environmental crimes. • Three dissemination tools published on progress made on the effectiveness of the investigation and punishment of environmental crimes and its impact on democracy.
<p>P7. Program on prison matters</p>	<ul style="list-style-type: none"> • Training in resocialization. • Database of best practices in sentence execution systems. • Three discussions to exchange information and generate new knowledge about resocialization. • Three publications that generate new knowledge on models and practices of sentence execution or violence in prisons or resocialization that contribute to calling attention to public policy challenges in this area. • Three dissemination tools published on progress made in the area of prison management, crimes committed from prison and resocialization of those convicted of committing crimes. • Training on resocialization.

Goal 3

To increase JSCA's impact based on coordinated work with key stakeholders and networks, results-based management and the strengthening of communication as well as diversified financial management that supports its long-term sustainability.

Changes that it hopes to contribute to

JSCA's influence has led the justice systems of more countries in the Americas to improve their performance.

JSCA is a key stakeholder in the creation of regional trends in the area of justice that are included on States' public policy agendas.

JSCA has resources that ensure that it functions properly and in a sustainable manner.

Programs

Goals of the Strategic Plan

P8.
Program on institutional sustainability

- 6 new projects.
- Developing an institutional fundraising strategy.
- Definition of a cost structure for JSCA and use of that cost structure to develop budgets for its activities.

P9.
Program on excellence in management

- All JSCA programs have a monitoring and evaluation plan.
- New manual on organization and roles.
- Two new management tools per year that complement the manual, including: institutional travel and per diem policy and procedures; institutional communications and image; integrity and transparency; budgetary and financial management; environmental policy; gender and diversity approach; integrated knowledge management; monitoring and evaluation cycle; results-based management; human talent management; copyrights; etc.
- A JSCA work process that is certified in terms of its quality, following international ISO standards.
- Achieving an increase of at least 20% in the number of JSCA followers on social media by 2026.
- Ensuring that 80% of JSCA publications have a fact sheet with clear language and that they are published in at least Spanish and English.

7. Implementation, Monitoring and Evaluation

JSCA's SP will be implemented in a progressive and gradual manner. All of the priority issues will be developed by the institution based on the procurement of funding to sustain said activities.

This tool will be implemented through Annual Operating Plans (AOPs) that will outline the actions, results and goals for each year. The first AOP will cover 2022.

JSCA will develop a report on the progress made in regard to implementing this plan each year. A mid-term evaluation will be conducted, and the final evaluation will be completed in April 2026. The latter will serve to launch a new strategic planning cycle for the institution.



Credit: Danielle Pereira

8. Dissemination

Communication is a key part of achieving JSCA's strategic objectives. This will strengthen JSCA's relationships with external audiences¹⁵ in order to increase the institution's impact on regional and national justice agendas.

JSCA will deploy a communications campaign related to this plan. It will present the contents of the SP and will help position the institution in spaces of interest. JSCA will use Spanish, English and Portuguese in all of its publications and all efforts to disseminate the organization's work.

¹⁵ Justice system institutions of the Americas, civil society organizations, the academic community, funders and the general public interested in justice-related issues, among others.

www.cejamericas.org



info@cejamericas.org



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