



## SEMI-ANNUAL PERFORMANCE REPORT

Period: October 1, 2013 – March 31, 2014

Project: “Strengthening Democratic Governance in Honduras  
Through Technical Electoral Assistance and the Promotion of Citizen Security  
and a Culture of Peace”

Grant:	AID-522-IO-11-00001 UNDP Elections and Citizen Security
Duration:	October 1, 2011 – March 31, 2015
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Geographic Coverage:	Nationwide

July 2014

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**Acronyms and Abbreviations**

AMDC: *Alcaldía Municipal del Distrito Central* (Municipality of the Central District ie Tegucigalpa)

AOP or AWP: Annual Operating Plan or Annual Work Plan

ATE Project: *Asistencia Técnica Electoral* (Electoral Technical Assistance) Project

AVCC: *Actores Voluntarios de Convivencia Comunitaria* (Community Coexistence Volunteers)

CARSI: Central America Regional Security Initiative

DC: *Partido Democrático Cristiano* (Christian Democratic Party)

CNE: *Censo Nacional Electoral* (National Electoral Census)

CONADEH: *Comisión Nacional de Derechos Humanos* (National Commission for Human Rights)

COMVIDA: *Comité para la Niñez, Adolescencia y Juventud* (Committee for Children, Adolescents and Youth)

CPTED: Crime Prevention Through Environmental Design

CRIC: *Centro de Registro Civil e Identificación Ciudadana* (Center for Civil Registry and Citizen Identification)

CSO: Civil Society Organization

DIM: *Dirección de Infraestructura Mayor* (Department of Major Infrastructure)

FAPER: *Frente Amplio Político Electoral en Resistencia* (Broad Political Front in Resistance)

FHIS: *Fondo Hondureño de Inversión Social* (Honduran Fund for Social Investment)

FUNADEH: *Fundación Nacional para el Desarrollo de Honduras* (National Foundation for Development in Honduras)

GDP: Gross Domestic Product

G-FORT: *Grupo de Fortalecimiento Institucional* (Institutional Strengthening Group)

IDECOAS: Instituto de Desarrollo Comunitario, Agua y Saneamiento (Institute for Community Development, Water and Sanitation)

IFES: International Foundation for Electoral Systems

INE: *Instituto Nacional de Estadísticas* (National Institute of Statistics)

IPECC: *Instituto de Participación Electoral y Ciudadana y Capacitación* (Institute for Electoral and Citizen Participation and Training)

IUDPAS: *Instituto Universitario para la Democracia, Paz y Seguridad* (University Institute for Democracy, Peace and Security)

LIBRE: *Libertad y Refundación* (Liberty and Refoundation)

MER: *Mesa Electoral Receptora* (Polling Station)

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MP: *Ministerio Público* (Attorney General's Office / Public Prosecutor's Office)

NDI: National Democratic Institute

NGO: Non-governmental Organizations

NGP: *nueva gestión pública* (new public administration)

NIMD: Netherlands Institute for Multi-party Democracy

OAS: Organization of American States

OMM: *Oficinas Municipales de la Mujer* (Municipal Offices for Women)

PAC: *Partido Anti-Corupción* (Anti-Corruption Party)

PCC: *Puntos de Convivencia Comunitaria* (Community Coexistence Places)

PEC: *Proyectos de Ejecución Comunitaria* (Community-Implemented Projects)

PINU: *Partido de Innovación y Unidad* (Innovation and Unity Party)

RNP: *Registro Nacional de las Personas* (National Registry of Persons)

SEPLAN: *Secretaría de Planificación* (Planning Ministry)

SIEDE: *Sistema Integrado de Escrutinio y Divulgación Electoral* (Integrated System for Vote-Counting and Dissemination of Results)

SPS: San Pedro Sula

TED: *Tribunal Electoral Departamental* (Departmental Electoral Court)

TEM: *Tribunal Electoral Municipal* (Municipal Electoral Court)

TNE: *Tribunal Nacional Electoral* (National Electoral Court)

TSE: *Tribunal Supremo Electoral* (Supreme Electoral Court)

UD: *Partido Unificación Democrática* (Democratic Unification Party)

UMC: *Unidades de Mediación y Conciliación* (Mediation and Reconciliation Units)

UNAH: *Universidad Nacional Autónoma de Honduras* (National Autonomous University of Honduras)

UNDAF: United Nations Development Assistance Framework (*Marco de Asistencia de las Naciones Unidas para el Desarrollo or MANUD*)

UNDP: United Nations Development Programme

USAID: United States Agency for International Development

## **COMPONENT 1: ELECTORAL TECHNICAL ASSISTANCE**

### **1. EXECUTIVE SUMMARY**

The six months covered by this report, from October 1, 2013 to March 31, 2014, can be divided into two periods – before and after the general elections of November 24th. October and November were months of the highest political and social tension in an already tense electoral year and were therefore the months with the most demands on the *Tribunal Supremo Electoral* (TSE or Supreme Electoral Court) and the ATE (*Asistencia Técnica Electoral* or Technical Electoral Assistance) Project. The majority of the political tension stemmed from the fact that the two political parties with the best chance of winning each considered themselves a sure winner and argued that their opponents would manipulate the electoral results, thereby creating a situation in which neither would accept a loss.

During this time, the TSE concentrated on (1) recruiting and training polling station members, (2) implementing voter education campaigns, (3) improving procedures to transmit voting results, and (4) strengthening the institution's image to reassure the Honduran public of the TSE's professionalism. Therefore, the ATE Project focused its assistance on these same objectives and (1) provided technical assistance and support in the training of trainers, (2) implemented the voter education campaigns, "It's Your Turn to Vote" and "Democratic Values / Play Fair," and (3) offered technical assistance to improve the electoral census and to modernize various units of the TSE.

In December 2013, with the electoral result finally accepted, the country had a new political landscape whose main feature was the disruption of the traditional two-party Congress. The new LIBRE (*Libertad y Refundación* or Liberty and Refoundation) party received the second highest number of votes and the PAC (*Partido Anti-Corupción* or Anti-Corruption Party) came in fourth, representing a significant number of votes. Forty-two percent of Congress is now in the hands of these two new parties, thereby shattering the absolute majorities of the traditional parties (the Liberals and the Nationals) and requiring negotiations between the governing party (the Nationals) and these new parties. The new political landscape also features the disappearance of two parties that did not meet the voting threshold (*Alianza* and FAPER) and three parties each with a single representative in Congress (PINU, UD, and DC).

After surviving the election and the announcement of the results relatively unscathed, in December the TSE was the recipient of a fundamental decision that would characterize the following months: the election of new magistrates. Although the election was originally scheduled for May 2014 and should have been made by the new Congress, it was instead moved forward and made by the outgoing Congress. Not only did the election of the magistrates take place earlier than scheduled, but the entire composition of the TSE's Board of Magistrates remained the same, even though the November elections had brought about such a radical change in the political landscape. The shadow of partisanship and bias of the TSE is accentuated by this decision and its effects will be seen in the following months. Following this decision, two of the TSE magistrates resigned – one due to illness and the other to be replaced by his same party. Because the new magistrates do not take their offices until May 14, 2014, for the first four months of the year the presiding magistrate will be making all decisions on his own.

During the last month of 2013 and the first three months of 2014, the ATE Project focused on providing support to the TSE in managing the electoral results and planning various analyses, eg examining the incidents reported on election day, improving the institutional memory of the TSE, and evaluating the ATE Project itself. The four months after the elections were dedicated to implementing evaluations, connections, orientations, and re-structuring, given that the new government and Congress assumed their positions in January, the TSE did not have a board of magistrates and experienced drastic post-election staff reductions, and all the members of UNDP's ATE Project finished their contracts in December.

Under the pressure of upcoming elections, the last three months of 2013 accentuated or made more evident some of the structural challenges of the TSE, particularly the difficulty of making decisions at the top. There are evident fissures among the magistrates, as well as a complicated relationship with the Advisory Committee of Political Parties and polarization (based along partisan interests) in some relevant decisions. This becomes more apparent in the lack of functional departments and work plans in offices such as Institutional Planning and the Information Unit.

The work of strengthening and offering technical assistance to institutions ensconced in weak or fragile states requires medium and long-term outlooks. The TSE of Honduras is a very young institution, transitioning from partisan appointments and representation to a technical entity with appointments made by Congress. The board of magistrates is in transition and acts as such, oscillating between technical and partisan decisions.

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Overall, the Project's best practice was to assist in the creation of professional operating structures with national reach and broad institutional identification. Over the last three elections, the Training Unit has been the backbone of the TSE. Other significant accomplishments were the planning and deployment of the brigades which carried out the mapping update and the technical team that coordinated closely with the RNP (*Registro Nacional de Personas* or National Registry of Persons) to create the National Electoral Census (*Censo Nacional Electoral* or CNE). In some of these cases, the implementation of competitive hiring processes, which was highly encouraged and supported by the UNDP/ATE Project, led to the identification of the directors of the relevant departments or the recruitment of technical experts (for example, in the areas of information technology, programming, and statistical reporting), which was key to improving the professional and non-partisan quality of the TSE.

Politically, the ATE Project received broad recognition from both international and national actors. By placing the team inside the TSE, including with the magistrates, the project was able to obtain an excellent degree of dialogue, exchange, and information about the electoral process. The international community (including USAID, the *Grupo de Seguimiento Electoral* or GSE, and the G-16) found the direct and accurate information disseminated by the Project to be useful. The national political community recognized the Project's work and supported the TSE in some of the decisions encouraged by the Project's technical assistance.

There is still the need for an institutional evaluation of the TSE that would allow for an assessment and systemization of the organization's situation and information. The assessment and systemization process would also help the Board of Magistrates create a report on their work, which they are required to submit to Congress in May 2014.

The team of the ATE Project, which completed their duties in December 2013 and the first three months of 2014, is also undergoing a process of review and internal restructuring, focused on lessons learned, team characteristics, and re-definition of the relationship with the TSE and with other possible counterparts.

In terms of knowledge management, ATE Project managers feel that the largest contribution has been the two assessments planned in the 2014 Technical Proposal and the Work Report for which the magistrates have requested support from the Project.

One of the major challenges for the ATE Project during this period was one that faces all electoral technical assistance projects. Namely, that there is a disconnect between the usual financial administration of UNDP projects and what is required by a short-term, high-cost electoral assistance project. Additionally, although placing the technical team in the TSE provided many benefits, it also created some challenges because the administration was located in UNDP's offices.

The "lessons learned" exercises conducted at the beginning of 2013 and the evaluations and reports from 2014 will serve as key inputs to make decisions regarding the Project's objectives for 2014 in the programming of support for reforming the electoral law, reorganization of the new Tribunal, and the involvement of civil society in democratic issues.

In accordance with the document entitled "Budget Revision from November 20, 2013," once the electoral cycle is over, the first semester and/or year after the election is the appropriate time to discuss laws or reforms to the electoral laws. The ATE Project will conduct the following actions: (a) promote national and international fora for exchanging best practices regarding political and electoral reform, (b) offer specialized technical assistance to the TSE and the Congressional Committee for Electoral Issues, and (c) facilitate a new round of citizen consultations. The activities included in this work concerning electoral reform will be as broadly participatory as possible. This implies the development of a broad, national network of partners which will include political parties, civil society organizations, churches, universities, and, of course, coordination with the National Congress and the TSE.

## 2. IMPLEMENTATION OF ACTIVITIES

### **OUTPUT 1: Technical Assistance for the Legal and Regulatory Framework and Restructuring of the TSE's Operating Units**

**Product Description:** Development of a proposal for comprehensive legal reform of the electoral system. A comprehensive assessment of the 2012 and 2013 electoral processes. Creation of the TSE's institutional memory report for 2009-2014. Deepening and consolidating the process of organizational reform of the TSE which began in 2009, through its operating units, such as Mapping and Census, Information Technology and Public Relations.

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Indicators	Level of Accomplishment
<p><b><u>Indicator 1:</u></b> <i>At least 4 electoral regulations approved.</i></p>	<p>Assistance for electoral reform and the preparation of regulations was an area in which the Project had relatively modest impact this semester. However, the Project advocated and/or made recommendations or edits to the drafts of four institutional regulations generated by the TSE for the 2013 electoral process:</p> <ul style="list-style-type: none"> <li>• Regulation for the registration of candidates.</li> <li>• Regulation for national and international electoral observation.</li> <li>• Regulation for the registration and updating of address changes.</li> <li>• Regulation of the <i>Sistema Integrado de Escrutinio y Divulgación Electoral</i> (Integrated System for Vote-Counting and Dissemination of Results or SIEDE)</li> </ul> <p>The Project accepted the invitation of the TSE magistrates to join the 2013 Electoral Reform Committee. This proposal from this Committee included a few timely and viable reforms that had broad political consensus. The Coordinator of the ATE Project specifically contributed to the wording of the Statement of Reasons.</p> <p>Due to the nature of politics and the negotiation with political parties, the TSE withdrew the reform from consideration by the National Congress. In general, over the past few years, the TSE has led electoral reform initiatives that are well conceived with broad input from political actors, civil society organizations and citizens, although these reforms have not come to fruition for reasons outside of the TSE's control.</p>
<p><b><u>Indicator 2:</u></b> <i>Written and approved protocols for managing the Electoral Census between the TSE and the RNP</i></p>	<p>Census and Mapping Unit</p> <p>With UNDP's assistance, the TSE's Mapping and Census Unit is now highly professional and leads the creation of the National Electoral Census. Technical coordination with the RNP has improved significantly regarding mechanisms for updating the Census, particularly those concerning address changes. However, work still needs to be done in this area in order to ensure sustainability and work quality.</p> <p>With the ongoing technical assistance offered by UNDP, the TSE Magistrates have known with certainty about the problems facing the TSE because the institution does not have specialized functional units for areas such as Information Technology and Institutional Planning. Another major problem is the lack of a strategic plan to address the challenges of the general election and the main problems experienced during the 2012 primary elections concerning the Transmission of Preliminary Election Results (TREP) and vote-counting processes.</p> <p>UNDP's ATE Project supported the creation of initiatives and recommendations to improve the TSE's institutional performance. In particular, UNDP's efforts significantly improved the mechanisms of technical coordination with the RNP which resulted in the production of a National Electoral Census with 5,355,112 voters registered for the 2013 elections. The Census was submitted on time to both politicians and the general public. Specifically, there was an increase of 743,901 registered voters (16.14%) over the 2009 Census. Of those registered with the CNE, 50.87% are women and 49.13% are men.</p>
<p><b><u>Indicator 3:</u></b> <i>The new units created with support of the UNDP project (Mapping and Census, Information Technology, and Training and Civic Education)</i></p>	<p>Area of Information Technology</p> <p>Direct assistance was provided by UNDP to the Board of Magistrates about the main issues regarding information technology.</p>

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<p><i>have staff selected through public competition.</i></p>	<p>Follow-up and observations were provided to the TSE by UNDP about various aspects of the SIEDE and vote-counting frameworks.</p> <p>During the months leading up to the election, on election day, and in the days immediately following the election, UNDP sent regular technical reports to and had numerous meetings with the TSE’s Board of Magistrates to inform them of observations and concerns about problematic situations, to warn them of risks, and to offer them specific suggestions and recommendations at various steps in the process. Among other issues, this advice concerned:</p> <ul style="list-style-type: none"> <li>• Custodians of electoral materials / technical operators,</li> <li>• Resetting,</li> <li>• Computer systems, and</li> <li>• Data processing on election day.</li> </ul> <p>UNDP continually warned that these frameworks had many vulnerabilities and the election itself demonstrated them (particularly with the recruitment of custodians of electoral materials, their training and appointment as operators, the processing of information, and transcription and dissemination of results). The ATE Project in particular and UNDP in general played a key role in raising awareness among the Magistrates about the technical and political risks of leaving the “international audit” with an operating profile in various key processes of the election. In response, the Magistrates modified the specific regulations and requested assistance for the TSE in quality control.</p>
<p><b><u>Indicator 4:</u></b> <i>The TSE has a communications policy approved by the Board of Magistrates and implemented by a professional unit.</i></p>	<p>With UNDP’s assistance over the years, the TSE’s Public Information and Communications Unit has been re-organized and strengthened, and now includes: a senior coordinator, a press director, a communications writer, a monitoring and statistics expert, a press relations expert, and specialist for campaigns and special events.</p> <p>The institutional campaign “It’s Your Turn” (“<i>Te Toca</i>”), designed by UNDP, was strategically disseminated in the media, on a national level, along with related materials (t-shirts, water bottles, etc). It became a symbol in the 2013 elections and quite probably contributed to the historic increase in voter turnout, from 49.9% in the 2009 general elections to 61% on November 24, 2013. The campaign included television, radio, and newspaper advertisements. In addition, an alliance with private businesses helped to spread the commercial in non-traditional areas. The simple and effective campaign was specifically designed for a Honduran audience to relate to.</p> <p>For the 2013 elections, UNDP helped created a support network for the TSE and the electoral process. Consisting of civil society members, the owners and directors of communications media, business owners, and the international community, this support network was involved in a variety of activities, including the training of observers and conducting a quick-count.</p> <p>The establishment of the Communications and Public Image Unit was a good first step in the right direction. UNDP assistance in efforts to systematize daily information, such as weekly summaries with the inclusion of the percentage of “positive, negative, and neutral” references was highly appreciated by the Magistrates and was essential for locating and monitoring the Magistrates, establishing a fluid and positive relationship with the media. However, on an institutional level, the TSE still needs to bring a strategic vision to this unit.</p> <p>Overall, the TSE, with UNDP’s technical assistance, has adopted a more strategic approach to communication with the public and has created a specialized, functional unit for this purpose that should be maintained and strengthened.</p>
<p><b><u>Indicator 5:</u></b> <i>Experts hired to draft a report concerning the</i></p>	<p>An expert was hired to draft the Institutional Memory Report of the TSE (2009-2014), identifying the main supports, challenges, and lessons learned. Start date of April 2014.</p>

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<i>institutional memory of the TSE and to conduct an evaluation of the ATE Project</i>	An expert was hired to conduct an evaluation of the ATE Project, concentrating on lessons learned and best practices from UNDP's electoral assistance from 2007 to 2013. Start date of April 2014.
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**OUTPUT 2: Technical Assistance to Strengthen the Training Unit and the Institute for Training and Citizen Participation**

**Product Description:** Strengthen the TSE's Electoral Training Unit by incorporating it into the *Instituto de Participación Electoral y Ciudadana y Capacitación* (Institute for Electoral and Citizen Participation and Training or IPECC) which was created in 2011. In particular, incorporating civic, electoral, and democratic training programs, which involve representatives of the TSE and support the building of citizenship, and making use of previously designed tools, such as the "democratic values" campaign.

Indicators	Level of Accomplishment
<p><b><u>Indicator 1:</u></b> <i>The TSE conducts a "values" campaign.</i></p>	<p>With the UNDP-designed, "Democratic Values" campaign ("Play Fair," <i>Don Justo</i>), the TSE promoted civic values such as citizen participation, inclusiveness, tolerance, organized collaboration, respect for majority decisions, and transparency summarized in the powerful message "Play Fair." In the midst of all the party messages and those of thousands of candidates during the election, the Values Campaign was successful in spreading its message among the Honduran people.</p> <p>At the beginning of the academic year (January to March 2014), UNDP's ATE Project produced and distributed t-shirts, water bottles, and calendars featuring the main character and slogans of the campaign as a way to disseminate the messages of democracy and civic values.</p> <p>Overall, with UNDP's support, the TSE now has a values campaign ("Fair Play") that is appreciated for its positive message in promoting democratic values, which has proven to be useful and can be used in the future during both electoral and non-electoral periods.</p>
<p><b><u>Indicator 2:</u></b> <i>The Departmental Trainers have a methodology, materials, and work schedule.</i></p> <p><b><u>Indicator 3:</u></b> <i>The TSE has a group of custodians of electoral materials and members of temporary electoral organizations, among others.</i></p>	<p>The team of trainers is the only national structure that the TSE had in place before the elections. This network is made up of trainers (many who received BRIDGE training from UNDP in 2012) who know how the electoral process should work and are able to supervise the work of other projects, such as the custodians of electoral materials, SIEDE, and temporary electoral organizations (ie. TED and TEM).</p> <p>Importantly, this roster or database forms the basis for the creation of a permanent training unit, which can do this work during both electoral and non-electoral periods and can assist with the functioning of IPECC.</p>
<p><b><u>Indicator 4:</u></b> <i>The TSE has an analysis of the administration of the polling stations (Mesa Electoral Receptora or MER) on election day, including the processes of set-up, voting, and vote-counting, in order to identify the most common problems and address them in future elections</i></p>	<p>For the general elections of 24 November, the UNDP and the Training Unit trained the following segments of Honduran society:</p> <ul style="list-style-type: none"> <li>• 1,299 trainers from political parties</li> <li>• 7,011 polling station volunteers from all the country's departments and all political parties</li> <li>• 6,300 custodians of electoral materials and/or technical operators</li> <li>• 596 electoral observers</li> <li>• 234 TED members</li> <li>• 2,153 TEM members</li> <li>• 394 youth and/or representatives of civil society</li> </ul> <p>Due to UNDP's assistance, the production of quality materials, particularly those used for electoral trainings (user's manuals, notebooks, practice guides) was significantly better than in previous election cycles and the TSE, with UNDP's support, is gradually improving in this area. During 2013, the ATE Project was involved in the production of the following materials:</p>

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	<ul style="list-style-type: none"> <li>• User's manuals for polling stations, individualized for each of the country's 18 Departments.</li> <li>• Instruction booklets for polling stations, individualized for each of the country's 18 Departments, plus an auxiliary booklet with frequently asked questions.</li> <li>• Five types of one-pagers for <i>before, during, and after</i> voting (one for each type of election) for polling station volunteers. Included in the bags of electoral materials. 153,000 copies printed of each one-pager.</li> <li>• Non-partisan presentations for trainers.</li> <li>• Planning guides for the training courses.</li> </ul> <p>Finally, during the period of this report, the ATE Project conducted a workshop on the incident reports from the 2013 general elections, and UNDP has been working on analysing and systematizing the thousands of incident reports created by the polling stations on election day.</p>
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**OUTPUT 3: Maintenance of the Unit of Implementation, Monitoring and Follow-Up of the ATE Project**

**Product Description:** Maintenance of the Project's core team to coordinate horizontal cooperation for the various activities conducted by the TSE, with the goal of identifying weaknesses and opportunities for participation by international experts. The team includes an international consultant, a national technical assistant, and a financial administrator. It also includes the cost of the Project's facilities, stationary, communications, and services necessary for the operation of the office such as electricity, water, internet, cellular phones, transportation, and security.

Indicators	Level of Accomplishment
<p><b><u>Indicator 1:</u></b> <i>Technical staff are contracted to implement the activities planned in the Project Document (PRODOC)</i></p>	<p>ATE Project's operating office functioned uninterrupted during all of 2013, with a central team composed of:</p> <ul style="list-style-type: none"> <li>• 2 international experts working on different areas of coordination with the TSE</li> <li>• 1 international IT consultant</li> <li>• 1 electoral expert</li> <li>• 1 administrator</li> <li>• 1 administrative assistant</li> <li>• 1 driver</li> <li>• 1 international expert supported by the Electoral Court of Panama to conduct horizontal cooperation in the area of electoral training</li> <li>• 1 international consultant for strategic communications and political risk</li> </ul> <p>An international elections expert has been hired to coordinate the ATE Project (beginning April 2014).</p>
<p><b><u>Indicator 2:</u></b> <i>The TSE, UNDP, and USAID receive monthly reports about the Project's relevance and progress.</i></p>	<p>Other areas of work of UNDP's ATE Project:</p> <p>The activities of the ATE Project go far beyond its formal and original structure. These other activities include institutional representation, support, technical assistance or advice, and policy coordination requested or assigned in an express manner by the UNDP's Area of Governance. Among other areas, the ATE Project worked with:</p> <ul style="list-style-type: none"> <li>- The G-16 – 5 working meetings,</li> <li>- The Election Follow-up Group (<i>Grupo de Seguimiento Electoral</i> or GSE) – 20 working meetings,</li> </ul>

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	<ul style="list-style-type: none"> <li>- The Working Group for Transparency and Good Government – 4 working meetings,</li> <li>- The Advisory Committee of Political Parties – 23 working meetings.</li> </ul> <p>Additionally, the ATE Project had a technical relationship with USAID/Honduras and supported institutional activities of UNDP/Honduras, such as:</p> <ul style="list-style-type: none"> <li>- Preparation for the Agreement on Minimum Guarantees for Electoral Ethics and Transparency,</li> <li>- Dialogue on the electoral situation, with Dr. Gustavo Fernández</li> <li>- Joint Experts Mission with UN and OAS</li> <li>- <i>Proyecto Análisis Político y Escenarios Prospectivos</i> (PAPEP) 2013</li> <li>- Working meeting with the Carter Center’s Mission to Honduras</li> </ul> <p>An academic alliance with the TSE and the Honduran office of the Konrad Adenauer Foundation resulted in an August 2013 event entitled “Central American Election Scenarios,” featuring lessons learned and success stories from neighboring election institutions, especially regarding complex issues and possible scenarios that could occur with the Honduran elections. As part of this event, the heads of the Board of Magistrates of the election institutions of Costa Rica, Guatemala, and Panama visited Honduras and had a private working session with the TSE’s Board of Magistrates. During their session, they discussed the following issues:</p> <ul style="list-style-type: none"> <li>• Elections in the context of conflict between the branches of government / state powers (Panama)</li> <li>• Elections in the context of electoral and political violence (Guatemala)</li> <li>• Elections in the context of adjusted results (Costa Rica)</li> </ul> <p>Administrative Activities:</p> <ul style="list-style-type: none"> <li>- Creation of the first draft of the Annual Work Plan (AWP) for 2014, including the definition of activities, service requirements, budget estimates, and implementation scenarios</li> <li>- Creation of a Framework for Consultancies, according to the 2014 AWP, including the definition of the type of consultancy by output, objectives, time frame, and required profiles. Resume search, proposal of selected profiles, and follow-up of the hiring process.</li> <li>- Creation of Financial Statements, including the final quarter of 2013, the first quarter of 2014, cost estimates for the first quarter of 2014, and a consolidated report from 2011 through the first quarter of 2014.</li> </ul> <p>Overall, the ATE Project used methodologies such as direct technical assistance, support to the TSE’s Board of Magistrates, and activities of horizontal cooperation.</p>
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**2.1 PROGRESS NARRATIVE FOR THE SEMESTER**

*Context:*

Obviously, the main event to occur during this semester was the general elections which took place on November 24, 2013. The previous months were characterized by a polarized political environment, with high expectations of the electoral results since the two main contenders each felt s/he would be the winner, with the underlying message that neither would accept an adverse outcome. However, there was an agreement between the political parties, signed on 23 August 2013, that they would all respect the election results. The TSE, with low credibility as an institution, used the idea of an advisory board composed of representatives of all the political parties to make decisions, thereby imparting a message of inclusion and impartiality. On the other hand, the advisory board also had its drawbacks such as a delay in decision-making.

The electoral results, although disputed, were generally accepted, leading to a new political landscape in Congress. The strongest party, the Nationals, continued their dominance. However, their traditional rivals, the Liberals, were divided and a good part of the dissidents

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formed a new party, LIBRE, which became the second-most supported party in the country. Another new party, the Anti-Corruption Party (*Partido Anti-Corupción* or PAC) came in fourth. Four parties received less than 10% of the Congressional vote, therefore requiring alliances in order to govern. The Nationals and the Liberals, the traditional rivals, have united to form a governing majority, while the opposition, LIBRE and PAC have not joined forces. Two parties (*Alianza* and FAPER) were dissolved because they did not reach the voting threshold, and an additional three parties (PINU, UD, and DC) have only one representative each.

The results from the three levels of elections were not concordant, as 40% of the Congress now represents two new parties, but the Nationals continue to hold an overwhelming majority of municipalities.

Disconcertingly, when the current Honduran President, Juan Orlando Hernandez, was in his final days of serving as the President of Congress (and President-elect), he used his power to move the allocation of funding for Departments (the decentralization funds) from Congress to the Office of the Presidency. Meaning that, as President, he now controls the national budget and continues to control the conduct of the congressional representatives (through the use of the Fund for the Departments).

Another worrisome action of President-elect Hernandez as President of the Congress was to appoint the TSE's new Board of Magistrates. Usually, the TSE's Board of Magistrates has been selected by the new Congress in May after they have taken office. By doing this five months before the date set by tradition, if not by law, the President-elect usurped the right of the new Congress and undermined the power of the new parties elected by the Honduran people. During December 2013 and the first few months of 2014 both the traditional parties and the two new parties as well as the public in general had the expectation that the Board appointed by the outgoing Congress would be a proposal, something to be negotiated, a starting point for approving the selection of the TSE's new Magistrates. Unfortunately, this did not occur and the Magistrates appointed by President Hernandez as President of the outgoing Congress now form the TSE's new Board.

After the elections, the TSE was concerned with managing the polarization and crisis generated by the reactions to the selection of the Board and the novelty of a President appointing the TSE's new magistrates. This action created instability among the Board as two magistrates already know that they are leaving and the two new ones will not begin their mandate until May 14, 2013. Additionally, one of the magistrates has fallen ill and another has resigned, leaving the President of the Magistrates acting alone.

Finally, funding problems continue to impede the functioning of the TSE; millions in public debt remains unpaid. And several of the TSE's departments do not have directors.

### *ATE Technical Assistance:*

In the two months before the election, on election day, and during the days following the election, the ATE Project provided technical assistance to the TSE in two main areas – vote-counting and the managing and dissemination of results.

The ATE Project team offered direct assistance to the TSE until the end of December with four international consultants, experts in the areas of IT, training, and civic education. A local support team provided technical and administrative assistance, including planning events, designing and distributing materials, and maintaining clear financial records.

In October and November 2013, the ATE Project supported the development and dissemination of the institutional image campaign for the TSE, the "It's Your Turn" campaign, and the "Play Fair" campaign. Additionally, the ATE Project helped the TSE with technical support for the creation of the Electoral Census, for the TSE's functional units, and with the Board in managing their communications with the public. On the operational side, the ATE Project revised various manuals and trained staff, polling station volunteers, witnesses, media, and other electoral actors.

At the end of the year, with the completion of the contracts of the international consultants, the ATE Project found itself without a director and without a technical team (although the Project still maintained its administrators). During the first quarter of 2014, new UNDP staff continued the work of the Project by systematizing the lessons learned and preparing for the possible new phase of the Project, with the new TSE magistrates, a post-electoral period of at least two years.

After the elections, the ATE Project was marked by a change in model, moving from the assistance model based in the TSE, which has been used since 2009, to a new framework for 2014 and beyond. The design of the new model will be determined after the TSE's new Board of Magistrates is installed and issue a new request for support, and after a new assessment mission from the UN Secretariat's

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electoral issues department visits the country. The UNDP/Honduras' head of Governance and the Resident Representative are in the process of negotiating a new model and a new AOP with both the TSE and USAID through monthly meetings of the USAID/UNDP project (the ATE/RNP Project), Grant No. AID-522-IO-11-00001. This period has been dedicated to conducting evaluations of what has been accomplished through this Project as well as by the TSE itself.

In October, a modification of the assistance was approved by USAID which recommended continuing the work of strengthening the TSE and training electoral actors such as the political parties and members of Congress, beginning with the Advisory Board of Political Parties at the TSE and the Congressional Electoral Committee. Additionally, emphasis was placed on the need to involve civil society in the consultations about electoral reform and the importance of a campaign focused on building citizenship.

**2.2 STATUS OF ACTIVITY LEVEL LOGIC MODELS**

*Not applicable*

**2.3 OPPORTUNITIES AND CHALLENGES IN IMPLEMENTATION**

<b>Opportunities and Strengths</b>	
<ul style="list-style-type: none"> <li>• The ATE Project team had the international and national experts necessary to assist the TSE in all key areas for the general elections in November 2013.</li> <li>• There is a close relationship between the training team and its partners in the electoral process, including the TED and TEM, the armed forces, political parties, the national police, civil registries, election observers, and electoral officials.</li> <li>• The Project has designed campaigns to strengthen the TSE's institutional image and promote civic and electoral education among the public.</li> <li>• In post-electoral periods, there is a great opportunity to technically strengthen both the Board of Magistrates and the functional expert teams.</li> <li>• The Project has planned three evaluations and workshops on lessons learned, which will be the basis for future planning – specifically, the report on election day incidents, the memories of the TSE experiences and an evaluation of the technical assistance.</li> </ul>	
<b>Problems Encountered</b>	<b>Remedial Actions</b>
The difficulty of decision-making within the TSE's Board of Magistrates. There are obvious divisions among the Magistrates, and this is made more difficult by the complicated relationship with the Advisory Committee of Political Parties.	Two international consultants are in on-going contact with the Magistrates and make appropriate technical recommendations.
Politization (partisan interest) in some relevant decisions of the TSE. Many of the staff of the TSE are also members or supporters of political parties.	Political and electoral agreements made among representatives of political parties as part of the Advisory Committee of Political Parties.  Because political parties directly influence TSE decisions, the Project issued warnings and recommendations.
Institutional capacity to absorb assistance is low, especially among lower and mid-level officials. There is not a department of Institutional Planning or work plans articulated by the operating units. The training team is consumed with activities that do not pertain to training. The IT Unit is not yet structured and operational.	There is an excellent relationship between the ATE Project and the Board of Magistrates in general and individually and the ATE Project has access to all of them. In general, there is respect for and attention to the recommendations and suggestions offered by the technical assistance project.  The same type of relationship exists between the Project and the relevant departments of the TSE.
Impact of delays on training of technical operators (on-going).	In response to the decisions by the TSE and the Supreme Court, UNDP trained political party instructors, in order to reach the most number of polling station members.

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<p>Uncertainty about the future of the institution and the opportunity for electoral reform.</p>	<p>The ATE team and UNDP's director of Governance are in on-going contact with the President of the TSE's Board of Magistrates.</p> <p>A draft work plan has been discussed with both the TSE and USAID.</p>
<p><b>Risks:</b></p> <p>The risks in October and November (before the elections) were the same as reported in the previous report:</p> <ul style="list-style-type: none"> <li>• The biggest technical risk is the delayed decision on the <i>Sistema Integrado de Escrutinio y Divulgación Electoral</i> (Integrated System for Vote-Counting and Dissemination of Results or SIEDE) and its scope. This affects the trainings, drills, and verification of whether or not the system functions correctly.</li> <li>• Inadequate recruitment process for custodians of electoral materials and technical operators of scanners.</li> <li>• The greatest political risk is associated with the lack of official results within a reasonable period of time.</li> <li>• Further erosion of the TSE's credibility.</li> <li>• Greater political polarization due to the campaign, which may become even more intense and disparaging.</li> <li>• Possible manipulation of information and results on election night.</li> <li>• Non-acceptance of results by the losing candidates.</li> </ul> <p>After the elections, the risks included:</p> <ul style="list-style-type: none"> <li>• Difficulties in negotiating the new phase of technical assistance with the TSE's new Board of Magistrates.</li> <li>• Uncertainty about the future of the institution, both in terms of its structure and funding.</li> <li>• Possible resistance to electoral reform from the political parties, both inside and outside the TSE.</li> <li>• New project team and AWP.</li> </ul>	

**3. COLLABORATION AND/OR KNOWLEDGE SHARING WITH OTHER USAID ACTIVITIES**

**3.1 RELATIONSHIP WITH OTHER USAID ACTIVITIES**

Six monthly coordination meetings were held with other UNDP projects also funded by USAID, with the attendance of USAID's Democracy and Governance director or deputy director, USAID's elections expert, and a USAID/Peace Corps intern, as well as UNDP's head of Governance and coordinators of the election, RNP, and security projects. These meetings were important for analyzing and evaluating the progress of the projects, discussing the challenges encountered, and suggesting remedial actions. Additionally, participants defined the strategies for continuing the project. Finally, there was follow-up on the project's financial administration, evaluations, and progress reports.

**3.2 KEY HIGHLIGHTS OF COLLABORATION**

An on-going review of activities allows for a harmonious coordination between the donor and UNDP. Participation in the three USAID-funded projects (ATE, RNP, and Security) avoids overlaps and creates synergies.

**3.3 CHALLENGES OF COLLABORATION**

Sometimes there are lags in the flow of funds, which delays the implementation of certain activities. For example, what happened during this period with the trainings.

The approval regulations of USAID (e.g. no more than 10% deviation of the activities) makes it difficult for the Project to adapt to a situation that is constantly in flux due to political and institutional changes.

The Project reports don't correspond to what USAID requires. There have been various formats, which aim to improve and facilitate reporting. However, it is still a pending task.

#### **4. COLLABORATION AND/OR KNOWLEDGE SHARING WITH GOVERNMENT PARTNERS OR OTHER DONORS**

The ATE Project participated in the Electoral Follow-up Committee (*Comité de Seguimiento Electoral* or CSE) which, aside from USAID, is also composed of other donors, other international institutions interested in elections, and representatives of various embassies. During the period covered by this report, this committee held 10 meetings, whose main purpose was to share information and coordinate activities to support elections. Among other topics, participants discussed theoretical issues of cooperation, such as analyzing possible political scenarios, and shared first-hand knowledge from the TSE Magistrates and RNP directors of the institutions' preparations and needs. The committee also provided the opportunity to coordinate activities among different agencies as they discussed evaluation reports (eg those of election day). In addition, the committee had special guests describe various activities, such as the report of the European Union's electoral observation mission or meetings of the Congressional Committee on Electoral Issues. (Reports included in the Annexes.)

The ATE Project also had close collaboration and coordination with IFES (International Foundation for Electoral Systems), the TSE, and the National Democratic Institute (NDI), in the planning and development of trainings for new members of congress, with the Konrad Adenauer Stiftung (KAS) in the organization of academic events, and with NIMD (Netherlands Institute for Multi-Party Democracy) for assistance to the political parties.

Additionally, the ATE Project also collaborated with IFES on a joint meeting with the Attorney General's Office (*Ministerio Público* or MP), the national police, the 105th Brigade, and COPECO (*Comisión Permanente de Contingencias* or the Permanent Commission for Contingencies) on a meeting to define the methodology of the working group to prevent electoral conflicts and crime.

#### **5. SPECIAL REPORTING REQUIRMENTS (USAID FORWARD, PRESIDENTIAL INITIATIVE)**

*Not applicable*

#### **6. INTEGRATION OF CROSS-CUTTING VARIABLES**

##### **6.1 GENDER**

The ATE Project took special care to include gender perspectives in all educational materials as well as the citizenship campaigns. Additionally, some messages were specifically designed to encourage the participation of women.

##### **6.2 ENVIRONMENTAL COMPLIANCE**

*Not applicable*

##### **6.3 GLOBAL CLIMATE CHANGE**

*Not applicable*

#### **7. ADMINISTRATIVE AND MANAGEMENT ISSUES**

##### **7.1 CONSTRAINTS AND CRITICAL ISSUES**

There is one on-going administrative issue that pose problems for the implementation of the Project: Although placing the technical team in the TSE provided many benefits, in that the team was on hand to provide technical assistance whenever requested and required and was able to build trust with TSE officials, it also created some challenges because the administration was located in UNDP's offices.

In this respect, after the new request for assistance is issued by the TSE and the UN conducts a new assessment mission, the Project will re-evaluate the situation and determine whether the benefits of the Project's current framework outweigh its disadvantages.

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## 7.2 PERSONNEL

Regarding human resources during the period covered by this report, the Project has experienced the following changes:

<b>Contracts Ending in 2013</b>	<b>New Hires for 2014</b>
1. Main Technical Consultant	1. International Technical Consultant
2. Electoral Official	2. Expert to draft the TSE's Institutional Memory Report (2009-2014)
3. Junior Technical Assistant	3. Specialist to conduct evaluation of the ATE Project (2007-2013)
4. International IT Expert	
5. Administrative Assistant	

## 7.3 CHANGES TO ACTIVITIES

The following section, "Activities Planned for the Next Semester," includes various actions and activities that are planned for April to September 2014 and which reflect some changes regarding activities that were originally planned for the pre-election period. Of course, the activities are related to the Project's three main areas of work that were included in the proposal. However, there have been some adjustments made to the focus.

Nevertheless, as on previous occasions, UNDP requires the recommendation of the Department of Political Affairs (DPA) at the headquarters in New York, in order to extend the duration of the Project, before a National Assessment Mission (NAM) can evaluate the recent election period and the assumption of power of the TSE's new Board of Magistrates. The report drafted by this assessment mission will make recommendations regarding the duration of the Project as well as the main areas of technical assistance that the Project should continue providing in this new phase. Therefore, the realignment of activities included in the Annual Work Plan (AWP) will be subject to the results of this assessment.

## 7.4 MODIFICATIONS AND AMENDMENTS

During the period covered in this report, there have been the following modifications to the approved grant agreement:

- Modification No. 4 for a total amount of USD 1,500,000 for the Electoral Technical Assistance (ATE) component.

## 8. EVALUATIONS AND LESSONS LEARNED

### 8.1 LESSONS LEARNED AND BEST PRACTICES

The work of strengthening and offering technical assistance to institutions ensconced in weak or fragile states requires medium and long-term outlooks. The TSE of Honduras is a very young institution, transitioning from partisan appointments and representation to a technical entity with appointments made by Congress. The TSE's Board of Magistrates is in transition and acts as such, oscillating between technical and partisan decisions.

The TSE's institutional capacity to absorb assistance, process it, and convert it into practice is both precarious and slow, mainly because the staff and officials are, for the most part, the same as those of the previous elections institution (the *Tribunal Nacional Electoral* or TNE, which was restructured as the TSE in 2005). Because they haven't changed significantly, the processes of impartiality and professionalization of the managers and directors is and will continue to be quite slow.

The best practice of the ATE Project was to assist in the creation of professional operating structures with national reach and broad institutional identification. Over the last three elections, the Training Unit has been the backbone of the TSE. Other significant accomplishments were the planning and deployment of the brigades which carried out the mapping update and the organization of a technical team that coordinated closely with the RNP to create the National Electoral Census. In some of these cases, the implementation of competitive hiring processes, which was highly encouraged and supported by the UNDP/ATE Project, led to the identification of the directors of the relevant departments or the recruitment of technical experts (for example, in the areas of information technology, programming, and statistical reporting), which was key to improving the professional and non-partisan quality of the TSE.

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The Project design itself had a number of advantages. First, the installation the ATE Project within the TSE, in close proximity to the officials and directors, facilitated advocacy work, and enhanced the effect of professional trust once it was gained. On the part of the TSE, technical assistance was better and easier to incorporate the changes. Consensus on the work plans and for planning activities was a vital contribution to institutional strengthening. However, although this approach proved to have many benefits, it created a gap between the day-to-day of the project and the financial administration by UNDP.

Politically, the ATE Project received broad recognition from national and international actors. By positioning the team inside the TSE, including with the Magistrates, the Project achieved an excellent level of dialogue, exchange, and information concerning the electoral process. The international community (including USAID, the GSE, and the G-16, among others) used the direct and accurate information disseminated by the Project. The national political community recognized the Project's work and supported the TSE in some of the decisions encouraged by the Project's technical assistance

Regarding knowledge management, ATE Project managers believe that the largest contribution is the three assessments planned in the 2014 Technical Proposal, in the Work Report or Institutional Memory Report for which the Magistrates have requested the Project's support, and the evaluation of the technical assistance provided by the ATE Project.

- 1) The institutional assessment of the TSE will be a systematic and participatory exercise that will allow for assessment and systemization of the agency's situation and information. It will be both an internal and external assessment, methodologically directed by national and international experts and lasting at least two months. It is hoped that, together, the "lessons learned" seminars that were conducted at the beginning of 2013 and this 2014 assessment will compile information that will allow for correct decision-making regarding reform of the electoral law and the subsequent re-organization of the TSE.
- 2) The ATE Project will provide assistance to the TSE's Board of Magistrates to help draft the Institutional Memory Report that is required by Congress in May 2014. The Board would like to present a work that is more reflective, with evaluations and recommendations to strengthen democratic development.
- 3) Evaluation and recommendations about the model, achievements and difficulties in the work of technical assistance provided by the ATE Project.

### 8.2 ACTIONS AND NEXT STEPS

The October 2013 document "Modification to Assistance," which was discussed and approved by USAID, states:

UNDP proposes to revisit the topic of electoral reform in early 2014. Waiting until after the general election will allow UNDP and TSE to incorporate lessons learned from both the 2012 and 2013 elections. Specifically, UNDP will help the TSE develop a proposal for comprehensive legal reform of the electoral system. Much of UNDP's expert technical assistance will be based on the findings of the evaluation of recent electoral processes.

In order to cultivate support for this reform from the widest range of actors, UNDP and TSE will collaborate with political parties, civil society organizations, churches, universities, and, of course, the National Congress, including the Congressional Commission on Electoral Affairs.

UNDP will organize workshops and seminars on electoral reform for civil society organizations, Congress, and electoral authorities. Among other topics, the workshops and seminars will cover the composition of the voting tables at the polling stations, administration of vote counting, and campaign financing. Additionally, UNDP will coordinate national and international forums to share best practices concerning political systems and electoral reform with members and staff of the National Congress. Finally, UNDP will hold a new round of public consultations to encourage citizen discussion and debate on electoral legislation and the Honduran political system. These activities give continuity to the UNDP and TSE's 2010 and 2011 electoral reform efforts and, importantly, include the necessary component of citizen participation.

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**9. ACTIVITIES PLANNED FOR THE NEXT SEMESTER**

Activities planned for the previous semester (Oct 2013 – March 2014)	Current Status (March 2014)	Explanation of changes	Activities Proposed for Next Semester (April – Sept 2014)
Technical assistance to change the legal/regulatory framework	Couldn't be implemented	The TSE was totally immersed in the election process	Electoral Reform <ul style="list-style-type: none"> <li>• Matrix systematizing the proposals</li> <li>• Comments / implications of each proposal by area</li> <li>• Round of awareness raising / consultations with relevant actors:               <ul style="list-style-type: none"> <li>• TSE</li> <li>• G-16 and follow-up committee</li> <li>• Congressional Electoral Committee</li> <li>• Advisory Board of the TSE</li> <li>• Political parties</li> <li>• Media</li> <li>• CSOs and NGOs</li> </ul> </li> <li>• New draft legislation with articles</li> <li>• Support for debates in Congress</li> </ul>
	The lack of involvement of Congress and the Congressional Electoral Commission in the discussion about the 2011 proposal for electoral reform meant that they did not consider it seriously	Recommendation to modify the assistance	Raising awareness with other electoral actors <ul style="list-style-type: none"> <li>• Coordination with the international community</li> <li>• Consultations with political parties</li> <li>• Consultations with Congress</li> <li>• Cooperation with mass media</li> <li>• Agreements with relevant government institutions regarding civic education</li> </ul>
Restructuring of operational units	<ul style="list-style-type: none"> <li>• Creation of new units</li> <li>• Assistance to strengthen the TSE's key units</li> </ul>	<ul style="list-style-type: none"> <li>• Little capacity of the officials to adapt</li> <li>• Financial difficulties of the TSE after the elections</li> <li>• Dismantling of some units</li> </ul>	Strengthening of the TSE <ul style="list-style-type: none"> <li>• Creation of a report of "Memories"</li> <li>• Training of / consultations with new magistrates and directors</li> <li>• Assistance to the unit/institute for training and civic education (title 10. arts: 155-156-157)</li> <li>• Creation of the office for citizen participation: Diplomas in democracy education and electoral law</li> <li>• Assistance to the Gender Unit (Chap II, arts: 103 a 105 A)</li> <li>• Support to the Evaluation and Planning Unit</li> <li>• Assistance to the Census Unit – compatibility with RNP</li> </ul>
	There have been significant advances regarding civic education, but they need to be made permanent	Recommendation to "modify the assistance"	Involvement of civil society <ul style="list-style-type: none"> <li>• Consultations with university boards</li> <li>• Coordination with the Ministry of Education about including civic education in the curriculum</li> </ul>

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			<ul style="list-style-type: none"> <li>• Coordination with teaching colleges about including democracy and citizenship in the curriculum</li> <li>• Pilot experience with a citizen's network</li> <li>• Support and coordination with <i>Hagamos Democracia</i> and a discussion group with <i>Ciudadania Activa</i></li> </ul>
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**10. FINANCIAL INFORMATION**

**Budget:**

	Original grant (September 30, 2011)	Modification 1 (July 9, 2012)	Modification 4 (October 31, 2013)	Total
Federal	\$300,000.00	\$500,000.00	\$1,500,000.00	\$2,300,000.00
Non-Federal	\$130,000.00	\$150,000.00	\$162,386.24	\$442,386.24
<b>Total</b>	<b>\$430,000.00</b>	<b>\$650,000.00</b>	<b>\$1,662,386.24</b>	<b>\$2,742,386.24</b>

**10.1 Financial Statement as at March 31, 2014**

	<b>Award</b>	<b>00050266</b>
	<b>Output</b>	<b>00062007</b>
	<b>Component</b>	<b>1</b>
<b>Name:</b>	<b>Tecnical Electoral Assistance</b>	
Federal Cash		
a. Cash Receipts		\$2300,000.00
b. Cash Disbursements		\$1486,202.42
c. Cash on Hand (line a minus b)		\$813,797.58
Federal Expenditures and Unobligated Balance:		
d. Total Federal funds authorized		\$2300,000.00
e. Federal share of expenditures		\$1486,202.42
f. Federal share of unliquidated obligations		\$16,828.29
g. Total Federal share (sum of lines e and f)		\$1503,030.71
h. Unobligated balance of Federal funds (line d minus g)		\$796,969.29
Recipient Share:		
i. Total recipient share required		\$442,386.24
j. Recipient share of expenditures		\$524,300.76
k. Remaining recipient share to be provided (line i minus j)		-\$81,914.52

10.2 Budget Details and Notes  
*Not applicable*

10.3 Sub-Award Details  
*Not applicable*

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**11. BRANDING, COMMUNICATIONS & DISSEMINATION**

*Not applicable*

**12. SUSTAINABILITY AND EXIT STRATEGY**

The work of strengthening and offering technical assistance to institutions ensconced in weak or fragile states requires medium and long-term outlooks. The TSE of Honduras is a very young institution, transitioning from partisan appointments and representation to a technical entity with appointments made by Congress. The board of magistrates is in transition and acts as such, oscillating between technical and partisan decisions.

The TSE's institutional capacity to absorb assistance, process it, and convert it into practice is both precarious and slow, mainly because the staff and officials are the same as those of the previous elections institution, the TNE. Because they haven't changed at all, the processes of impartiality and professionalization of the managers and directors is and will continue to be quite slow.

The best practice was to assist in the creation of professional operating structures with national reach and broad institutional identification. Over the last three elections, the Training Unit has been the backbone of the TSE. Other significant accomplishments include the planning and deployment of the brigades which carried out the mapping update and the technical team that coordinated closely with the RNP to create the National Electoral Census. In some of these cases, the implementation of competitive hiring processes, which was highly encouraged and supported by the UNDP/ATE Project, led to the identification of the directors of the relevant departments or the recruitment of technical experts (for example, in the areas of information technology, programming, and statistical reporting), which was key to improving the professional and non-partisan quality of the TSE.

The various training efforts for different electoral actors and the campaigns focused on democratic education are, without a doubt, a critical contribution in the establishment of a citizenry with democratic values and practices.

Support for the development, consultations, approval, and implementation of electoral reform, with consultations and acceptance by the main electoral actors (political parties, Congress, mass media, and citizens in general) will be one of the most solid and lasting contributions of democratic strengthening in Honduras.

**ANNEXES**

**13.1 SUCCESS STORIES**

*Not available*

**13.2 TRAINING REPORT**

Name of the training programme	Field of study	Relationship to the objectives	Start date	End date	Estimated cost	Participants		
						Number of male	Number of female	Total Participants
Training Workshop for Polling Station Members (MER) for the 2013 General Elections	Electoral Training	Monitoring and follow-up of the ATE Project, under the training plan for political party trainers, members of TED and TEM. Emphasis on follow-up to the methodology implemented and the quality and organization of the workshops.	Sept 26, 2013	Sept 30, 2013	USAID: Instruction: \$0 Trainee: \$0 Travel: \$0  Partner cost:\$0			Organized by TSE
Training Workshop for Polling Station Members (MER) for the 2013 General Elections	Electoral Training	Technical Assistance to the Electoral Training Project in the program to provide identification and accreditation to the Custodians and Technical Operations of the Election Materials	Nov 2, 2013	Nov 8, 2013	USAID: Instruction: \$0 Trainee: \$0 Travel: \$0  Partner cost:			Organized by TSE

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Study of the Incident Reports from the 2013 General Elections	Electoral Process	An analysis of the administration of the Polling Stations (MERs) on election day regarding set-up, voting, and vote-counting in order to identify the most common problems and address them in future elections	March 18, 2013	May 16, 2013	USAID: Instruction: \$2,829.40 Trainee: \$0 Travel: \$0  Partner cost: \$0	20	10	30
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### 13.3 PHOTOGRAPHS OF EVENTS, TRAININGS, ETC.

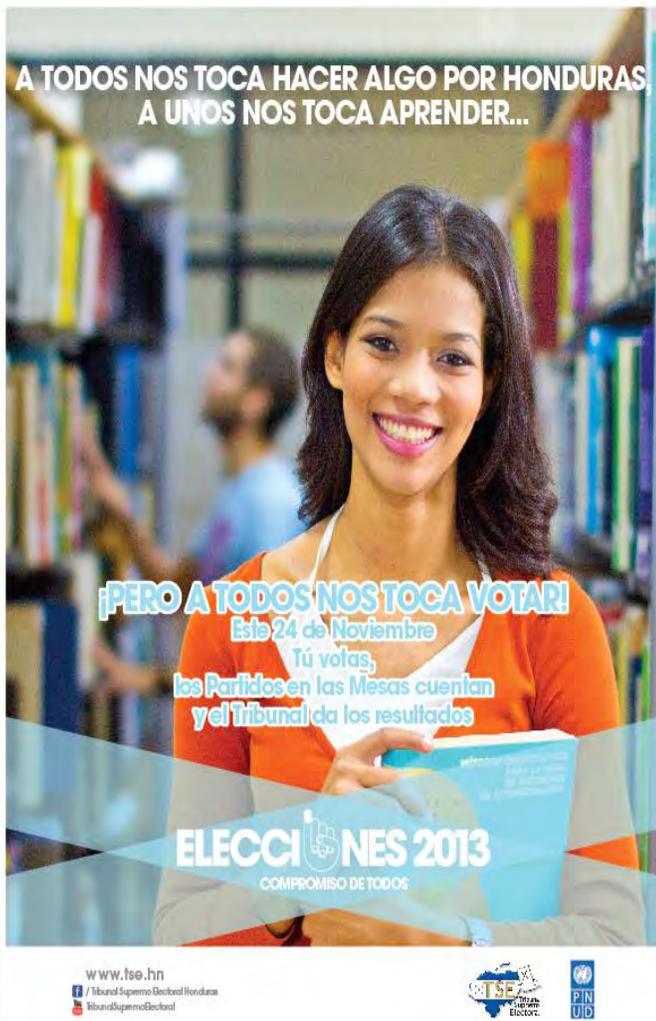


*2014 Calendar distributed at the beginning of the year*



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Material from the “Democratic Values” campaign was distributed to at least 100 students at the “República de Chile” school located in Cortes Department.



13.4 Quality Review Check Sheet  
*Not applicable*

## **COMPONENT 2: TECHNICAL ASSISTANCE IN CITIZEN IDENTIFICATION**

### **1. EXECUTIVE SUMMARY**

#### **INTRODUCTION**

Citizen identification and civil registration are key to the realization of human rights, the strengthening of democracy, and the development and security of a country. Identification expressed as the right to a name and a nationality is the basis for citizenship, which in turn is the essence of democracy. Similarly, a timely, reliable, secure, and transparent civil registry is a fundamental input not only for the development and maintenance of a reliable electoral census, but also for the design of inclusive public policies aimed at strengthening democratic governance by reducing poverty, promoting development, and improving security. These are public goods that a democratic State should not, under any circumstances, postpone. For this reason, UNDP, with the support of USAID, has agreed to support the RNP through a project to strengthen its capacities.

The work of government institutions, civil society, and donors, united by a commitment to advance the process of democratization in this country, has made possible the encouraging results described in this report and serves an example of the optimization of resources, in the context of efficient and transparent public administration.

#### **RESULTS OBTAINED**

##### **Improving Security and Transparency in Honduran Identification**

With UNDP assistance, the RNP now has a manual of written security policies; it has improved its security levels from 8% to 45% (according to the standards of the International Standards Organization or ISO); and its technical and executive staff have been trained in topics such as responsibility, commitment, and democratic culture. In particular, during the period from October 2013 to March 2014, UNDP conducted trainings on information security for 50 officials from the Municipal Civil Registries of Juticalpa, Choluteca, Nacaome, Puerto Lempira, Danli and Roatan, bringing the total number of RNP officials trained to 300.

##### **Strengthening the Management of Primary Inputs for the National Electoral Census**

For the first time, the RNP has an assessment of citizen identification processes, which has allowed for the identification of bottlenecks and improvement of citizen service times. From October 2013 to March 2014, UNDP trained 100 RNP officials on identification procedures. To date, 350 RNP employees have received this training. In addition, a manual of “150 Bad Registration Practices at the Chief Registrar’s Office, Civil Registry and Identification” has been drafted in order to improve the service provided to citizens. Also, UNDP held a workshop on Human Rights with a focus on gender for 64 RNP employees. Finally, UNDP conducted an assessment of the Under-Registration of Deaths, in order to establish a strategic alliance with the Medical Examiner’s Office, a key department for updating deaths in the RNP’s database. This cooperation will allow for a pilot project of transcription and digitalization of information regarding the deaths registered by this department.

To expand its services and reduce the levels of under-registration and under-identification, the RNP, with UNDP’s support, has created Centers for Civil Registration and Citizen Identification (*Centros de Registro Civil e Identificación Ciudadana* or CRICs). These Centers, which will be small, auxiliary offices of the RNP, will be located in hospitals, morgues, and universities, and will provide citizens with documents such as birth certificates, death certificates, marriage licenses, as well as register requests for identity documents. Currently, the RNP and the Medical Examiner’s Office of the Attorney General’s Office are negotiating an agreement regarding the CRICs. In addition, the process of building and renovating these Centers has begun.

##### **Improving the Application Process and Delivery of Citizens’ Identification Cards**

With UNDP’s assistance, the RNP implemented a communications strategy and a media plan that included mass media and personalized cell phone messages to improve the possibilities that citizens would pick up their identity cards in a timely manner. In addition, the RNP created a monitoring system to ensure the effective delivery of identification cards.

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Supported by the Project, the RNP delivered more than 900,000 identity cards directly to citizens, as required by law. The deliveries were carried out by 80 brigades, which traveled to more than 5,000 voting centers across the country. After the elections, the Project conducted an inventory of the remaining identity cards in the Municipal Civil Registrars, in order to evaluate the impact of the delivery brigades.

From January to March 2014, UNDP analyzed information gleaned from surveys given to citizens and Municipal Civil Registrars in order to generate statistics about the Project. From this information, UNDP has recommended better incorporation of communities, in order to ensure ownership of the process by the citizens as well as the processes' continuity. In addition, the analysis also revealed challenges such as further institutionalization of the new mechanisms and continuing to help the RNP function in a more non-partisan, efficient and transparent manner, as demanded by the citizenry.

### **Strengthening the Capacity of the National Registry of Persons (RNP)**

From January to March 2014, UNDP drafted procedure manuals for the RNP's Central Archive, Inspector General's Office, and General Secretary's Office, which will help improve the services that the RNP offers and, in this way, also improve the image of the RNP.

In addition, with support from the project, the RNP has set up a transparency panel and an institutional strengthening working group (*Grupo de Fortalecimiento Institucional de RNP* or G-FORT) to provide advice on the citizen identification process. The panel and working group are composed of members from civil society, political parties, the *Comisionado Nacional de Derechos Humanos* (National Human Rights Commission or CONADEH), churches, and international organizations (UNDP, the Organization of American States, the National Democratic Institute or NDI, and the Netherlands Institute for Multiparty Democracy or NIMD). With the support and advice of G-FORT, the RNP has improved the process' transparency and credibility. This semester, the Project held 8 workshops with G-FORT.

### **PROBLEMS ENCOUNTERED**

#### **Problem 1:**

Citizens who live in the most remote regions and in conditions of poverty and social exclusion are precisely the ones who are least interested in and have the least opportunity to pick up their identity cards.

#### Actions taken:

The Project designed and implemented a strategy that allowed the RNP to get to the most remote and historically neglected parts of the country. This strategy included both physical access, by sending mobile brigades to deliver the cards, and communications access, by conducting a mass communications campaign and sending personalized cell phone messages.

#### **Problem 2:**

As with most of the country's public administration, the identification process has always been the exclusive domain of the RNP without any type of citizen oversight or control. Resistance to opening the government to the public has been noticeable, despite the image of mistrust that most state institutions face.

#### Actions taken:

To counter the image of distrust of the RNP, the Project convened members of civil society, international donor organizations, and other government agencies to discuss transparency and strengthening the process of citizen identification. By involving various sectors in the process, the Project encouraged both transparency and credibility in the new procedures implemented by the RNP, through supporting effective assistance and social oversight.

#### **Problem 3:**

The lack of timely approval of the 2014 Annual Work Plan has created a disconnect between the implementation of the project and the achievement of desired results.

#### Actions taken:

Expedited approval of the 2014 AWP is pending. In the meantime, the Project is conducting activities that do not require large disbursements to pay professional fees.

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**LESSONS LEARNED**

1. **Successes or Best Practices:** Considering the importance of identification processes, especially in the current context of political and social polarization, a best practice is the opening institutions and processes to citizen control and oversight. This practice ensures transparency with which comes legitimacy. At the same time, it constitutes a significant support in achieving better institutional performance through on-going assistance for new procedures.
2. **Lessons Learned:** Time pressures forced the Project to hastily hire temporary staff in order to form the brigades. Unfortunately, this caused some performance problems that were resolved quickly thanks to timely monitoring and oversight. Rigorous and standardized selection and hiring processes would avoid these problems in the future. Additionally, in order to gain support for new projects, it is important to raise awareness about them among the RNP's employees.
3. **Recommendations:** Greater community involvement through organized and existing grassroots structures and state institutions with a local presence could encourage ownership of the processes by the citizenry and ensure sustainability beyond specific time periods. Regarding on-going challenges, it is important to continue working to install non-partisanship (or de-partisanship) of the processes and the institution itself. This is critical to advance the legitimacy that institutions such as the RNP require in order to fulfill their mandates in an efficient, effective, and transparent manner.

**2. IMPLEMENTATION OF ACTIVITIES**

2.1 INDICATOR PERFORMANCE TRACKING TABLE

**Output 1: Security and Transparency in Honduran Identification**

Indicators	Indicator performance
Number of computers with security systems installed and running.	In this period, from October 2013 to March 2014, security systems were installed in 120 RNP computers nationwide and are protected by equipment acquired by this project. A total of 400 RNP offices now have computers with security systems installed. The RNP has adequate resources to maintain and update these systems.
Number of people trained in new security systems.	Training in information security was provided to 50 officials and Municipal Civil Registrars during this period. In total, 300 people have been trained in 6 Municipal Civil Registrars Offices.
Number of certificates issued by ATMs.	It was decided not to purchase the ATMs because of the lack of a specialized supplier. Therefore, no certificates were issued by them.

**Output 2: Strengthening the Management of Primary Inputs for the National Electoral Census**

Indicators	Indicator performance
Number of computers with the system to control identity card issuance and delivery installed and running	<p>1. The system that enables the distribution and delivery of identity cards was functioning on 80 tablets carried by the brigades across the country during October and November. In addition, 20 monitoring computers in Tegucigalpa allow the RNP to manage delivery activities in the field.</p> <p>During October and November 2013, there were changes and maintenance of the system, during the trips to deliver identity cards.</p> <p>2. There is also a web system that allows for the management of the identity card distribution and delivery system.</p>
Number of people trained in the system to control issuance and delivery of identity cards	100 RNP staff members were trained during this period. A total of 350 people have been trained in 18 Municipal Civil Registrars Offices.

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Number of new identity card applications and number of death records entered by contracted staff.	890,000 new identify card applications and 85,000 death records entered.
Number of Centers for Civil Registry and Citizen Identification ( <i>Centros de Registro Civil e Identificación Ciudadana</i> or CRICs) installed and functioning in morgues, hospitals, and universities.	The CRICs are in the process of being purchased.
Data analyzed from the 2013 National Electoral Census.	This activity has not yet been conducted.
Number of deaths identified in places visited to conduct an assessment of the under-registration of deaths in the country.	Due to the lack of approval of the AWP, this activity has not yet begun.

**Output 3: Improve the Processes of Applying for and Delivery of Identity Cards to Citizens**

<b>Indicators</b>	<b>Indicator performance</b>
Number of contracts signed with media companies	A contract was signed with the National Association of Radio Broadcasters in Honduras ( <i>Asociación Nacional de Radio Difusoras de Honduras</i> or ANARH), which includes all the radio stations in the country
Number of announcements/spots in the media according the Media Plan	TV Spots: 383, Radio Spots: 1,249 Newspaper Advertisements: 10 pages
Number of information kiosks installed	Not bought. Funds reprogrammed for other activities in the 2014 AOP.
Number of posters distributed	600 posters distributed
Number of promotional materials about identification distributed	400 vests, 500 polo shirts, 600 t-shirts, 1200 pencils, 400 bags, 400 baseball caps, 190 signs for vehicles
Percentage of the population that picks up their identity card because of the dissemination campaign	68% of the population, based on cards picked up during the campaign
Agreements signed with civil society organizations, churches, and human rights groups	Through G-FORT, agreements were established with the evangelical brotherhood of Honduras, the Catholic Church, CONADEH, the Commission to Follow-Up on the Truth and Reconciliation Commission, and the armed forces
Number of people hired as facilitators	75 people
Number of identity cards distributed	927,558 identity cards
Number of logistical staff hired to support the RNP	300 people
Number of cars and boats purchased	2 boats purchased  Reprogrammed funds for the purchase of a car for 2014. Currently in the process of purchasing.
Number of workshops, seminars, and trainings given to RNP staff in order to guarantee sustainability	2 workshops, with more planned for 2014
Number of Municipal Civil Registries connected to the RNP's central server	Given the lack of approval for the AOP, this activity has not begun

**Output 4: Strengthening the Capacity of the RNP**

<b>Indicators</b>	<b>Indicator performance</b>
Number of manuals designed to institutionally strengthen the RNP	3 manuals designed, produced, and approved
Number of workshops held with the Strengthening Group of the RNP ( <i>Grupo Fortalecimiento del RNP</i> or G-FORT)	8 workshops
Number of agreements signed by G-FORT – RNP	Through G-FORT, agreements were established with the evangelical brotherhood of Honduras, the Catholic Church, CONADEH, the Commission to Follow-Up on the Truth and Reconciliation Commission, and the armed forces
Number of actions or visits of G-FORT – RNP in the field	4 meetings

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Number of people that attended the Central American Event on Civil Registration and Citizen Identification and the Presentation of the National Report by the Honduran RNP.	This activity has not yet been conducted
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**2.2 PROGRESS NARRATIVE**

**Output 1: Security and Transparency in Honduran Identification**

- a) The RNP has increased its security levels from 8% to 45% according to the standards of the International Standards Organization (ISO), thus safeguarding the data of all Honduran citizens. The RNP is able to project to the public a new image of quality and trust in civil identification services to counteract the public perception of distrust and insecurity in its performance.
- b) Also, security levels have improved with the installation of security software in 120 more computers, in the cities of Tegucigalpa, Juticalpa, Choluteca, Nacaome, Puerto Lempira, and Danlí.
- c) The RNP possesses capacity in information security topics through on-going training of their officials and technicians. During this period, 50 officials and technicians from 6 Municipal Civil Registries (Juticalpa, Choluteca, Nacaome, Puerto Lempira, Danlí, and Roatán) have been trained on the new requirements for civil identification in the context of current democratic and citizen participation processes.

**Output 2: Strengthening the Management of Primary Inputs for the National Electoral Census**

- a) The RNP implemented web systems so that citizens can make requests regarding the status of their identity cards. The RNP has shown openness to implementing new information technologies to serve the public as a means to promote transparency and the direct participation of people in the management of public services.
- b) For the first time, the RNP has an assessment of citizen identification processes, which allows for identifying bottlenecks and improving citizen service times. Additionally, a manual of “150 Bad Registration Practices at the Chief Registrar’s Office, Civil Registry and Identification” was created in order to improve the service provided to citizens. The RNP’s directors have shown interest and political will to promote rigorous internal processes based on institutional learning and continued improvement in citizen services.
- c) During this period, UNDP held 6 workshops to train municipal RNP officials in the process of applying for and delivering identity cards. One hundred employees participated in the workshops held in the Municipal Civil Registries in the Departments of Olancho, Choluteca, Valle, Gracias a Dios, El Paraíso and the Bay Islands. The new strategy of explaining the application and delivery of identity cards as an exclusive and non-transferable citizens’ right has encouraged decentralization and capacity-building within the RNP. Of these 100 officials, 64 also participated in the workshop on Human Rights with a focus on gender.
- d) The RNP implemented a system for monitoring the delivery of identity cards to citizens. This system provides detailed information on identity card inventory. The monitoring of the service has allowed for follow-up and permanent oversight to make timely and relevant adjustments or corrections to the process.
- e) UNDP provided support to the RNP for work in entering identity card applications and recording deaths used for the creation of the National Electoral Census. Given the post-electoral process complaints, especially from the last elections, updating the Electoral Census was necessary to improve credibility in the next electoral process. The RNP, with UNDP’s assistance, assumed responsibility for responding to this social and political demand.
- f) With the objective of beginning a strategy to reduce the level of under-registrations of deaths, UNDP has facilitated an agreement between the Attorney General’s Office (MP), specifically the Medical Examiner’s Office, and the RNP to maintain up-to-date information on deaths.
- g) To expand its services and reduce the levels of under-registration and under-identification, the RNP, with UNDP’s support, has created Centers for Civil Registration and Citizen Identification (*Centros de Registro Civil e Identificación Ciudadana* or CRICs).

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These Centers, which will be small, auxiliary offices of the RNP, will be located in hospitals, morgues, and universities. The offices will offer the following services to citizens:

1. Issuance of Birth Certificates,
2. Issuance of Death Certificates,
3. Issuance of Marriage Licenses,
5. Registrations of Death,
6. Requests for first-time Identity Cards,
7. Requests for Replacement Identity Cards.

Currently, the RNP and the Medical Examiner's Office of the Attorney General's Office are negotiating an agreement regarding the CRICs. The process of building and/or renovating these Centers has begun in the morgues and UNAH campuses in Tegucigalpa and San Pedro Sula.

- h) A follow-up report has been developed concerning the implementation of the gender strategy in the project. The design and implementation of the gender strategy has allowed the RNP to make progress in reducing the equality gap between men and women.

### Output 3: Improve the Processes of Applying for and Delivery of Identity Cards to Citizens

- a) With support from the Project, the RNP developed and implemented a clear and more inclusive media plan to encourage citizens to collect their identity cards. Additionally, mobile phones (through both the Tigo and Claro telephone companies) were used to send personal text messages to citizens' phones with information on delivery dates and polling station assignments to claim their identity cards. The mass communications strategy has been critical to promote a new civic culture with the recognition that citizens have rights. In this way, emphasis has been placed on the importance of the identity card as providing more than the right to vote and as a key to obtaining other rights.

In order to measure the impact of this communications strategy, UNDP designed and distributed surveys to citizens about how they heard about the project to deliver identity cards to the polling centers. The surveys revealed that the most effective method of communication was the personalized cell phone messages, with 40.5%. The second-most effective message was spread through the political parties, with 28.3%, and the third was through the media, with 16.7%.

- b) With support from the project, the RNP received support from civil society (e.g. CONADEH, churches) for the brigades that delivered identity cards to polling stations nationwide. The participation of civil society in the process of delivering identity cards allowed the RNP to incorporate oversight and citizen control into its management while at the same time making a significant contribution to other state institutions building citizenship through direct participation in public administration.
- c) To deliver identity cards to polling stations nationwide, UNDP helped the RNP form, train and equip 80 3-person brigades (75 supported by UNDP and an additional 5 supported by the RNP), which delivered the cards directly to the citizens in compliance with what is stipulated by law. All brigade members were provided with proper identification (i.e. vest, cap, t-shirts, bags, pencils) so they could be easily identified by citizens. UNDP rented 66 vehicles to transport the brigades to the polling stations. The brigades took two 21-day tours during October and November to deliver the cards. And, according to the Project's monitoring and statistics, the brigades delivered a total 927,558 identity cards at more than 5,000 polling stations across the country. Through this activity, the RNP gained experience and capacity to respond in an efficient and effective manner to the demands imposed on it by the complexity of the Honduran social and political environment.
- d) Project staff visited 17 of the country's 18 departments in order to supervise the brigades in the delivery of identity cards.
- e) After counting the inventory remaining at 298 Municipal Civil Registries, the Project determined that 485,339 identity cards were not picked up before the elections. This activity, in turn, contributed more information about the impact of delivering identity cards.
- f) In order to measure the acceptance by RNP officials of the activity of delivering identity cards to the polling centers, UNDP conducted an opinion survey of the 298 Municipal Civil Registries and determined that 74% of them were in favor.

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- g) Working with members of the transparency roundtable and G-FORT, UNDP drafted and disseminated a report systematizing the delivery of identity cards to the polling centers.

**Output 4: Strengthening the Capacity of the RNP**

- a) With UNDP's assistance, the RNP now has procedure manuals for the institution's Central Archive, Inspector General's Office, and General Secretary's Office, all of which will help improve the services that the RNP offers and, in this way, also improve the image of the RNP.
- b) With support from the Project, the RNP has set up a transparency panel and an institutional strengthening working group (*Grupo de Fortalecimiento Institucional de RNP* or G-FORT) to provide advice on the citizen identification process. The panel and working group are composed of members from civil society, political parties, the *Comisionado Nacional de Derechos Humanos* (National Human Rights Commission or CONADEH), churches, and international organizations (UNDP, the Organization of American States, the National Democratic Institute or NDI, and the Netherlands Institute for Multiparty Democracy or NIMD). During this period, UNDP convened 4 meetings and conducted 8 workshops for G-FORT in order to follow-up on the results obtained by the project of delivering identity cards.

With the support and advice of G-FORT, the RNP has improved the process' transparency and credibility. With this group, the RNP has created important synergies among citizens, the international donor community, and the government that clearly strengthen the country's democratic institutions and processes. The political openness of the RNP's management to introduce transparency processes and broaden the participation of various sectors is particularly notable, especially because this is a function that until now has been considered the exclusive domain of the State.

**2.2 STATUS OF ACTIVITY LEVEL LOGIC MODELS**



**2.3 IMPLEMENTATION CHALLENGES AND OPPORTUNITIES**

The largest and most complex challenges facing the weak Honduran institutions are related to reducing partisan influence on the them. Progress towards transparency and efficiency in public administration depends in large part on the hiring of directors and staff that are more responsive to good performance criteria rather than political party affiliation. In the case of the RNP, whose functions are critical to the credibility of electoral processes, the claim of non-partisanship is even greater in a context of significant changes in the national scene, specifically the profound crisis that led to the emergence of new political forces that put an end to the traditional two-party system

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which had been in place for more than a century. Citizens' demand for changes is loud and forceful, presenting an opportunity for decision-makers, with the support of international donors and civil society, to undertake the changes necessary to improve the country's public management, democracy, and development.

### **3. COLLABORATION AND/OR KNOWLEDGE SHARING WITH OTHER USAID ACTIVITIES**

#### **3.1 LIST LINKAGES WITH OTHER USAID ACTIVITIES**

The openness and political will on the part of the RNP officials to receive support, assistance, and social oversight from an external group composed of civil society organizations and state institutions concerned with defending human rights as well as international donors is an unprecedented experience in the country. This experience could provide significant knowledge for other institutions and areas of public administration in which the citizenry is demanding a new manner of public management based on transparency and efficiency in its processes and results.

#### **3.2 KEY HIGHLIGHTS OF THE COLLABORATION**

Openness to the participation of new actors, transparency, and accountability on the part of public institutions historically questioned for their poor performance.

#### **3.3 CHALLENGES OF THE COLLABORATION**

An on-going challenge in public institutions is to make sure that the collaboration generates synergies that allow for improved performance and credibility as well as sustainability of the processes. This experience has accomplished that goal, demonstrating that it is possible to overcome excessive bureaucracy, turf issues, and lack of compromise to get to a new manner of public administration that promotes transparency and continuous improvement in performance.

### **4. COLLABORATION AND/OR KNOWLEDGE SHARING WITH PARTER ENTITIES IN HOST GOVERNMENT AND OTHER DONOR AGENCIES**

#### **4.1 LIST AND DISCUSS LINKS WITH RELEVANT MINISTRIES AND DONOR AGENCIES**

Since 2008, UNDP has worked with the Honduran government on various initiatives related to strengthening democratic governance and respect for human rights. In 2012, USAID joined forces with UNDP to support the strengthening of the country's democratic governance through technical assistance for the current election cycle (2012-2013). The project focused on institutional strengthening of the TSE and the RNP, the latter through technical assistance for citizen identification. To accomplish these profound changes, the project designed a comprehensive and incremental approach that focuses on the efficiency and optimization of resources along with creating conditions for improved transparency and credibility, while ensuring continuity and sustainability in the medium and long term. It is a multi-dimensional approach that includes:

- modernization of services and offices;
- personal, interpersonal, and mass communications strategies;
- expansion, facilitation, and personalization of accessibility to services offered by the RNP;
- incorporation of new and diverse members of government, civil society, and donor organizations interested in transparency and accountability in the institutional performance and service-delivery;
- development of technical, managerial, and accountability capacities in the RNP, within the framework of a new results-oriented management model ("new public administration" or "nueva gestión pública" or NGP); and
- promotion of an inclusive and participatory culture of registration from a human rights perspective.

Therefore, strengthening the RNP's performance is seen as way of promoting the country's development and democratization.

### **5. SPECIAL REPORTING REQUIREMENTS (USAID FORWARD, PRESIDENTIAL INITIATIVE)**

*Not Applicable*

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**6. INTEGRATION OF CROSS-CUTTING ISSUES**

**6.1 GENDER**

UNDP conducted 4 workshops on Human Rights with focus on gender for 64 RNP officials in the departments of Olancho, El Paraíso, Valle, and Choluteca. The workshops gave an overview of human rights and also stressed the responsibility of municipal civil registrars with regards to the rights of Honduran citizens, such as the right to a name, nationality, and identity card (which, of course, is a required tool for exercising suffrage rights). Regarding gender issues, the workshops covered:

- Sex vs. Gender
- Sex – biological attributes
- Gender as a social construct, attribution of roles and functions according to one's biological determination
- Cultural differences in the concept
- Patriarchy: decreased labor guarantees; access to education, employment, and financial resources; suffrage rights (both passive and active) right to land, etc.

In addition, the delivery of identity cards was developed with a focus on gender equality and, as such, delivered 52.1% of the cards to women and 47.9% to men.

**6.2. ENVIRONMENTAL COMPLIANCE**

*Not Applicable*

**6.3 GLOBAL CLIMATE CHANGE**

*Not Applicable*

**7. MANAGEMENT AND ADMINISTRATIVE ISSUES**

**7.1 CONSTRAINTS AND CRITICAL ISSUES**

**Problem 1:**

Citizens who live in the most remote regions and in conditions of poverty and social exclusion are precisely the ones who are least interested in and have the least opportunity to pick up their identity cards.

Actions taken:

The Project designed and implemented a strategy that allowed the RNP to access the most remote and historically neglected parts of the country. This strategy included both physical access, by sending mobile brigades to deliver the cards, and communications access, by conducting a mass communications campaign and sending personalized messages.

**Problem 2:**

As with most of the country's public administration, the identification process has always been the exclusive domain of the RNP without any type of citizen oversight or control. Resistance to opening the government to the public has been noticeable, despite the image of mistrust that most state institutions face.

Actions taken:

To counter the image of distrust of the RNP, the Project convened members of civil society, international donor organizations, and other government agencies to discuss transparency and strengthening the process of citizen identification. By involving various sectors in the process, the Project encouraged both transparency and credibility in the new procedures implemented by the RNP, through supporting effective assistance and social oversight.

In addition, the Project worked to: (1) strengthen data security and the processes of issuing and delivering identity cards by developing a computerized system to track issuances and deliveries and (2) improve the national electoral census by supporting the office with the registration of first-time identity card applications and the deaths. The adoption of a broad and inclusive strategy that involves civil society, donors, and other state institutions has helped to improve the institution's efficiency and accountability as currently demanded by citizens of their government. Along the same lines, making the administration and delivery of identity documents more personal and direct, without

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intermediaries, has reduced partisan involvement, helped build citizenship, and strengthened the culture of basic rights, thereby deepening the country's democratization efforts as demanded by Honduran society.

However, the sustainability and deepening of these processes is not automatic or spontaneous, on the contrary these are not linear processes and backsliding is always a risk, especially if they are new and have not been sufficiently institutionalized and appropriated by the citizens. In this sense, the main challenge is to strengthen the institutionalization and ownership by the citizens in order to optimize the results obtained to date and not fall into the common scenario of many successful projects whose achievements were limited or lost due to lack of continuity.

### **Problem 3:**

The lack of timely approval of the 2014 Annual Work Plan has created a disconnect between the implementation of the project and the achievement of desired results.

### Actions taken:

Expedited approval of the 2014 AWP is pending. In the meantime, the Project is conducting activities that do not require large disbursements to pay professional fees.

## 7.2 PERSONNEL

The most relevant changes are described below:

### **Specialists in Reforms to RNP Law and Regulations**

The purpose of this hiring is to provide support to the RNP in revising its Law and Regulations, as well as new proposals and implementation of changes that may arise.

The estimated budget with USAID funds is \$2,000 per month for 3 months, for a total of US \$6,000.

### **Project Monitoring and Systematization Specialist**

The Project Monitoring and Systematization Specialist will conduct the following activities:

- Develop the project's monitoring system
- Implement the project's monitoring system
- Systematize the project results
- Organize any meetings the Coordinator deems relevant
- Draft project-related documents
- Support initiatives to make Project actions visible

The estimated budget with USAID funds is \$2,500 per month for 1 person for 12 months, for a total of US \$30,000.

### **People in charge of Implementing the Civil Registry and Citizen Identification Centers (CRIC)**

People in charge of Implementing the Civil Registry and Citizen Identification Centers will conduct the following activities:

- Conduct field visits to the municipalities where Civil Registry and Citizen Identification Centers (CRICs) are installed in order to collect information to learn about existing registration and identification needs.
- Identify key institutions that will provide support to citizen registration and identification processes in various municipalities.
- Carry out technical specifications for the development of the Civil Registry and Citizen Identification Centers (CRICs).
- Identify and negotiate with suppliers for the development and installation of the Civil Registry and Citizen Identification Centers (CRICs).
- Inform key stakeholders about using the Civil Registry and Citizen Identification Center (CRIC), in order to disseminate the benefits of such a service.

The estimated budget with USAID funds is \$900 per month for 1 person for 8 months for a total US \$7,200.

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### Inventory Taker

The contract of 1 inventory taker was extended 7 months, from January to July 2014, to update the ID card inventory taken in 298 Municipal Civil Registries and tabulate the surveys conducted of both the ID card delivery process and the inventory taking (survey of physical polling station conditions, media survey, survey of Municipal Civil Registrars).

Additionally, the inventory taking of deaths will be made in the places where the Civil Registry and Citizen Identification Centers (CRICs) are installed and in the 275 municipalities that will be visited for the diagnosis of under-registration.

For the extension of this contract, only the value of the monthly salary of USD \$729.57 was taken into account, without the amount for travel expenses, since the activities to be carried out do not require travelling to the country's interior.

### Administrative Assistants

The purpose of these hirings is to provide administrative support, organizing and implementing actions related to the project that require Project coordination and administration according to processes for acquisition, payments, file control, etc., to ensure the achievement of the goals through:

- Assisting Project Management in the implementation of various administrative tools to monitor and implement the project.
- Support in acquisition processes for Office Equipment and Supplies as it relates to the project's component 4.
- Support to payment processes made via the RNP.
- Support in personnel selection processes.
- Organizing and maintaining a complete file on implementation.
- Supporting management and monitoring of equipment inventories.

The estimated budget with USAID funds is USD\$ 19,431.00, detailed as follows: 1 administrative assistant for 12 months for a total of \$13,716.00 and a second administrative assistant for 5 months for a total of \$ 5,715.00

### 7.3 ADAPTION OF THE ACTIVITY

The planned activity to use two ATMs to dispense official documents such as birth certificates, death certificates, and marriage licenses, thereby expanding the RNP's services has been changed. Because the Project was not able to obtain the ATMs, this activity was replaced by one to build and/or renovate 4 Centers for Civil Registry and Citizen Identification (CRICs) in the morgues and UNAH campuses in Tegucigalpa and San Pedro Sula. Importantly, the new activity has the same objective as the one it replaces – to expand the services of the RNP. This activity aims to strengthen the functioning of the RNP by making the services of citizen registration and identification more comprehensive and accessible to the public by placing CRICs in universities, hospitals, and morgues.

### 7.4 MODIFICATIONS AND AMENDMENTS

During the period covered in this report, there have been the following modifications to the approved grant agreement:

- On September 6, 2013, the Project Board approved the transfer of funds between categories in order to extend Component 2: Technical Assistance in Citizen Identification for three months through April 30, 2014 without increasing the budget. The agreement was approved by USAID on October 4, 2013 with the remaining funds divided into categories as follows:

Category	Amount (USD)
Personnel	248,609
Travel	67,431
Equipment	84,692
Supplies	7,343
Other	59,214
Indirect Charges	32,710
<b>TOTAL COMPONENT 2</b>	<b>\$500,000</b>

- Modification No. 4 for a total amount of USD 1,500,000 for the Electoral Technical Assistance (ATE) component.

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- Currently, USAID is in the process of approving new transfers between line items in accordance with a new Annual Operating Plan for 2014, in order to achieve the desired project results. These changes are consistent with the discussion of the Project Board on February 13, 2014. Below is a summary of the budget changes:

Object Class Category	Approved modification on October 4, 2013	Proposed budget	Variation	Percentage Variation
Personnel	\$248,609	\$257,858	\$9,249	4%
Fringe Benefits	\$0	\$1,276	\$1,276	0
Travel	\$67,431	\$143,969	\$76,538	114%
Equipment	\$84,692	\$69,932	-\$14,760	-17%
Supplies	\$7,343	\$11,678	\$4,335	59%
Contractual	\$0	\$0	\$0	
Other	\$59,214	\$59,249	\$34	0%
<b>Total Direct Charges</b>	<b>\$467,290</b>	<b>\$543,961</b>	<b>\$76,672</b>	<b>16%</b>
Indirect Charges	\$32,710	<b>\$38,077</b>	\$5,367	16%
<b>Total</b>	<b>\$500,000</b>	<b>\$582,039</b>	<b>\$82,039</b>	<b>16%</b>

Object Class Categories	Approved Budget (Modification No. 4 dated October 31, 2014)	Budget requested to be approved	Variation	Percentage variation
Personnel	\$397,637	\$295,174	-\$102,463	-26%
Fringe Benefits	\$0	\$9,929	\$9,929	
Travel	\$688,896	\$826,204	\$137,309	20%
Equipment	\$225,500	\$81,000	-\$144,500	-64%
Supplies	\$5,632	\$3,479	-\$2,154	-38%
Contractual	\$73,023	\$46,112	-\$26,912	-37%
Other	\$11,181	\$63,300	\$52,119	466%
<b>Total direct charges</b>	<b>\$1401,869</b>	<b>\$1325,198</b>	<b>-\$76,672</b>	<b>-5%</b>
Indirect charges	\$98,131	\$92,764	-\$5,367	-5%
<b>Total</b>	<b>\$1500,000</b>	<b>\$1417,961</b>	<b>-\$82,039</b>	<b>-5%</b>

## 8. ASSESSMENTS/EVALUATIONS/LESSONS LEARNED

### 8.1 LIST MAJOR ASSESSMENTS/INTERNAL EVALUATIONS AND LESSONS LEARNED

#### Lessons Learned

- In order to promote a new culture of registration in which citizens consider identification and civil registration to be rights that transcend electoral purposes, the design and implementation of initiatives such as this must reconsider the duration, actors, and processes. Although the focus on elections has facilitated the success of this project, which had a valuable impact on the electoral process, this emphasis on the short-term limits the potential of such initiatives to work towards achieving a more

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inclusive and participatory culture of registration, one in which citizens and communities play a more active role, one with a bottom-up dynamic led by citizens and taking advantage of the fact that the RNP has offices, staff, and other resources in municipalities across the country.

Without a doubt, a strategy like this would require more time, more citizen mobilization, coordination with other stakeholders (e.g. local governments), and a number of other resources. However, its scope and impact could be greater and more sustainable to the extent that citizens take ownership of the process, as observed by the director of the RNP when referring to the sustainability of the actions taken. The starting point is the claim of citizenship, the demand for strengthening these processes including the standardization and institutionalization of clear and precise rules set down in manuals and regulations that have been agreed upon at every level, beginning with the RNP staff so that they too take ownership, defending what has been accomplished and committing to the continuation and deepening of the process.

2. Unlike the frequent tension and conflict between unions and managers that is found in the majority of state institutions, in this case, the involvement and active participation of the union throughout the duration of the project demonstrates the commitment shared by both the managers and the union to implement new processes that strengthen the institution.
3. Given the partisanship of the institution, sustainability will always be at risk. Therefore it is necessary to create the conditions to avoid backsliding, repetition and duplication of efforts, and stagnation. In this sense, a critical element for the technical and political sustainability of the project has been negotiation with political parties. Through this cooperation, the RNP shared its new computerized processes with the political parties, which up until now had been managing their voter rolls manually, impeding efficiency in the organization of their activities. With the transfer of technology provided by the Project, the parties now have the capacity to update their own voter rolls. G-FORT has also played a key role in sustainability efforts by advocating that the Honduran government take on civil registration and identification as a national priority.
4. Institutional coordination efforts can also be strengthened if the interventions planned have a focus that transcends the elections. This project was designed from a perspective of rights, and aims, through institutional strengthening, to strengthen democracy and development in the country. With this in mind, the Project has established broad and solid alliances with, for example, organizations focused on human rights, citizen participation, development, and/or democracy.
5. Coordination and cooperation between the RNP and the TSE has allowed for important progress concerning the regulation and standardization of processes, especially in the updating of address changes and the direct and personalized delivery of identity cards. These interdependencies should be strengthened in the future in order to optimize resources, avoid the duplication of functions, and contribute to improving citizens' trust in both institutions.
6. The political will and openness of the RNP to undertake innovative processes is especially relevant in the context of implementing a new manner of governance marked by efficiency and transparency. The success of this project demonstrates the advantages and positive consequences for democracy of having strong, autonomous, and independent institutions.

### 8.2 ACTIONS AND NEXT STEPS

Among other things, the Project worked to: (1) strengthen data security and the processes of issuing and delivering identity cards by developing a computerized system to track issuances and deliveries and (2) improve the national electoral census by supporting the office with the registration of first-time identity card applications and the deaths. The adoption of a broad and inclusive strategy that involves civil society, donors, and other state institutions has helped to improve the institution's efficiency and accountability as currently demanded by citizens of their government. Along the same lines, making the administration and delivery of identity documents more personal and direct, without intermediaries, has reduced partisan involvement, helped build citizenship, and strengthened the culture of basic rights, thereby deepening the country's democratization efforts as demanded by Honduran society.

Continuing along these lines, this project will give sustainability and continuity to the processes initiated, with the goal that the RNP offers an effective and efficient service to the country's citizens. This challenge has two complimentary dimensions: as a project to strengthen the RNP and at the activity level, the updating of the census. Therefore the Project proposes the following goals:

1. Continue supporting the Institutional Strengthening Group of the RNP (G-FORT).
2. Continue training the RNP's technical staff on issues related to IT security.

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3. Install 4 Centers for Civil Registration and Citizen Identification (CRICs) – in the 2 morgues and 2 UNAH campuses in Tegucigalpa and San Pedro Sula.
4. Conduct an analysis of the deceased who appear on the 2013 National Electoral Census (voter registration rolls).
5. Conduct an assessment of the under-registration of deceased in the country.
6. Support the RNP in connecting 34 more municipal civil registries to the RNP's central server.
7. Support the RNP's re-engineering process with the creation of at least 4 process and procedures manuals, including the reform of the law and regulations governing the RNP.
8. Organize an event on Civil Registration and Citizen Identification in Central America, and present the RNP's 2013 work report, which will include the Project's achievements such as the delivery of identity cards to the voting centers.

**9. ACTIVITIES PLANNED FOR NEXT SEMESTER**

<b>Planned Activities from previous Semester (Oct 2013 – March 2014)</b>	<b>Current Status (March 2014)</b>	<b>Explanation for Changes</b>	<b>Proposed Activities for the next semester (April – October 2014)</b>
Continue improving the security of the RNP's information technology systems, increasing the security rate to 60%, as measured by the ISO.	Levels of security have improved from 8% to 45%, according to ISO standards.		Continue working on implementing security solutions to raise the level of security to 60%, as measured by the ISO.
Perimeter information security systems (hardware and software) will be installed for the RNP's data center.	Security system installed in RNP's data center		
Continue installing security systems at the national level	120 security systems installed, for a total amount of 400.	Lack of financial resources to continue implementing security solutions at the national level.	
Continue nationwide training for RNP officials.	100 RNP staff members been trained in the system.		Conduct 4 workshops on IT security.
Continuation and improvement according to the lessons learned regarding the development of the system to track the issuance and delivery of identity cards.	Continued refining the programming of the database of the tracking system recording the issuance and delivery of identity cards.		
Based on the assessment of identity card application processes, six (6) remaining workshops will be conducted at the national level in order to reduce errors during application for and delivery of identity cards.	6 workshops held at Municipal Civil Registries in the Departments of Olancho, Choluteca, Valle, Gracias a Dios, El Paraíso and the Bay Islands.  100 officials trained.		
Continue to support the RNP in its modernization process, including updating relevant manuals, laws, and regulations	3 manuals of processes and procedures produced, plus support for the revision of 3 manuals.		Creation of 1 manual of RNP procedures.  Support for revision of the law and regulations governing the RNP.
Design and implement a strategy to register voter deaths (reduce the level of under-reporting of deaths), in order to update the RNP's database which is the main input for creating the National Electoral Census.	Establishment of an agreement between the Attorney General's Office, specifically the Medical Examiner's Office and the RNP to keep information about voter deaths up-to-date.  Plans for Centers for Civil Registration and Citizen Identification (CRICs) to be installed in morgues and universities. 4 CRICs in total in order to expand RNP services.	No progress on these activities due to a lack of funds.	Visits to the Municipal Civil Registrars in order to assess the level of under-registration of voter deaths at the national level.  Creation of a database of deaths at the Medical Examiner's Office with the aim of updating the RNP's database of voters.  Installation of the CRICs in the morgue and UNAH in Tegucigalpa.

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			Analysis of the deceased voters that were included in the 2013 National Electoral Census.
Conduct workshops to raise awareness among staff and civil society members about the importance of reducing the equality gap between men and women from a human rights perspective.	4 workshops on Human Rights with a focus on gender conducted at the Municipal Civil Registries.		
Conduct awareness raising campaigns about the process of delivering identity cards to the voting centers before the November elections, including radio, television and newspaper ads, posters, cellular phone messages, workshops with civil society members and community leaders.	Implementation of a clear and more inclusive media plan to encourage citizens to collect their identity cards.  TV Ads: 383, Radio Spots: 1,249 Newspaper Announcements: 10 pages		
Support the RNP in the process of delivering identity cards to citizens at voting centers across the country through delivery brigades.	80 3-person brigades formed to deliver identity cards directly to citizens. All brigade members provided with proper identification (e.g. vest, cap, t-shirts, bags, pencils) so they could be easily identified by citizens. 66 vehicles rented to transport the brigades to the voting centers.		
Supervise the brigades in their work delivering identity cards.	Monitoring of the delivery of identity cards at each of the voting centers.  Supervision of the brigades delivering identity cards in 17 of the country's departments.		
Collect statistics on the process of delivering identity cards in order to determine the impact of the media campaign.	Statistics recorded on the delivery of identity cards by brigade, voting center, municipality, and department.		
After the 2013 elections, an inventory will be drawn up of the applications for identity cards in Municipal Civil Registries, which will allow the RNP to have the final figures for the number of identity cards distributed and delivered.	Inventory taken of the number of identity cards remaining at polling stations after the 2013 elections. Total of 485,339		
Conduct observation tours to the municipal civil registries before and during the November elections to verify the citizens who could not or did not claim their identity cards and determine if there was interference or pressure from political parties.	Conducted and analyzed survey about the opinions of the 298 municipal civil registries and determined that 74% were in favor of the RNP delivering identity cards.		
Continue supporting the RNP's Institutional Strengthening Group (G-FORT) to increase the transparency and credibility of the actions taken by the institution in the process of delivering identity cards and other functions.	8 workshops conducted with the transparency roundtable and the institutional strengthening group (G-FORT) in order to follow-up on the results obtained by the project of delivering identity cards.		8 workshops with the transparency roundtable and G-FORT in order to continue generating important synergies between the citizenry, donors, and the State that clearly strengthen institutionalism and the process of democratization in the country.

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Acquisition of 2 boats and 6 vehicles.	2 boats were purchased.	Not able to purchase vehicles due to a lack of funding.  In the process of reprogramming the budget and purchasing 1 vehicle.	Purchase 1 vehicle.
			Present the RNP's 2013 work report, which will include the Project's achievements.

**10. FINANCIAL INFORMATION**

**Budget:**

	Original grant (September 30, 2011)	Modification 1 (July 9, 2012)	Modification 4 (October 31, 2013)	Total
<b>Federal</b>	N/A	\$500,000.00	\$1,500,000.00	\$2,000,000.00
<b>Non-Federal</b>	N/A	\$155,000.00	\$121,411.76	\$276,411.76
<b>Total</b>	N/A	\$655,000.00	\$1,621,411.76	\$2,276,411.76

**10.1 Financial Status as of March 31, 2014**

	<b>Award</b>	<b>00057767</b>
	<b>Output</b>	<b>00083476</b>
	<b>Component</b>	<b>2</b>
<b>Name:</b>	<b>Technical Assistance and Citizen Identification</b>	
Federal Cash		
a. Cash Receipts		\$2000,000.00
b. Cash Disbursements		\$1449,023.82
c. Cash on Hand (line a minus b)		\$550,976.18
Federal Expenditures and Unobligated Balance:		
d. Total Federal funds authorized		\$2000,000.00
e. Federal share of expenditures		\$1449,023.82
f. Federal share of unliquidated obligations		\$109,011.43
g. Total Federal share (sum of lines e and f)		\$1558,035.25
h. Unobligated balance of Federal funds (line d minus g)		\$441,964.75
Recipient Share:		
i. Total recipient share required		\$276,411.76
j. Recipient share of expenditures		\$328,904.44
k. Remaining recipient share to be provided (line i minus j)		-\$52,492.68

**10.2 BUDGET DETAILS AND NOTES**

See attached annexes regarding budget details

**10.3 SUB-AWARD DETAILS**

*Not applicable*

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## **11. BRANDING, COMMUNICATIONS & DISSEMINATION**

### 11.1 KEY COMMUNICATIONS ACTIVITIES – specific activities that reflect branding awareness for USAID

- ✚ All the documents drafted for the Project mention that funding is provided by USAID.
- ✚ Press releases about the visit of the United States Ambassador to the RNP to learn about the process of issuing and delivering identity cards.

### 11.2 BRANDING

To date, the Project has not been able to obtain the necessary authorizations to use the USAID logo on documents and promotional material developed by the Project.

## **12. SUSTAINABILITY AND EXIT STRATEGY**

Supporting the participation of the transparency roundtable and the institutional strengthening group (G-FORT) as external actors in the institutional strengthening process is notable for two reasons – (1) the political will and openness of the RNP to open itself to a participatory process with civil society, donors and other government agencies, and (2) the commitment from civil society, donors, and other government agencies who decided to support the changing processes in public administration. Both of these have been key factors in achieving the project's objectives and making it replicable for other public institutions.

Another key element for the technical and political sustainability of the Project has been the negotiations with political parties. Through this cooperation, RNP has shared its new computerized processes with the political parties so they could monitor and update their internal party identification processes. Until now, the political parties had been managing their registration lists manually, which impeded efficiency in organizing their activities. With the transfer of this technology, facilitated by the Project, the political parties have the capacity to update their own voter rolls in an efficient manner.

In addition, the strengthening of human capital, equipment, and organizational infrastructure will help the citizenry view the RNP as a public institution that offers an efficient service, surrounded by honesty and legal security. This, in turn, will better position the RNP in its interaction with key stakeholders of society (political parties, citizen organizations, media) as well as its coordination with other government institutions (the Executive Branch, Health, Education, the Comptroller General's Office, etc).

## **13. ANNEXES**

### 13.1 SUCCESS STORIES

Mrs. Isabel de Jesús Meza, who is 85 years old and lives in the Monterrey neighborhood of Tegucigalpa, lost her identity card six months ago and explained that she could not go to the RNP offices to request a replacement because she did not have the money to travel across town. Realizing the importance of the document, she was thrilled that the RNP brigades traveled to her house to conduct this procedure and deliver her new identity card. "Without a card," she commented, "you can't leave, not even to visit family that lives close by but in another community. If you don't have your identity card, everything becomes more complicated. This is really a big thing." She thanked the brigade members again and again, reiterating that although she knew the importance of having her identity card, she did not have the money to go to the RNP offices, even though she lives in the city. When asked about the upcoming elections, she admitted that she had only voted once in her life, but that now she was motivated to exercise her right to vote, despite not having a lot of information about the candidates because she couldn't read. She declined to say who she would vote for, stating that she wouldn't know until she got to the polling station.

The director of the RNP commented that he knew of a case in Siguatepeque in which a gentleman waited 13 years for his identity card. He had requested it in 2001 and for various reasons had never received it. The director of the RNP commented that he felt moved by these types of cases because they reflect the absence of the State in places that are not extremely remote, but for various reasons, citizens' access has always been difficult.

For his part, the RNP's technical director highlighted the direct delivery of identity cards, without interference by political parties, which, he reiterated had been a reoccurring demand by the citizens.

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The delivery brigades, civil society organizations, and the National Commission for Human Rights highlight the importance of this Project which helped thousands of Hondurans, that for whatever reason did not have their identity cards, including some for the first time, could receive this important document.



### 13.2 TRAINING REPORT

Name of the training programme	Field of study	Relationship to the objectives	Start date	End date	Estimated cost	Number of male	Number of female
Training in System Security	System Security	Contributes to the security and transparency in Honduran Identification (output 1)	July 2013	September 2013	USAID: Instruction: \$0 Trainee:\$2,000.00 Travel: \$0  Partner cost: \$0	110	90

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13.3 PICTURES

*Delivering Identity Cards to Polling Stations:*



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*Supervising the delivery of identity cards:*



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## Meetings of the Transparency Roundtable:



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*Trainings on IT security systems for RNP employees:*



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*Trainings on the Assessment of the RNP's Identification Process for RNP employees*



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### *Human Rights Workshops:*



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3.4 QUALITY REVIEW CHECK SHEET

<b>Project Milestones</b>	<b>Scheduled Delivery Dates</b>	<b>Current Status</b>
Project Work Plan	February 2014	Submitted and awaiting approval
Monitoring Plan	July 2014	
Acquisition Plan	June 2014	
Project Board Meetings	February 2014 / September 2014	Project Board Meeting in February 2014
Project Counterpart	June 2014	
Field Supervision	June, August, September, November 2014	
Audit	March 2014	Completed

## **COMPONENT 3: DEVELOPMENT OF PUBLIC POLICIES FOR CITIZEN SECURITY AND COEXISTENCE**

### **1. EXECUTIVE SUMMARY**

The first decade of the 21<sup>st</sup> century in Honduras demonstrated the effects of relatively high economic growth (5% annually) combined with a deepening of social and political inequalities. Eventually this conflict led to the 2009 institutional crisis which provoked a breakdown in order and a social confrontation without precedents in the country. This crisis, combined with chronically weak institutions, the scourge of drug trafficking and organized crime, the incursion of gangs, the limited capacity of the country to stop the spread of extreme poverty (42% to 39% of all households between 2001 and 2013, according to the INE), and inadequate macroeconomic management (a fiscal debt of 7.7% of GDP in 2013), has led to problems such as the unexpected increase in violence levels (79 deaths per 100,000 inhabitants, according to the Violence Observatory).

Within this context, the beginning period of the project “Strengthening Democratic Governance in Honduras: Promotion of Peaceful Coexistence and Citizen Security,” was characterized by the 2013 elections, the end of the calendar year, and the inauguration of a new government. For each of the Project’s various components – local violence observatories, peaceful coexistence and citizen security plans, mediation and reconciliation units, municipal offices for women, youth and citizen culture – the Project assembled a technical team and field coordinators and hired a Project Coordinator.

Various Project activities were started, although in the period covered by this report implementation was affected by the political and electoral activities, the change in government, and the ascension of new authorities. In spite of these challenges, however, the Project’s teams were trained and began activities in all of the components. The activities implemented during this period include:

- Meetings with municipal governments and civil society representatives to present the political feasibility, objectives, and tasks in coordinating and creating Local Violence Observatories in the municipalities participating in the Project (Choloma, Tela, La Ceiba, San Pedro Sula, and the Central District).
- Geo-referencing and thematic maps in the municipalities of San Pedro Sula, Choloma, Tela, La Ceiba, and the Central District as well as at the national level.
- Development of a conceptual proposal for a certificate in “Citizen Security” to train mayors, municipal officials, and members of civil society in citizen security.
- Consolidation of a work team in the Central District to develop activities and products to implement the local plan for peaceful coexistence and citizen security in the municipality.
- Workshops held in the municipalities of Choloma, La Ceiba, San Pedro Sula, and Tela with various stakeholders involved in violence prevention, deterrence, and crime control to assess the achievements of the actions established in the Local Plan and to explain future activities for 2014. These workshops had technical assistance from UN Women to ensure a focus on gender.
- Creation of a network of volunteers for peaceful coexistence, which support the Mediation and Reconciliation Units (*Unidades de Mediación y Conciliación* or UMCs) in their work of restoring the community social fabric, becoming one of the strategic alliances strengthening and positioning the UMC in the community and local government.
- Development of a training model in community mediation, plus implementation of practicums for promoters and community mediators as well as their certification.
- Draft of an Ethics Code for the Network of Community Mediators in the Central District.
- Training workshop for youth artistic trainers and implementation of 6 workshops focused on strengthening artistic skills and citizen culture.

During the implementation of these activities, the Project encountered some challenges, among which were the following:

- The Ministry of Security plans to organize 30 local violence observatories in the 30 most violent cities in the country, which include the municipalities already working with the UNDP Project. If this occurs, it will create a duplication of effort.
- In implementing some activities included in the component focused on Local Coexistence and Citizen Security Plans, there was initial difficulty in connecting with some of the officials working on the municipal planning process.
- The strategy with the *Fundo Hondureño de Inversión Social* (Honduran Fund for Social Investment or FHIS) in the framework of CPTED (Crime Prevention through Environmental Design) and the design of the work plan must have the approval of the *Instituto de Desarrollo Comunitario, Agua y Saneamiento* (Institute for Community Development, Water and Sanitation or

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IDECOAS) which was given until March 19, because to implement the Plan requires more resources than allocated to the *Dirección de Infraestructura Mayor* (Department of Major Infrastructure or DIM).

- The development of the points of community coexistence in Chamelecon had limited participation in the motivation and awareness-raising module, given the current situation of violence, because criminal groups control certain territories and limit the ability of the citizens to move freely in Chamelecon.
- The instability of local government staff has been a factor that has delayed the implementation of Project activities, coupled with the fact that some new staff does not have their adequate skills for their positions.

## 2. ACTIVITY IMPLEMENTATION

### 2.1 INDICATOR PERFORMANCE TRACKING TABLE

Indicators	Indicator performance
# of violence prevention and crime deterrence and/or control strategies implemented	<p>The implementation of various security plans was hampered by the electoral campaign in the last quarter of 2013 and by the first days of a new government, mainly in municipalities such as San Pedro Sula and Tela, where in addition to a change in mayors, there was a change in political parties. Because of this, the participation of municipal officials was not possible because they were supporting the campaign of their candidates.</p> <p>With the change in local government, there was also a change in government officials, delaying the implementation of strategies and the mobilization of the security tax funds. However, with the plans already approved and certified by the Ministry of Security, security tax funds have been delivered to the municipalities of San Pedro Sula and La Ceiba, thanks to the Local Citizen Security Plans developed as part of the Project.</p> <p>In the case of the Central District, work began only with the inauguration of the new government and the delegation of a liaison. In the capital, the Project has begun to assemble the Council for Coexistence and Citizen Security.</p>
# of new CPTED designs developed by municipalities	Development of a work plan with IDECOAS, under the responsibility of the DIM of FHIS, which moved forward the assessments of the target municipalities.
# of decisions / actions suggested by the Councils for Citizen Security based on information from local observatories	<p>The information in the bulletins has been presented to the Councils for Citizen Security and has served as a basis for developing the 2014 AWP for each of the target municipalities.</p> <p>However, besides the work done by the <i>Instituto Universitario para la Democracia, Paz y Seguridad</i> (University Institute for Democracy, Peace and Security or IUDPAS) of UNAH in the regional offices of San Pedro Sula and La Ceiba, it has not been possible to obtain information from the National Police, given that the Ministry of Security is refusing to share it with the Observatory.</p>
# of semi-annual violence observatory bulletins published at local levels.	The publication of the 2013 annual bulletins for the municipalities of San Pedro Sula, Choloma, Tela, and La Ceiba was only possible with information from the Medical Examiner's Office of the Attorney General's Office.
# of conflicts settled at the Mediation and Reconciliation Units	<p>As with the other activities, the Mediation and Reconciliation Units have been affected by the change in government and the inauguration of new mayors.</p> <p>San Pedro Sula: Although the mayor changed, the Unit has continued functioning with stability.</p> <p>Choloma: Similarly, the Unit continues to function without major difficulties.</p> <p>Tela: At the beginning of the new local government's period, the mediator was pushed out of her position and later substituted by someone without training in conflict mediation and reconciliation. Therefore the Project's technical team is in the process of training him.</p>

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	La Ceiba: Due to a process of administrative reform, the mayor suspended the coordinator of the Mediation Unit and the person that was placed in charge has not been able to replicate the attention to cases.
# of VAW (Violence Against Women) prevention initiatives articulated by the Local Citizen Security and Coexistence Plans	Initiatives to prevent violence against women have been considered at the roundtables to create the operating plans for coexistence and citizen security.
# of citizenship culture strategies designed with participation from youth	UNDP has assembled a team and has developed an approach strategy and plan for the “youth and citizen culture” component.

## 2.2 PROGRESS NARRATIVE

During the period covered by this report, a number of activities were begun in the 5 target municipalities to accomplish the Project’s objectives and achieve the following outputs:

### **Local Violence Observatories strengthened and include citizen participation in the development of public policies for citizen security and coexistence.**

*Output 1: Strengthen the Violence Observatories in San Pedro Sula, Choloma, Tela, and La Ceiba with the inclusion of citizen participation and as an input for developing public policies for citizen security and coexistence.*

During the last six months, the Project analyzed information, created graphics, drafted, and published the 2013 annual bulletins for San Pedro Sula, Choloma, Tela, and La Ceiba.

- In La Ceiba, UNDP has presented the data to the municipal government, the Committee on Prevention, the 5 members of Congress from Atlantida Department, the Chamber of Commerce, and the Chamber of Tourism. UNDP also hired a consultant promoter for the module on citizen participation about criminal incidents to provide technical support to the Local Observatories in La Ceiba and Tela. In addition, the Center for Citizen Participation was again presented to UNAH and civil society, who suggested changes and initiated a campaign with University-TV to promote its use.
- In Tela, UNDP, with the *Instituto Tecnológico Superior de Tela – UNAH* (Superior Institute of Technology at Tela – UNAH or ITST-UNAH), conducted a workshop on the conceptual framework and methodology for Local Violence Observatory. Progress was made in staff training as well as the process of validating data from the first quarter of 2014.
- Meanwhile, in Choloma, work focused on the analysis of data for the presentation of the 2013 Bulletin. The team analyzed information, created graphics and maps, and presented the information to the municipal government and the Counsel for Coexistence and Citizen Security.
- Finally, in San Pedro Sula, the Coordinator of the UNAH-Valle de Sula (UNAH’s San Pedro Sula campus) Observatory was selected. A consultant analyst was also hired for the SPS Observatory. However, difficulties between the mayor’s office and the Chamber of Commerce continued, which impeded the work of the Project and raised concerns that there is the idea to create an observatory without the participation of UNAH. In addition, in this municipality, violence data only exists from the Medical Examiner’s Office and from monitoring the media.

### **Local Citizen Security and Coexistence Plans for the municipalities of the Central District, San Pedro Sula, Choloma, Tela, and La Ceiba**

*Output 2: Creation of an Observatory in the Central District*

In the Central District, UNDP has made progress on an initial assessment of information sources that could be used to create a local violence observatory. At the same time, UNDP promoted the organization of an Observatory for the Central District. In addition, UNDP formally presented the report on violence and crime in the Central District in 2013, and information about violence in the country was

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shared with the media, students, national NGOs, and international organizations. IUDPAS-UNAH continues to have difficulties with the Ministry of Security regarding access to information about crime statistics.

*Output 3: Train Mayors, Municipal Officials, and Civil Society in Citizen Security and the Promotion of Peaceful Coexistence, including the Participation of Women*

- UNDP has drafted a conceptual proposal for a Certificate in Citizen Security for training mayors, municipal officials, and members of civil society in citizen security. In addition, UNDP has begun discussions about an informal education program to strengthen the capacity of municipal officials.
- UNDP has finalized the development of a component with UN Women to explain and encourage a gender focus in the formulation of the 2014 AWP in each municipality.

*Output 4: Develop Local Citizen Security and Coexistence Plans in the Central District, with specific actions to improve the security of women.*

During this period, UNDP formulated a technical proposal to implement the local citizen security and coexistence plans. In addition, the Project presented and explained to the new municipal administrations (in Tela and San Pedro Sula) the planning processes that had taken place to manage citizen security. The Project also presented the planning process to the institutions responsible for preventing violence, deterrence, and crime control in each municipality. UNDP convened an initial municipal meeting with donors, local government agencies, and state institutions with a presence in the municipality.

UNDP assessed the experiences of municipal agencies in managing citizen security. Based on this assessment, UNDP developed guidelines for prioritizing projects for resources from the security tax and other sources and evaluated the actions proposed in the Local Plans that have been implemented in San Pedro Sula, Choloma, Tela, and La Ceiba. At the same time, UNDP began the process of selecting actions to prioritize and of changes required by the 2014 AWP. In addition, UNDP continued working with the Local Counsels for Coexistence and Citizen Security and scheduling informal education processes to strengthen the capacity of municipal officials.

- Specifically, in La Ceiba, UNDP:
  - (1) presented and explained to the new authorities the planning process that took place to consolidate the Local Plan;
  - (2) finished the methodological guide for the initial meeting with municipal stakeholders involved in coexistence, deterrence, and crime control;
  - (3) conducted a workshop to revise and update the actions included in the Local Plan as an input for the formulation of the AWP; and
  - (4) compiled the workshop results and presented them to municipal officials to continue formulating the operating plan.
- In Tela, UNDP:
  - (1) presented and explained to the new authorities the planning process undertaken to consolidate the Local Plan;
  - (2) worked with the National Democratic Institute (NDI) to strengthen the Municipal Offices for Women and municipal capacity to implement public policies included in the Local Plan;
  - (3) presented and explained the Local Plan to municipal agencies;
  - (4) conducted a workshop to revise and update the actions included in the Local Plan as an input for formulating the AWP;
  - (5) planned seminars with municipal stakeholders to create a Municipal Counsel and strengthen the capacity of the municipality to manage resources; and
  - (6) held coordination meetings with the *Secretaría de Planificación* (Planning Ministry or SEPLAN) to seek to ensure that the municipal experience aligned with national plans, considering the particularities of the municipality and experiences at the national level.
- In Choloma, UNDP:
  - (1) presented and explained the Local Plan to municipal agencies and council members;
  - (2) came to an agreement with the municipal liaison about technical assistance from UNDP and another CARSI implementer, *IMPACTOS*; and

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- (3) conducted a workshop to revise and update the actions included in the Local Plan as an input for the formulation of the AWP and compiled the workshop results.
- In San Pedro Sula, UNDP:
    - (1) presented and explained to the new authorities the planning process undertaken to consolidate the Local Plan;
    - (2) presented and explained the Local Plan to the mayor's staff;
    - (3) institutionally recognized the new judicial officers;
    - (4) held coordination meetings with the municipal liaison, the superintendent of justice, security, and transportation;
    - (5) held coordination meetings with professionals from the Technical Unit of the Municipal Council to learn about the state of the process, institutional connections generated, and proposals for technical assistance from *Honduras Convive*, another CARSI implementer; and
    - (6) conducted a workshop to revise and update the actions included in the Local Plan as an input for the formulation of the AWP.
  - And in the Central District, UNDP:
    - (1) held coordination meetings with key municipal actors to consolidate the municipal assessment;
    - (2) visited institutions to present and explain the process and obtain information;
    - (3) conducted a workshop with municipal stakeholders to obtain information lacking in the municipal assessment; and
    - (4) compiled information in the first draft of a municipal assessment of the AMDC (*Alcaldía Municipal del Distrito Central* or Municipality of the Central District)

*Output 5: Strengthen the capacity of FHIS to design, manage, and implement social infrastructure projects using the CPTED methodology and facilitate knowledge transfer to officials and other municipal stakeholders.*

Progress on this output is framed by the formulation of a work plan with FHIS and the beginning of the development of an agreement with IDECOAS under the responsibility of the DIM of FHIS. At the same time, UNDP has worked on the creation of a proposal for CPTED indicators and on the establishment of regulations for the organization and functioning of the Councils for Coexistence and Citizen Security.

The work plan designed with DIM-FHIS is divided into 4 components, as follows:

- (1) Strengthen the capacity of FHIS and the municipalities by expanding the Specialized CPTED Technical Unit, conducting a Study Tour, and drafting a Municipal CPTED Manual;
- (2) FHIS provides technical assistance to the municipalities by applying the methodology in 10 new neighborhoods. The time estimated for a CPTED assessment is one month;
- (3) Disseminate the CPTED methodology by conducting CPTED workshops in the municipalities and offering a CPTED Certificate through IUDPAS, which will provide 120 course hours of basic and advanced knowledge to 40 participants; and
- (4) Systematize and record the experience through 3 documents – a technical report summarizing the interventions in the neighborhoods, a document describing implementation challenges, and reports on best practices and lessons learned.

Coordination between the Project's components and programs is key. UNDP has coordinated agreements to include activities that occur in the same neighborhoods where FHIS works in the work plans of other Project components. For example, youth from San Pedro Sula and Choloma participated in the workshop to train mediators that took place from March 26 to 28 in San Pedro Sula. The leadership participants were identified by FHIS.

*Output 6: Training for Mayors, Public Officials, and Community Leaders in CPTED and PEC (Proyectos de Ejecución Comunitaria or Community-Implemented Projects), in collaboration with FHIS.*

UNDP has established the basis for the proposal for training municipal public officials in CPTED methodology.

*Output 7: Strengthen management in citizen security and coexistence in the Central District, San Pedro Sula, Choloma, Tela, and La Ceiba.*

UNDP has encouraged the efforts of the local Councils for Coexistence and Citizen Security and those of the Prevention Committees. Additionally, UNDP is in the process of formulating an informal education proposal to strengthen the capacity of municipal officials.

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### **Strengthen the use of conflict resolution mechanisms in municipalities with a high level of insecurity and violence, with an emphasis on women and youth.**

*Output 8: Develop Mediation and Reconciliation Units with a Network of Community Mediators in Choloma, Tela, San Pedro Sula, the Central District, and La Ceiba.*

- 97 leaders (54 promoters and 43 mediators) are currently participating in the networks of community coexistence volunteers, distributed across the four municipalities. Additionally, UNDP is in the process of training 50 new volunteer leaders in San Pedro Sula and Choloma.
- In terms of training, UNDP has begun revising and restructuring the certificate in conflict mediation and reconciliation to focus more on the informal process of community mediation, rather than the more formal reconciliation process. In addition, UNDP conducted a 20-hour course in October 2013 in San Pedro to train 46 leaders (16 men and 30 women) in community mediation skills. In San Pedro Sula, Tela, La Ceiba, and Choloma, promoters and community mediators completed their 10 hours of practicum experience supervised by the UMCs. As part of this practicum, promoters met with 1,097 citizens in the 4 municipalities to discuss about coexistence themes. In addition, mediators conducted 55 mediations, of which 53 came to agreement and 2 did not. The promoters and mediators were presented with their certificates in November.
- UNDP began to expand the network of community coexistence volunteers in the neighborhood of Chamelecon in San Pedro Sula, and in March 2014, conducted a 30-hour course on motivation and awareness-raising with 19 leaders (12 women and 7 men).
- UNDP conducted a series of visits to meet volunteers and offer support to the *Puntos de Convivencia Comunitaria* (Community Coexistence Places or PCC) in Choloma, San Pedro Sula, Tela, and La Ceiba. To recruit new participants and expand the network of community coexistence volunteers, UNDP held a seminar to present the project to municipal leaders in San Pedro Sula and encourage them to participate. In addition, with technical assistance from the Project's "Youth and Culture" component, UNDP held talks about coexistence and team work with youth of FUNADEH (*Fundación Nacional para el Desarrollo de Honduras* or National Foundation for Development in Honduras).
- UNDP is in the process of gaining legal status for the PCCs. The PCCs, which are spaces where the volunteer promoters and mediators work to offer peaceful solutions to conflicts in their communities, are linked to the UMCs, which are part of the municipal government. To give the PCCs more formality, they are in the process of being recognized by their respective UMCs. In this way, the UMCs validate the PCCs and their work. UNDP has established guidelines for opening PCCs, with the definition of objectives and managers, operating guidelines, a glossary of terms, and clarifications of the activities of the process. UNDP has designed required forms for this process including one linking the PCC with the local community coexistence network and ones for agreements with the PCCs. All of this documentation has been presented and explained to the UMC coordinators so they can manage the application for each of the PCCs.
- UNDP plans to open 8 new PCCs in 2 Garifuna villages in La Ceiba and Tela, the teacher training school in Tela, and 5 other neighborhoods in the 4 target municipalities. Additionally, UNDP has met with relevant authorities about reopening the Mediation and Reconciliation Unit in Tegucigalpa.
- UNDP has been working on a code of ethics for community coexistence volunteers trained by the UMCs to be promoters and mediators. To ensure a participatory process, UNDP conducted roundtable discussions with 43 participants from La Ceiba, Tela, Choloma, and San Pedro Sula. Once the code of ethics is published, it will be distributed to every network member.
- UNDP developed a work plan with activities for 2014, conforming to the requirements of USAID-UNDP in terms of coexistence; peaceful conflict resolution; Units of Mediation and Reconciliation; processes of motivation, awareness-raising, and community training; strengthening community strategies; and inauguration of the PCCs. With the UMC coordinators in Choloma, San Pedro Sula, Tela, and La Ceiba, UNDP reviewed 2013's best practices and presented the 2014 work plan.

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- UNDP developed guidelines for communications, for the conceptual and functional management of the media, and for promoting the UMCs. To do so, UNDP conducted 4 meetings during March 2014. The first, introductory seminar was to determine a theoretical framework of human communication and analyze of different forms of communication. A second seminar covered the idea of institutional image and its framework, institutional identity and the positioning of organizations, and reviewed the manual with the UMCs' institutional image, logo, and slogan. The third focused on internal communications among UMCs and their officials; between the UMCs, UNDP, and the municipalities; and interactions with the municipality. Finally, the fourth seminar included external communications, social marketing, mass media and how to use it. The Project developed a media plan as well as a marketing plan to raise awareness among citizens and train community coexistence volunteers, UMCs and other municipal institutions. Currently, UNDP's Communications Department is revising the communications guidelines and in July, the Project will begin training UMC officials.

*Output 9: Strengthen the Mediation and Reconciliation Units with the Network of Community Mediators in the Central District.*

In the Central District, UNDP is working with the Municipal Justice Department to reopen the Mediation and Reconciliation Unit (UMC). In discussions with the Justice Director, UNDP has explained the importance of continuing this initiative in the Central District so that the local government begins working on coexistence and conflict resolution. The Project has received verbal approval from the Justice Department and is awaiting approval from municipal officials.

### **Strengthen the Municipal Offices for Women in La Ceiba, Choloma, Tela, the Central District, and San Pedro Sula**

*Output 10: Strengthen the Municipal Offices for Women to develop gender violence prevention strategies.*

During this period, UNDP signed a cooperative agreement with UN Women to implement the Project's component "Strengthening Municipal Offices for Women in La Ceiba, Choloma, Tela, San Pedro Sula, and the Central District."

One of the activities of this part of the Project is an assessment in order to understand the situation of violence against women in the 5 target municipalities, the route taken by women survivors, the institutional response, the response of local governments (Municipal Offices for Women, *Oficinas Municipales de la Mujer* or OMMs), and the needs of the OMMs, among other issues. The information derived from the assessment will allow UNDP/UN Women to adjust activities according to objective criteria and a more complete understanding of the reality in the municipalities. During this period, UNDP hired an expert on gender issues to design the assessment as well as an expert to include gender issues in the municipal plans in the Project's target municipalities. Both processes are underway – the formulation of the assessment as well as the inclusion of gender issues in local plans for citizen security.

In addition, this component of the Project has been working with the component focused on local plans for citizen security to conduct workshops on the development of annual work plans in La Ceiba, San Pedro Sula, and Choloma. The objective of these activities was to raise the visibility of the violence against women and citizen insecurity. UN Women helped expand the participation of institutions and organizations working on gender issues and violence against women. UN Women also moderated a roundtable discussion entitled "Social Prevention – Violence against Women," in which participants reviewed and prioritized gender violence actions to be included in the 2014 AWP. Based on this discussion, UNDP is drafting a technical document with specific suggestions for raising the visibility of the issue in the final AWP.

*Output 11: Plan for sub-grants to support women's' organizations working with the Offices for Women.*

UNDP has begun meeting with various women's' organizations to identify a partner organization to work with on this activity.

### **Strengthen strategies to promote a culture of citizenship in municipalities with a high level of citizen insecurity and violence.**

*Output 12: Strengthen strategies for art and a culture of peace in San Pedro Sula, Choloma, Tela, and La Ceiba.*

- UNDP has assembled a team to implement this activity and developed an approach strategy and a plan. During 2014, the team created work proposals for the 4 municipalities, and these were presented and explained with local technical teams and young artists affiliated with COMVIDA (*Comité para la Niñez, Adolescencia y Juventud* or Committee for Children, Adolescents and Youth) in Tela, La Ceiba, Choloma, and San Pedro Sula.

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- UNDP conducted a workshop on stilt-walking for COMVIDA youth groups in Choloma and San Pedro Sula. Additionally, UNDP helped COMVIDA youth artistic groups in Choloma and San Pedro Sula celebrate the International Day of Theater on March 29<sup>th</sup>. The artistic and culture of peace initiatives of these groups were on display during the celebration, with groups of drummers and stilt-walkers parading from Morazán Stadium to the Central Park in San Pedro Sula, culminating with artistic presentations in the park.
- UNDP also held a workshop on Motivation for Coexistence for the Youth Network of FUNADEH in Choloma. The workshop was a fun way to raise awareness among the participants about themes of peaceful coexistence and violence prevention. UNDP shared information and invited FUNADEH's youth network to become involved in the trainings offered with COMVIDA in Choloma.

### *Output 13: Strategies promoting art and a culture of peace in the Central District*

UNDP held meetings in Tegucigalpa and Comayagua to present the process to youth involved with Buyara and Ayacaste which train youth in art and a culture of citizenship in the other target municipalities. As a result of this meeting, UNDP agreed to begin a course on methodologies for training youth, promoting a culture of citizenship, and reducing gender violence. Once they are trained, both groups will hold workshops on these three themes with youth in the five target municipalities. These groups will also learn about the Project's communications strategy.

### *Output 14: Violence prevention campaign in the media aimed at youth in Choloma, Tela, San Pedro Sula, La Ceiba, and the Central District.*

UNDP formulated the terms of reference for the consultancy to develop the Communications Strategy which will include the following campaigns: (1) a culture of citizenship, (2) promotion of the Municipal Offices for Women, and (3) promotion of the Mediation and Reconciliation Units.

### *Output 15: Program to create youth trainers in art and a culture of peace in Choloma and Tela.*

UNDP began drafting the methodological tools for the courses to train youth, specifically (1) training methodology in community art for facilitators, (2) manual of artistic training, (3) manual for a culture of peace.

### *Output 16: Develop a proposal to promote entrepreneurship for youth organizations connected to initiatives to promote a culture of peace through art.*

UNDP has begun a discussion to prepare the proposal for youth and cultural entrepreneurship.

## **Monitoring and Systemization of the processes and strategies**

### *Output 17: Design a system of indicators and monitoring*

UNDP is in the process of hiring a monitoring and evaluation expert for the Project. The job description was drafted, the public recruitment took place, and candidates were selected for interviews.

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2.3 STATUS OF ACTIVITY LEVEL LOGIC MODELS

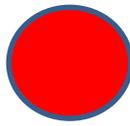
**General Objective**

Improving social coexistence and citizen security in municipalities with high incidence of violence by implementing public policies that strengthen municipal conflict mediation, promote citizen participation, female empowerment and a culture of peace.

Indicators	Outcomes	Outputs	Progress <sup>1</sup>
# of semiannual violence observatory bulletins published at local levels.	Local Violence Observatories strengthened for the development of public citizen security and coexistence policies.	<b>Product 1:</b> Strengthening the Violence Observatories in San Pedro Sula, Choloma, Tela and La Ceiba with modules of citizen participation in the functioning and as inputs for public policies in citizen security and coexistence.	
		<b>Product 2:</b> Development of an Observatory in the Central District	
# of Annual Work Plans (AWP) integrating prevention, deterrence, and control strategies for the target municipalities.  # CPTED assessments by each municipality.	Local public and coexistence plans for the target municipalities.	<b>Product 3:</b> Training of mayors, municipal officials, and civil society in citizen security and the promotion of coexistence, including the participation of women.	
		<b>Product 4:</b> Development of local Citizen Security and Coexistence Plans in the Central District, with specific actions to improve the security of women.	
		<b>Product 5:</b> Strengthening the capacities of FHIS to design, manage, and implement infrastructure projects using the CPTED methodology and facilitating the transfer of knowledge to municipal officials and other stakeholders.	
		<b>Product 6:</b> Training of mayors, public officials, and community leaders in CPTED and PEC methodologies, in collaboration with FHIS.	
		<b>Product 7:</b> Strengthening the management of citizen security and coexistence in the Central District, San Pedro Sula, Choloma, Tela, and La Ceiba.	
# of cases mediated at the Mediation and Reconciliation Units	Strengthening the use of conflict resolution mechanisms with emphasis on women and youth.	<b>Product 8:</b> Development of Conflict Mediation and Reconciliation Units with the Network of Community Mediators in Choloma, Tela, San Pedro Sula, and La Ceiba	
		<b>Product 9:</b> Strengthening of the Conflict Mediation and Reconciliation Units with the Network of Community Mediators in Central District.	
# of Municipal Offices for Women strengthened in project implementation	Women's Municipal Offices strengthened in project implementation	<b>Product 10:</b> Strengthening of the Municipal Offices for Women to develop gender violence prevention strategies.	
		<b>Product 11:</b> Plan for sub-grants to support women's organizations promoting the work developed with the Municipal Offices for Women	
# of youth that have participated	Strengthening citizenship culture	<b>Product 12:</b> Strengthening of strategies promoting art and a culture of peace in San Pedro Sula, Choloma, Tela and La Ceiba.	

<sup>1</sup> Progress Indicators: Yellow = In Process Red = Not started yet

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Indicators	Outcomes	Outputs	Progress <sup>1</sup>
in artistic and civic culture activities  # of civic culture communication campaigns implemented in each municipality.  # of entrepreneurs strengthened and funded in each municipality.	strategies in the municipalities participating in the project	<b>Product 13:</b> Strategies for art and a culture of peace in the Central District.	
		<b>Product 14:</b> Mass media campaign on violence prevention directed by youth in the municipalities of Choloma, Tela, San Pedro Sula, La Ceiba and the Central District.	
		<b>Product 15:</b> Program to create youth trainers in art and a culture of peace in Choloma and Tela.	
		<b>Product 16:</b> Develop a program to promote entrepreneurship for youth organizations connected with initiatives that encourage a culture of peace through the arts.	
# of monitoring and evaluation reports  # of reports of Systematization	Monitoring and systematization of process and strategies	<b>Product 17:</b> Design a system of indicators and monitoring.	

## 2.4 IMPLEMENTATION CHALLENGES AND OPPORTUNITIES

The country faces a complex social and economic context, especially regarding citizen security. The work with local governments has been positive. However, this model of intervention works best in municipalities with a high level of violence that have their own funding sources or ability to access other funding. A possible source of risk, given the country's fiscal crisis, is the system of municipal transfers from the central government, which comprise 11% of the national budget. In this context, UNDP has identified the following challenges and opportunities.

### Challenges:

- The challenge of ensuring the sustainability of UNDP's work on security issues, especially with the change in focus by new authorities about how to deal with insecurity. For example, prevention issues were previously in the domain of the Ministry of Security and are now in an Office of Prevention that is part of the Secretariat of the Presidency.
- With the government's new initiatives such as the Office of Prevention, the Inter-agency Task Force for Development, the Council to Prevent Violence among Children and Youth (COPREV), the National Inter-institutional Security Force (Fusina), and the Military Police for Public Order (PMOP), UNDP's relationship with the local planning processes and the development of strategies has yet to be defined.
- Another challenge is working with the local violence observatories given the conflict between UNAH and the Ministry of Security, as well as the Ministry of Security's new initiative to work with CISALVA, a Colombian NGO, to create 30 local observatories. Therefore, UNCP proposes to participate in technical roundtables to validate the cases and strengthen analysis in the bulletins. Another issue is the creation of an Observatory of Citizen Participation that allows citizens to register crimes that have not been reported to the police. Also, the promotion of analysis of trends could be of interest at the national and local level.
- UNDP is undertaking two simultaneous programs (Security Reform and More Secure Municipalities) which will require strategic coordination in the short-term.
- To promote coordination with other agencies, programs, and projects.

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### Opportunities:

- The strengthening of national capacities occurs largely through the implementation of various courses (certificates or diplomas), therefore UNDP promotes training with the idea of later creating a specialization in citizen security for the development of public policies.
- Support for new national initiatives through a relationship with the Office of Prevention and the Vice-Minister for Prevention in order to advocate for security tax funds to finance the activities of the local plans for coexistence and citizen security in the five target municipalities, and to possibly replicate UNDP's intervention model in other municipalities around the country.
- Encourage the relationship that UNDP has with the Minister of Justice and Human Rights and with the Judiciary to promote conflict mediation and reconciliation as a tool for restorative justice.
- In terms of sustainability, it is important to note that the projects and actions are implemented by the municipalities and civil society organizations. Now that they have experience with these types of programs, they might be more inclined to implement them in the future.

### **3. COLLABORATION AND/OR KNOWLEDGE SHARING WITH OTHER USAID ACTIVITIES**

#### 3.1 LIST LINKAGES WITH OTHER USAID ACTIVITIES

Meetings were held during the last quarter of 2013 and the beginning of 2014 with the group of CARSI implementers to present the Project's current work and future plans.

On-going coordination with the *IMPACTOS* program is also necessary, because of the overlap of municipalities, local stakeholders, and themes, in order to avoid the duplication of efforts and ensure coordination of activities on the ground.

UNDP's relationship with *Alianza Joven Honduras* (Youth Alliance of Honduras or AJH) has become stronger, as the Project is now working in and with the Outreach Centers in La Ceiba and San Pedro Sula.

#### 3.2 KEY HIGHLIGHTS OF THE COLLABORATION

The key highlights of collaboration are found in the need to align and harmonize cooperation in the municipalities and coordinate actions in order to achieve better synergy and coordination in the work.

#### 3.3 CHALLENGES OF THE COLLABORATION

One of the challenges is the presence of various USAID implementers on the ground at the same time, especially in the municipalities participating in this Project, which necessitates having a greater willingness and capacity to organize and implement activities in a collective manner. One way of overcoming this challenge could be to have a greater participation of USAID in the processes of articulating specific issues.

### **4. COLLABORATION AND/OR KNOWLEDGE SHARING WITH PARTNER ENTITIES IN HOST GOVERNMENT AND OTHER DONOR AGENCIES**

#### 4.1 LIST AND DISCUSS LINKS WITH RELEVANT MINISTRIES AND DONOR AGENCIES

UNDP is part of the United Nations Development Assistance Framework (UNDAF or *Marco de Asistencia de las Naciones Unidas para el Desarrollo*, MANUD in Spanish), which is a planning instrument that considers the country's priorities and the UN's comparative advantages in the areas of intervention. The Country Program Document 2012-2017 includes the national objective that "Democracy develops in Honduras, with security and without violence" (Objective 2 of the National Plan). Therefore, the Country Program aims to help "the State and the people implement policies and practices that strengthen the Rule of Law and contribute to reducing violence, especially among the most vulnerable," (aligned with Outcome 2 of the PE 2014-2017)

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Importantly, the governmental transition process requires UNDP to work on three main challenges: (1) Deepen dialogue with the new government to work on coinciding focus points; (2) Review the priorities of new government and search for effective ways to align the Project's desired outcomes with these priorities; and (3) Define a clear route so that the new assistance framework is complementary to ongoing processes. This type of support is seen in the follow-up to a series of programs and projects underway and the promotion of new initiatives that can better contribute to achieving Objectives 2 and 4 of the National Plan.

In addition, UNDP is providing technical assistance to the Under-Secretary of Security in Prevention.

Finally, UNDP is part of the G16 and actively participates in the roundtable on security, justice, and human rights.

### **5. SPECIAL REPORTING REQUIREMENTS (USAID FORWARD, PRESIDENTIAL INITIATIVE)**

*Not applicable*

### **6. INTEGRATION OF CROSS-CUTTING ISSUES**

#### **6.1 GENDER**

In general terms, the objective of this Project is to strengthen the capacity of municipalities through technical assistance focused on planning, prevention, mediation and reconciliation, gender, and a culture of citizenship. The processes include the participation of citizens and social sectors to define and implement the activities. The focus on gender is one of the cross-cutting themes that has made the most progress in terms of its incorporation into planning. Efforts have been made to include actions specifically directed at women, especially in the support of the Municipal Offices for Women. Local plans for coexistence and citizen security have a gender focus. The challenge is to deepen the focus and make visible the actions to prevent and control violence against women.

By using a rights-based approach, the conceptual framework of the Project is shaped in a variety of ways – recognition of rights holders, equality and non-discrimination, participation and empowerment of excluded sectors, and the definition of State obligations towards human rights.

An ethnic focus appears in the Project through the development of Points of Community Coexistence (PCCs) in Garifuna communities on the Northern Coast and artistic and cultural activities in these towns.

A focus on youth also allows UNDP to work with the age and population group that is at the center of the maelstrom of violence in the country.

#### **6.2 ENVIRONMENTAL COMPLIANCE**

*Not Applicable*

#### **6.3 GLOBAL CLIMATE CHANGE**

*Not Applicable*

### **7. MANAGEMENT AND ADMINISTRATIVE ISSUES**

#### **7.1 CONSTRAINTS AND CRITICAL ISSUES**

The main limitations concern a lack of financial resources in both the central and local governments, which inhibits the complete implementation of activities proposed in the local plans for citizen security and co-existence.

#### **7.2 PERSONNEL**

During the period covered by this report, the Project team was completed and is now composed of: a coordinator, an administrator, an assistant, 5 project managers, 2 consultants, a communications expert, 3 technical assistants, 4 municipal coordinators, and 2 drivers.

#### **7.3 ADAPTION OF THE ACTIVITY**

*Not Applicable*

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7.4 MODIFICATIONS AND AMENDMENTS

*Not Applicable*

**8. ASSESSMENTS/EVALUATIONS/LESSONS LEARNED**

8.1 LIST MAJOR ASSESSMENTS/INTERNAL EVALUATIONS AND LESSONS LEARNED

During this semester, UNDP has laid the groundwork for programming various activities in each of the Project's components. Among the activities that have generated positive results and successful learning are:

- The municipal planning process naturally involves connections with municipal officials; therefore a best practice is to make linkages with two visions – technical and managerial. The technical vision allows the process to interact with other municipal developments, while the managerial vision raises awareness and strengthens the dialogue with the Mayor's Office for eventual positioning at the municipal level.
- The coordination of international cooperation with programs developed by the municipality and other institutions with a presence in the municipalities ensures that the planning process is not restricted to UNDP's Project components, but has a broader vision of the municipality.
- Discussing and agreeing on methodologies with the municipal liaisons has facilitated the transfer of knowledge and leadership in the methodologies that were used in the various workshops. This occurred, for example, in the workshop to revise the Local Plan and formulate the 2014 annual work plan.

8.2 ACTIONS AND WAY FORWARD

The Project will follow the path established until March 2015: intervention strategy, operating plan, monitoring and evaluation plan, semi-annual reports, mid-term review, improvement plan, exit plan, sustainability plan, and final review.

In the Project's administration, activities and the way forward are aimed at the following:

- Following the established agreements between the coordination and the various components and between the components;
- Agreement to monthly meetings to learn about the each components' progress in accordance with the monthly plan;
- Allocate a space at the monthly meeting to analyze the components;
- Develop an informal training course for members of the targeted municipal governments;
- Agreement on methodologies and implementation by municipal liaisons;
- Agreement on monitoring and evaluation strategies, as well as citizen participation for the follow-up to the implementation of the 2014 annual work plan.

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**9. ACTIVITIES PLANNED FOR NEXT SEMESTER**

Planned Activities for Previous Semester (October 2013 to March 2014)	Actual Status (March 2014)	Explanation for Changes	Activities Proposed for Next Semester (April to September 2014)
1. Strengthen the violence observatories in Choloma, San Pedro Sula, La Ceiba, and Tela with citizen participation modules.	<p>(1) Meeting with the municipal government and civil society representatives in Tela and Choloma to present the tasks and objectives, request cooperation from the municipality, and coordinate the creation of a local observatory.</p> <p>(2) Creation of thematic, geo-referenced, urban tables, graphics, and maps based on the 2013 annual bulletins produced by the local violence observatories in San Pedro Sula, Choloma, Tela, La Ceiba, and the Central District as well as at the national level.</p> <p>(3) Purchase of technological equipment for the violence observatory.</p>	The municipality of San Pedro Sula only has official information from the Medical Examiner's Office and, despite multiple requests, has not been able to coordinate a meeting with the Regional Police to validate the information at the local level.	<p>(1) Validation, updating, and diagramming of the municipal and departmental results from the local violence observatories.</p> <p>(2) Analysis of the results and presentation of the bulletins during the first semester of 2014.</p> <p>(3) Development of geo-referenced, thematic maps of deaths by external causes or crime.</p>
2. Creation of a Violence Observatory for the Central District.	<p>(1) Presentation to the Security and Coexistence Committee in the first meeting of the Central District to improve the levels of information and encourage discussion, reflection, and design of prevention and coexistence strategies.</p> <p>(2) Presentation of results to civil society, municipalities, the Security and Coexistence Committee, NGOs, students, and media in 5 municipalities.</p>	To be defined, given that the Project has not been able to access information from the National Police.	Development of a Violence Observatory for the Central District.
3. Train mayors, municipal officials, and civil society on citizen security and promotion of coexistence, including the participation of women.	<p>Progress along two lines: the definition of the certificate in citizen security and the consolidation of proposal for "informal" training</p> <p>(1) Certificate in Citizen Security – creation of comprehensive proposal including components focused on concepts, critical analysis, and a pro-active vision. Beyond the information</p>	<p>Recruitment of a coordinator for the Certificate within UNAH in coordination with IUDPAS, which is responsible for its development, has not occurred.</p> <p>The "informal" training process emerged as an additional idea to ensure that actors connected with the municipality (Municipal Council for Coexistence and</p>	<p>(1) Implementation of a course in Citizen Security for officials designated by the Mayor's Office</p> <p>(2) Conduct 7 training workshops in themes related to human security, development, citizen security, gender, and coexistence with participants connected with the municipal government.</p>

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	<p>necessary to address the training expected by the Mayor's Office, course content with also include themes that have been covered in citizen security training courses in other countries in the region.</p> <p>(2) The "informal" training process has a proposal covering the conceptual component, in which is integrated the expertise of various Project components.</p>	<p>Citizen Security or the Committees for Prevention and/or Security) would be able to access the conceptual component</p>	
<p>4. Development of a local plan for citizen security and coexistence in the Central District, with specific actions to improve the security of women and girls.</p>	<p>(1) A work team at the municipal level has been assembled that determined the actors, actions, and products necessary to implement the activities proposed to consolidate the local plan</p> <p>(2) Energize the work of the Mayor's Office among the agencies responsible for actions to prevent violence</p> <p>(3) Municipal assessment, including the problems of citizen insecurity and the institutional needs and capacities to intervene</p>	<p>None</p>	<p>(1) Consolidation of a Local Plan for Citizen Security and Co-existence in the Central District</p> <p>(2) Presentation of a Local Plan to the municipal government</p> <p>(3) Presentation of the Local Plan in the town meeting</p>
<p>5. Strengthen the capacity of FHIS to design, manage, and implement social infrastructure projects using CPTED methodology and facilitate knowledge transfer to municipal officials and other stakeholders.</p>	<p>Development of a work plan with FHIS-DIM</p> <p>Development of a proposal of CPTED indicators</p>	<p>None</p>	<p>Strengthen the capacity of FHIS to design, manage, and implement social infrastructure projects using CPTED methodology and facilitate knowledge transfer to municipal officials and other stakeholders.</p>
<p>6. Train mayors, public officials, and community leaders in CPTED and PEC methodologies, in collaboration with FHIS.</p>	<p>Progress on the proposal of training modules on basic CPTED.</p>	<p>None</p>	<p>Train mayors, public officials, and community leaders in CPTED and PEC methodologies, in collaboration with FHIS and IUDPAS.</p>
<p>7. Strengthen the management of citizen security and coexistence in the Central District, San Pedro Sula, Choloma, Tela, and La Ceiba.</p>	<p>(1) Linkages with the mayor's offices in Choloma, La Ceiba, San Pedro Sula, and the Central District to manage the Local Plans.</p> <p>(2) At least 2 planning meetings were held to assess the activities of the Local Plans in the municipalities of Choloma, La Ceiba, San Pedro Sula, and Tela.</p>	<p>The mayor's office in Tela was not able to designate a point person for the management of the Plan, which has limited the progress of consolidating the 2014 AWP.</p> <p>With regards to the Municipal Council and its agencies, in the case of San Pedro Sula, it has not been possible to</p>	<p>(1) Train municipal contacts in the planning methodology so that it can be incorporated into the mayor's offices in 2015</p> <p>(2) Conduct at least 2 seminars verifying the achievements of the activities of the AWP in each municipality</p>

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	<p>(3) Workshops held in the municipalities of Choloma, La Ceiba, San Pedro Sula, and Tela with various municipal stakeholders involved in violence prevention, deterrence, and crime control to assess the achievement of activities established in the Local Plan and to explain the activities planned for 2014. These workshops received technical assistance from UN Women to ensure a focus on gender.</p> <p>(4) Analysis of the existing municipal actions to manage the Local Plan</p>	consolidate this despite the existence of a Technical Unit created within the Chamber of Commerce and strengthened by other CARSI implementers with a presence at the municipal level. In Tela, the process has begun, but has taken a lot of time given the new authorities' lack of knowledge about the issue.	(3) Energize the existing municipal activities based on the interest shown by the mayors' offices
8. Development of citizen conflict mediation and reconciliation units with a network of community mediators.	<p>(1) Community Mediation module, teaching the tools necessary for mediation.</p> <p>(2) Practicums for community promoters and mediators.</p> <p>(3) Certification of promoters and mediators.</p>	None	Development of citizen conflict mediation and reconciliation units with a network of community mediators.
9. Strengthen the citizen conflict mediation and reconciliation units and network of community mediators in the Central District.	<p>(1) Expansion of the Network of Volunteers for Community Coexistence.</p> <p>(2) Creation of an ethics code for the Network.</p>	Difficulty in re-opening the UMC in the Central District.	Strengthen the citizen conflict mediation and reconciliation units and network of community mediators in the Central District.
10. Strengthen the capacity of Municipal Offices for Women to develop strategies to prevent gender violence in the target municipalities.	In the process of conducting an assessment about gender violence and citizen security.	None	Strengthen the capacity of Municipal Offices for Women to develop strategies to prevent gender violence in the target municipalities.
11. Develop a plan for sub-grants to support women's organizations promoting work with the Offices for Women in target municipalities.	In the process of drafting a document for sub-grants with counterparts.	None	Develop a plan for sub-grants to support women's organizations promoting work with the Offices for Women in target municipalities.
12. Strengthen the strategies to promote art and a culture of peace in the target municipalities.	<p>(1) Workshop to train young art trainers</p> <p>(2) 6 workshops to strengthen artistic and civic culture skills</p>	None	Strengthen the strategies to promote art and a culture of peace in the target municipalities.
13. Promote strategies encouraging art and citizenship in the Central District.	Activities programmed	None	Promote strategies encouraging art and a culture of peace in the Central District.
14. Develop a violence prevention campaign in the media directed at youth in the target municipalities.	Terms of reference were developed; recruitment process took place; currently in the hiring process.		Develop a violence prevention campaign in the mass and alternative media directed at youth in the target municipalities.

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15. Develop a program to train youth facilitators in art and citizenship.	In process for the next semester.		Develop a program to train youth facilitators in art and a culture of peace.
16. Develop a program to promote entrepreneurship for youth organizations connected with initiatives to promote a culture of peace through art.	Proposal was presented to the mayors and deputy mayors of La Ceiba and San Pedro Sula as well as the Atlantida Chamber of Commerce, the Council for Coexistence and Citizen Security in La Ceiba, and UNAH to establish an alliance on entrepreneurship.	Pending in Choloma and the Central District.	Develop a program to promote entrepreneurship for youth organizations connected with initiatives to promote a culture of peace through art.
17. Design a System of Indicators and other tools for monitoring and evaluation	Drafting of reports for the period.  Creation of tools for follow-up and monitoring of activities.  Creation of forms for the system of indicators.	None	Design a System of Indicators and other tools for monitoring and evaluation

**10. FINANCIAL INFORMATION**

**Budget:**

	Original grant (September 30, 2011)	Modification 3 (September 26, 2013)	Total
<b>Federal</b>	\$773,610.00	\$2,293,755.79	\$3,067,365.79
<b>Non-Federal</b>	\$211,855.61	\$294,000.39	\$505,856.00
<b>Total</b>	\$985,465.61	\$2,587,756.18	\$3,573,221.79

**10.1 Financial Status as of March 31, 2014**

Output Component	00069443	00084068	Total Component 3
	3	3	
Name:	Citizen Security and Coexistence (Initial)	Citizen Security and Coexistence (Modification 4)	
Federal Cash			
a. Cash Receipts	\$773,610.00	\$2293,755.79	\$3067,365.79
b. Cash Disbursements	\$763,453.93	\$211,167.97	\$974,621.90
c. Cash on Hand (line a minus b)	\$10,156.07	\$2082,587.82	\$2092,743.89
Federal Expenditures and Unobligated Balance:			
d. Total Federal funds authorized	\$773,610.00	\$2293,755.79	\$3067,365.79
e. Federal share of expenditures	\$763,453.93	\$211,167.97	\$974,621.90
f. Federal share of unliquidated obligations	\$9,944.97	\$437,235.10	\$447,180.07
g. Total Federal share (sum of lines e and f)	\$773,398.90	\$648,403.07	\$1421,801.97
h. Unobligated balance of Federal funds (line d minus g)	\$211.10	\$1645,352.72	\$1645,563.82
Recipient Share:			
i. Total recipient share required	\$211,855.61	\$294,000.39	\$505,856.00
j. Recipient share of expenditures	\$733,026.78	\$135,943.98	\$868,970.76
k. Remaining recipient share to be provided (line i minus j)	-\$521,171.17	\$158,056.41	-\$363,114.76

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### 10.2 BUDGET DETAILS AND NOTES

*Not Applicable*

### 10.3 SUB-AWARD DETAILS

*Not Applicable*

## 11. BRANDING, COMMUNICATIONS & DISSEMINATION

### 11.1 KEY COMMUNICATIONS ACTIVITIES – specific activities that reflect branding awareness for USAID

During this reporting period, UNDP conducted a series of communications and promotional activities, as follows:

#### *Assessment of the Project's Current Image*

UNDP conducted a brief assessment by reviewing the previous documents and campaigns, in order to evaluate the image management that the Project has had. UNDP also conducted an observation process at the local level in the municipalities and with the beneficiaries to develop a communications strategy based on existing perceptions. UNDP interviewed colleagues with extensive Project experience in order to analyze the existing channels of communication and the viability and sustainability of those that are considered necessary. Additionally, the Project interviewed the communications officers at USAID and UNDP who explained the communications requirements necessary for optimal performance of the Project's activities, including following the respective image and communications manuals of both the agencies. Finally, the Project met and worked with the communications and protocol officials of the Mayors' Offices, especially those in San Pedro Sula and Tela who had requested that the Project also follow their communications manuals and promote their messages in the campaigns.

#### *Policies on Image Use*

The policies on image use are a series of integrated, explicit, and lasting guidelines that bring together rules and principles to be applied to the Project's communications processes and activities. The policies are divided into three broad categories: protocol, visual identity and image, and official media. These policies on image use aim to clarify important terms, explain the use of logos considering the key actors in the Project, and provide technical specifications that are required for using photographs, typography, printing, graphics, and infographics.

#### *Project Identity – Internal Visual Communication*

In visual spaces, the USAID logo appears on the upper left corner while the UNDP logo appears on the upper right corner, both using the Spanish version and with their slogans in a legible size. When there are more than two logos, from institutions associated with UNDP and USAID or municipal emblems, all the logos should be equally visible with none having priority over another, highlighting the bilateral and horizontal relationship between the partners. For terms of order and grouping, the municipal emblems should be in alphabetical order between the USAID and UNDP logos. UMC and UN Women logos should be next to the UNDP one. The design of internal communications, such as power point presentations and document headings, should follow the image guidelines and keep in mind that green is the official color of the Project. UNDP has established official Project media, such as a web site, communications campaigns, internal communications, executive summary, component summaries, and promotional materials for the project, and is working to strengthen them.

#### *Photographic Record of Events*

A photographic record of events is made in order to provide visual support to promote activities and also as a way to verify them at the end of the project. Technical requirements include that photographs should be of publication quality (print or electronic). In terms of content, photographs should be informal (not posed) and should reflect people's dignity and capture the activity occurring.

#### *Bulletin Publication*

Using a database of existing contacts, the Project distributed bulletins at the end of 2013 and in March 2014 which compiled the most relevant news about the Project and allowed for further information and content about the Project's activities. The bulletin is arranged by Project components and includes a section of life stories entitled "In Their Words."

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### *Creation of Social Networks*

The Communications Unit manages the Project's virtual communications such as Facebook, Twitter, YouTube, and Blogspot. An official web page was necessary to centralize these networks and allow for the constant updating of information. Expanding the Project to the web allows for the democratization of information and interactive citizen participation in a horizontal and immediate manner.

### *Re-launching the Visual Image of the UMCs*

It was considered necessary to refresh the visual image of the Mediation and Reconciliation Units (UMCs) given that the Points of Community Coexistence (PCCs) would soon be opened as an extension of these Units. Therefore a new logo, using blue, orange, black, and white, was designed by the Project and approved at the local level. In addition, a new slogan was created in a participatory manner among the local municipal coordinators, "Dialogue for coexistence is the responsibility of all."

### *Life Stories*

A structure was developed to interview program beneficiaries so that during the course of the interview participants reached a level of trust and introspection to obtain the most honest responses possible. The preferred answers would be in chronological order with impacts and results that could be measured as much as possible, all in the voice of the beneficiary. Additionally, interviews would be conducted with a focus on diversity – ethnical, generational, and gender.

### *Media Participation*

Every event conducted has notified the media, resulting in coverage in traditional media such as newspapers, radio, and on-line sites. All have incorporated information from the Project's press releases in their coverage. Complementing this media coverage is the official communications media of the Project.

### *Design of Tools for Education and Identification*

Visual tools can contribute to learning and raising awareness of key messages about the pillars of coexistence and its relevance for the common good. These tools are especially important for the coexistence promoters who work in the communities, including in schools, health centers, and churches. Technical assistance is accompanied by the provision of a long-lasting, autonomous, educational tool that does not rely on the use of technology. In addition, identification tools such as id cards were designed for youth to use to belong to the process and facilitate their work as artistic trainers.

### *Editorial Layout*

The design of master pages and a visual concept for editorial products has been developed in collaboration with the municipalities. Examples include the Local Plans of Puerto Cortes and El Progreso. In addition to the publishing layout has been support for style corrections in official documents.

## **11.2 BRANDING**

The presence of USAID in Project events is reiterated in every communications product through a logo and auditory reinforcement and with promotional products such as:

- Banners
- Notebooks
- Headers and footers of documents
- Folders
- Mentions at events
- Press releases
- Acknowledgement in official documents

See appendixes for examples.

## **12. SUSTAINABILITY AND EXIT STRATEGY**

In March 2014, the coordination of the Project presented to USAID the critical path for April 2014 to March 2015, including the guidelines for the intervention strategy, such as activity planning and the process for monitoring and review, as well as an exit strategy and a sustainability plan. In addition, the intervention strategy aims to establish context, targeting specific territories and actors, and the

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intervention model is based on capacity building. The strategic areas identified are: social participation, communications development, and knowledge management. To implement the Project, a methodology of results-based management is used.

The exit strategy is a tool which contributes to closing the Project's operations in an ordered manner, ensuring continuity and contributing to the consolidation of sustainability processes, transferring products to partner institutions and organizations in each of the five target municipalities.

The sustainability plan seeks to (1) include the stakeholders in the formulation, implementation, and evaluation of the coexistence and citizen security plans developed by the local councils in each of the five target municipalities, and (2) identify the actions necessary for sustainability through the transfer of processes, knowledge, and equipment, and in this way build the capacity of the municipality to manage the issues of coexistence and citizen security.

In this regard, the development of a sustainability plan is considered essential to ensure the continuity of the products and services initiated by the Project and offered in the target municipalities. Therefore it is critical that local institutions ensure the continuation and follow-up of the coexistence and citizen security processes implemented at the municipal level.

### 13. ANNEXES

#### 13.1 SUCCESS STORIES

##### **March 2014: *Dora Portilla, Community May 1, La Ceiba***

"In addition to being a Coexistence Promoter, I am a Community Health Collaborator and part of the neighborhood committee. The best lesson that I have received from being part of the UMC is to have a better relationship with people. I've learned to contribute to resolving conflicts, which has helped me improve my relationship with my daughter and now my granddaughter. We are guides for the children and youth of the community."

"For me, my first talk as a Coexistence Promoter in my community's elementary school and kindergarten was excellent, because the children were very attentive. I received a lot of satisfaction to see that each child returned home talking about what he had learned. I am happy to be Coexistence Promoter in my community."

##### **December 2013: *The UMC of San Pedro Sula resolved a conflict with taxi drivers in El Zapotal village***

The transportation owners and representatives of the neighborhood committee of El Zapotal village in the north of San Pedro Sula were barely speaking to each other, which meant they could not come to a mutual agreement about the traffic congestion in the area that was caused by a taxi stand on the community's main road.

The conflict began with the decommission of seven taxis by the municipal police acting on a complaint filed by representatives of the neighborhood committee claiming that the vehicles did not have operating permits and were obstructing traffic in the area. The taxi owners requested that the *Unidad de Mediación y Conciliación* (Mediation and Reconciliation Unit or UMC) resolve the conflict.

During the discussions with the UMC, representatives of the neighborhood committee maintained that the conflict was focused on the taxis that blocked the access roads and did not have permits to operate. The taxi owners showed their operating permits granted by the municipality and emphasized their intention to benefit the community by providing transportation services to the population.

With help from the UMC, the parties came to an agreement to have no more than two taxis in the taxi stand at all times with the other taxis waiting in a different location so as not to block traffic. "To achieve a successful mediation, both parties must seek a dialogue to resolve misunderstandings," commented Wendy Gonzalez, coordinator of the San Pedro Sula UMC. "After not talking to or tolerating each other, the representatives of the neighborhood committee and the taxi owners came together to find a solution to the traffic problem and find alternatives so that this situation does not reoccur."

The Mediation and Reconciliation Units are an effective mechanism to promote peaceful coexistence and conflict resolution, with the direct participation of the actors involved.

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13.2 TRAINING REPORT

Name of the training programme	Field of study	Relationship to the objectives	Start date	End date	Estimated cost	Participants		
						Number of male	Number of female	Total
Community Mediation Course	Mediation and Reconciliation	Strengthening the use of conflict resolution mechanisms in the target municipalities	10/2013	10/2013	USAID: Travel: \$1,402.32  Partner cost: \$0	16	30	46
Practicum for promoters and community mediators	Mediation and Reconciliation	Strengthening the use of conflict resolution mechanisms in the target municipalities	10/2013	11/2013	USAID: Total US\$798  Partner cost: \$0	27	70	97
Certification of community mediators and coexistence promoters	Mediation and Reconciliation	Strengthening the use of conflict resolution mechanisms in the target municipalities	11/2013	11/2013	USAID Instruction: \$4,223.17  Partner cost: \$0	27	70	97
Expanding the Network of Community Coexistence Volunteers	Community motivation and awareness raising in Chamelecon	Strengthening the use of conflict resolution mechanisms in the target municipalities	March 25, 2014	March 28, 2014	USAID Travel: \$2,392.46  Partner cost: \$0	7	12	19
Development of a code of ethics for Community Coexistence Volunteers trained by the Mediation and Reconciliation Units	Mediation and Reconciliation	Strengthening the use of conflict resolution mechanisms in the target municipalities	March 3, 2014	April 5, 2014	USAID Instruction: \$1,667.18  Partner cost: \$0	31	12	43
Strengthen mediation knowledge of the UMC coordinators	Municipal Coordinators in Choloma, SPS, La Ceiba and Tela	Discussion about the practicums and results obtained in 2013 and presentation of general activities for 2014	March 6, 2014	March 7, 2014	USAID Travel: US\$782.87  Partner cost: \$0	0	5	5
Forum for Peace Agreements in La Ceiba	Local Plans	Local Plans for Citizen Security and Coexistence for the Central District, San Pedro Sula, Choloma, Tela and La Ceiba	November 6, 2013	November 6, 2013	USAID Instruction: \$1,136.30 Travel: \$312.33  Partner cost: \$0	45	30	75
Workshop in the Central District: Meeting of Local Actors Advocating on Prevention Issues	Local Plans	Local Plans for Citizen Security and Coexistence for the Central District, San Pedro Sula, Choloma, Tela and La Ceiba	March 14, 2014	March 14, 2014	USAID Instruction: \$2,544.37  Partner cost: \$0	35	52	87
AWP Workshop in La Ceiba	Local Plans	Local Plans for Citizen Security and Coexistence for the Central District, San Pedro Sula, Choloma, Tela and La Ceiba	March 18, 2014	March 19, 2014	USAID Instruction: \$3,368.62 Travel: \$1,621.07  Partner cost: \$0	70	68	138
AWP Workshop in SPS	Local Plans	Local Plans for Citizen Security and Coexistence for the Central District, San Pedro Sula, Choloma, Tela and La Ceiba	March 25, 2014	March 25, 2014	USAID Instruction: \$2,411.67 Travel: \$3,072.02  Partner cost: \$0	36	40	76

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AWP Workshop in Choloma	Local Plans	Local Plans for Citizen Security and Coexistence for the Central District, San Pedro Sula, Choloma, Tela and La Ceiba	March 27, 2014	March 27, 2014	USAID: Instruction: \$1,784.04 Viáticos: \$1,558.24  Partner cost: \$0	44	36	80
AWP Workshop in Tela	Local Plans	Local Plans for Citizen Security and Coexistence for the Central District, San Pedro Sula, Choloma, Tela and La Ceiba	April 2, 2014	April 2, 2014	USAID Travel: \$2,877.72  Partner cost: \$0	34	55	89
Workshop: "Conceptual framework and methodology of the Local Violence Observatory in Tela"	Local Observatories	Local Violence Observatories strengthened and with citizen participation in the development of public policies for citizen security and coexistence	March 7, 2014	March 8, 2014	USAID Instruction: \$630.75 Travel: 52,400 Total = \$2,532.62  Partner cost: \$0	9	17	26
Celebration of the International Day of Theater	Culture of Citizenship	Strategies to promote a culture of citizenship in municipalities with a high level of citizen insecurity and violence	March 29, 2014	March 29, 2014	USAID Instruction: \$1,100.49  Partner cost: \$0	165	193	358