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JUSTICE, HUMAN RIGHTS AND SECURITY STRENGTHENING ACTIVITY (UNIDOS POR LA JUSTICIA)

QUARTERLY REPORT #3

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JUSTICE, HUMAN RIGHTS AND SECURITY STRENGTHENING ACTIVITY (UNIDOS POR LA JUSTICIA)

**QUARTERLY REPORT
April 1 to June 30, 2017**

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TABLE OF CONTENTS

- Executive Summary2**
- Introduction.....6**
- Quarterly Progress.....7**
 - Activity Result 1: Citizen Engagement with Security and Justice Sector Improved7**
 - Sub-Result 1.1. Enhanced capacity and range of action of security, human rights and justice sector-oriented organizations, civil society and professional groups at the national and local level.....9
 - Activity Result 2: Efficiency of Security and Justice System Improved12**
 - Sub-Result 2.1: Institutional capacity and effectiveness of targeted security, human rights, and justice institutions improved.....16
 - Sub-Result 2.2: Improved access to justice for vulnerable populations20
 - Sub-Result 2.3: Improved criminal justice procedures and practices21
 - Activity Result 3: Increased Effectiveness of Community Police22**
 - Sub Result 3.1: Improved performance, efficiency, and accountability of community police.....23
 - Sub Result 3.2 Effective relationships and confidence between police and community members established24
 - Sub Result 3.3: Broadened effective presence of community police into new communities25
- Project Management and Operations27**
 - Operational Activities27
 - Monitoring and Evaluation27
 - Communications29
- Annexes31**
 - Annex 3: Indicators Table33**

Executive Summary

This quarterly report describes activities carried out between April 1, 2017, and June 30, 2017, by the Justice, Human Rights and Security Strengthening Activity (JHRSS), also known as Unidos por la Justicia, under contract No. AID-522-TO-16-00007, implemented by DAI Global, LLC, Inc. since September 30, 2016.

Key Achievements

During the third quarter of Year I, Unidos por la Justicia's program staff made significant progress positioning the project with key stakeholders and developing and awarding Requests for Applications (RFAs) and Terms of Reference (TORs) for the implementation of the four-year project's Year 1 Work Plan. Unidos ensured the buy-in of Honduran actors through extensive consultations that gave relevant officials an important role in shaping the project's initial efforts to improve security in the country. Unidos launch events were also successful in promoting local ownership of the project's efforts to strengthen the country's justice, human rights and security sectors. The following advances opened doors to the Unidos project and ensured that its activities will be relevant and synergetic with the numerous other initiatives with similar goals that are currently active in Honduras.

1. **Unidos five-city launch events.** Unidos launch ceremonies in all five of the cities where the project will operate introduced Unidos to its target audience while spotlighting the important role that national and local officials and civil society leaders are expected to play. A total of 759 people attended the ceremonies, and the Tegucigalpa launch featured a panel discussion with the President of the Supreme Court, National Human Rights Commissioner, the Vice Minister of Security, and a high-ranking representative of the Attorney General's Office. The panel discussion was preceded by statements from Unidos, the US Embassy, and 18-year-old Vivian Cáceres, a community volunteer who spoke on behalf of civil society. The other four launch ceremonies included the participation of the highest-level officials, or their designates, from each city or region.
2. **First international conference.** Unidos took advantage of the crowds and enthusiasm generated by the launch ceremonies to immediately implement the project's first round of international conferences in Tegucigalpa and San Pedro Sula, drawing several hundred justice operators and civil society representatives to discussions on judicial governance, business architecture, corruption investigation, human rights and investigative journalism.
3. **Supreme Court Innovation Committee.** Unidos' lobbying of the Judicial Branch resulted in Supreme Court President Rolando Argueta issuing an order within the Supreme Court formalizing a top-level innovation committee created with the express purpose of accompanying reforms implemented with the support of Unidos por la Justicia and other donor projects. The creation of this committee is an important sign of the Judicial Branch's commitment to work with Unidos por la Justicia to implement

meaningful reform. Unidos and officials of the Public Ministry drafted a framework agreement that will formalize cooperation, which was awaiting the Attorney General's approval as the quarter closed.

4. **Strengthening INAMI and the Ministry of Human Rights.** Unidos' COP and staff positioned the project to make major contributions to the formation of a recently created juvenile justice institution, known by its Spanish initials as INAMI, and a new Ministry of Human Rights. The project met with officials in charge of planning how to get the institutions up and running and provided technical assistance for the development of proposed administrative structures and initial budget requests.
5. **Approval to support the National Police.** After extensive consultation with USAID, the Bureau of International Narcotics and Law Enforcement Affairs (INL) and the Honduran National Police (PN), Unidos agreed to support strengthening of PN's management structures and to work through community networks to engage police at the local level. Coordination with INL was crucial given that it is the main USG interface with the PN and there were concerns about duplicating efforts.
6. **TORs to support institutional strengthening.** Unidos' worked with justice and security officials to produce seven Terms of Reference (TORs) for expert consultants or consulting firms to carry out institutional strengthening activities, bringing the Year 1 total to 21 TORs. By the end of the quarter, 15 of those TORs had been approved by USAID and 10 of them were submitted to an open bidding process. The deadline for receiving bids is July 10, and Unidos expects to award contracts for those consultancies in the next quarter. These consultancies are the first step toward implementing reforms that will strengthen management, planning and inter-institutional coordination capabilities of justice and security sector institutions. Some of the activities will improve access to, and the quality of, specific services those institutions provide, especially for vulnerable groups.
7. **Setting the stage for new management models.** Designing new management models for target institutions or offices within those institutions is an important focus of Year 1 institutional strengthening activities, and Unidos produced a general outline for those models that was then adapted for application to specific offices, such as the Public Ministry's Special Modules for Integrated Response (MAIE). The models will respond to the needs of those offices, but will also retain a measure of standardization that will facilitate inter-institutional coordination at different levels of the bureaucracy.
8. **Grant RFAs to support civil society.** Unidos advanced in the process of awarding grants to civil society, with five of the 10 Requests for Applications (RFAs) that have been presented to USAID approved and submitted to open bidding. The bids will be evaluated in July 2017 and Unidos expects to award its first grants soon after. Unidos grants and accompaniment will empower civil society organizations (CSOs) to improve access to justice in target communities, especially for vulnerable groups, and to strengthen communities' participation in their own security. The first five grants approved by USAID are to improve access for indigenous people and Afro-Hondurans, people with disabilities, members of the LGBTI community, and there are two grants for attending to survivors of domestic violence, one for San Pedro Sula and one for La Ceiba and Tela. The Unidos grants team, thematic advisors and regional offices worked

- together to prepare organizations for this bidding process, holding two sets of meetings with CSO representatives in Tegucigalpa, San Pedro Sula and La Ceiba. The first round of information sessions served to explain the Unidos project and encourage organizations to submit grant applications. A second round held after the RFAs were published consisted of workshops explaining the requirements for a viable proposal. A total of 110 people from 54 CSOs participated in preparatory meetings and 35 organizations took part in the subsequent workshops.
9. **Collaboration with USG initiatives.** Unidos deepened its collaboration with other relevant initiatives of the USG, including State's INL and USAID's OTI/Honduras Convive!, Proponte Más and School-Based Violence Prevention projects. Convive! is facilitating Unidos' entrance into communities where Convive! is already established and Unidos has plans to enter next year. Unidos and Proponte Más are collaborating in support of reform in the juvenile justice system.
 10. **Collaboration with other donor programs.** The project also continues to develop collaboration with non-US initiatives. Unidos has identified areas of cooperation with the Organization of American States Support Mission Against Corruption and Impunity in Honduras (OAS-MACCIH), including setting up a shared office space within the Supreme Court's headquarters. The project expects to formalize that relationship and initiate some joint activities in the coming quarter, adding those activities to the Year 1 Work Plan. Having international donors coordinate and, in this case, cohabitate, not only ensures efficient use of donor funding, it means that justice operators can more efficiently participate in the reform effort, and thus devote more time meeting the day-to-day demands of administering justice.
 11. **Private sector outreach.** Unidos initiated outreach to the private sector during the third quarter, drawing some important business representatives to its launch ceremonies and following up with communications soliciting participation in project activities. Unidos hired a former staffer of the country's main private sector confederation, the Honduran Private Enterprise Council (COHEP), who will be approaching chambers of commerce, industry groups and businesses with specific proposals as programming warrants.
 12. **Connecting with the LGBTI community.** The project took advantage of Gay Pride month and the consultancy of an international human rights expert Unidos brought to Honduras to participate in launch activities to forge relations with leaders of Honduras LGBTI community, coaching them on advocacy strategy and supporting the first national gathering of LGBTI leaders in two decades, which is scheduled for July 17-19 in San Pedro Sula.

Technical Deliverables

1. **Performance and Monitoring Plan (PMP).** On June 15, Unidos central and regional offices met to update the project's PMP, which will be resubmitted to USAID at the beginning of the fourth quarter.
2. **Year 1 Work Plan.** The team completed a final revision, emphasizing activity calendars and a line-by-line review of the corresponding budget. The Work Plan will be resubmitted to USAID in July.

3. **Monitoring, Evaluation and Learning Plan (MELP).** Unidos submitted the MELP to USAID on June 12, 2017. The M&E team polished the MELP and its set of 13 indicators with the help of two sessions with USAID's MESCLA team. The plan includes evaluation tools designed by Unidos to measure the capacity of OSCs to implement advocacy processes, the quality of news coverage of judicial and security issues, the capacity of organizations to implement innovation processes, a user satisfaction survey for clients of Unidos' partner institutions, and a survey to gauge participating communities' perceptions about security and trust in their police. The MELP also includes a series of questions which represent Unidos' learning agenda.

Challenges, Lessons Learned, and Next Steps

Implementing a large and complex project in a sector with many foreign donor initiatives and complementary USG projects created a series of challenges to the definition of an effective niches for Unidos programming. To overcome this obstacle, Unidos technical staff and COP invested considerable time in coordination and collaboration efforts that promise to make the combined result of these diverse efforts greater than the sum of its parts. Unidos relationship with INL is a prime example. As designed by USAID and fleshed out by DAI, Unidos includes as Activity Result 3 the increased effectiveness of National Police implementation of Honduras' community policing model. Figuring out how best to fulfill the contractual obligations contained in Result 3 in a way that complements and does not conflict with INL's extensive support of the PN delayed the design and approval of Unidos' Year 1 Work Plan. During the third quarter Unidos engaged in extensive coordination with USAID and INL to resolve this issue, and in a May 25 meeting the three parties agreed that Unidos will only work with the Preventive Police at the community level through CSOs and will work directly with the PN at the national level on improved management, specifically in the areas of planning, budget, logistics and human resources. INL also supported Unidos' plans to work with the PN Police Investigations Department to promote and expand Special Integrate Attention Modules (MAIE).

The justice, human rights and security sector in Honduras is currently undergoing a series of structural realignments and reforms that have complicated Unidos' task of defining its role in strengthening state institutions. That fluid work environment has been roiled by the ongoing national election campaigns, which will be of increasing concern in the fourth quarter, as will any high-level personnel changes in target institutions that follow the elections. Unidos has been forced to delay implementation of some activities to accommodate institutional uncertainties, but has also identified and pursued opportunities arising from them. These include positioning the project to play a key role in the formation of two newly mandated state institutions: INAMI and the Ministry of Human Rights. Unidos will continue to develop these initiatives in the fourth quarter as well as endeavoring to contribute to the creation of a new structure for responding to threats and other crimes against human rights defenders, journalists and justice operators and to the ongoing reform of the National Police. Unidos has also identified some specific activities that will produce quick wins for the project, including upgrades at the San Pedro Sula morgue.

Introduction

Unidos por la Justicia was launched by USAID and DAI on September 30, 2016, with the signing of Contract No. AID-522-TO-16-00007. The activity will run through February 13, 2021. Unidos is implemented through a consortium of organizations, including Arizona State University (ASU)'s Center for Violence Prevention and Community Service and the National Center for State Courts (NCSC). The project's main office is in Tegucigalpa, supported by field offices in San Pedro Sula (covering activities there and in the neighboring municipality of Choloma), and La Ceiba (covering La Ceiba and nearby Tela.)

Unidos is, in part, funded through the Central American Regional Security Initiative (CARSI) and will support the Alliance for Prosperity, specifically through the project's detailed roadmaps for justice and security reform, to be created in the fourth quarter of Year 1 or early in Year 2. As indicated in Result 2, ER 11 of the Work Plan, these roadmaps will establish priorities for updating strategic plans of key institutions and for implementing a portfolio of improvement and innovation projects. Evaluation of the institutions' priority needs that will begin in the fourth quarter of Year 1 as part of management model development will serve as a foundation for building institutional roadmaps. Unidos responds to the USAID Honduras 2015–2019 Country Development Cooperation Strategy (CDCS) by working toward Development Objective #1 (DO1): "*Citizen security increased for vulnerable populations in urban, high-crime areas.*" Within that, it responds to Intermediate Result (IR) 1.2: "*Performance of National and Municipal Justice and Security Systems Improved.*"

The goal of Unidos por la Justicia is to promote more effective and accountable judicial and security sector institutions that help reduce violence in target municipalities, reduce impunity and protect human rights. The Unidos team is emphasizing collaboration with other projects, as well as flexible and adaptive management through place-based strategies that enhance access to justice and community resiliency, especially for the most vulnerable (e.g. women, youth, indigenous, disabled, minority groups, LGBTI).

This document represents Unidos por la Justicia's third Quarterly Performance and Financial Report. The report covers activities during the period April 1 through June 30, 2017. Pursuant to the terms of the contract, this report presents progress on operations, coordination and consultation, as well as against the three Unidos Activity Results and related Sub-Results.

Quarterly Progress

Activity Result 1: Citizen Engagement with Security and Justice Sector Improved

Unidos por la Justicia outreach activities allowed the project to deepen relations with civil society organizations representing the interests of vulnerable groups and to roll out the Unidos grants program for the sector. Of the nine grant RFAs submitted to USAID to date for Result 1 activities, five were approved and published for competitive bidding before the end of the third quarter. Bids were due in July and Unidos expects to award all five grants in the fourth quarter. Meetings with CSOs, their participation in the project's launch activities and the development of relations with government at all levels combined to generate broad interest in participation in Unidos sponsored activities.

In support of the grant process, Unidos' held meetings and workshops with representatives of CSOs that operate in all five of the project's target municipalities. Unidos held the first round of meetings from May 23 to May 25 in Tegucigalpa, San Pedro Sula and La Ceiba to explain and promote Unidos por la Justicia, inform potential partners about the purpose of each of the first-round grants, explain the application process and encourage organizations to apply. A total of 110 people from 54 organizations attended that first round of meetings, representing the interests of women, youth, Afro-Hondurans, the LGBTI community, community groups, religiously affiliated organizations, academia and the private sector. Representatives of local government also attended some of the meetings.

Unidos published the first round of RFAs on the RDS-Honduras portal (Red de Desarrollo Sostenible) and the Unidos Facebook page on June 2, 2017, and over the course of the month held workshops in Tegucigalpa, San Pedro Sula, Tela and La Ceiba attended by 77 people representing 41 organizations that were interested in applying for grants. The workshops provided the organizations with information about the technical and administrative requirements for producing viable applications.



Unidos staff market the project's upcoming round of grants with interested civil society organizations in Tegucigalpa, Honduras late in May 2017. Representatives of 54 non-governmental and civil society organizations participated in sessions held in the capital, San Pedro Sula and La Ceiba. Photo by Vivian Pavón/DAI.

RFAs developed by Unidos through the end of the third quarter of Year 1 are listed in the table below.

RFA Code Activity/Expected Result	Title of RFA	Targeted Municipalities	Estimated Duration/ Status
JHRSS-001 AR1/ER3	Improve Access to Justice for Indigenous Groups and Afro Hondurans	La Ceiba, Tela	12 months/ bid deadline July 10
JHRSS-002 AR1/ER3	Improve Access to Justice for LGBTI Collectives	La Ceiba, Tela, SPS, Choloma, Central Dist.	12 months/ bid deadline July 31
JHRSS-003 AR1/ER3	Improve Access to Justice for Women Victims of Domestic Violence, Intra-family Violence and Gender-Based Violence via Training, Counseling and Legal Accompaniment	La Ceiba, Tela	12 months/ bid deadline July 10
JHRSS-004 AR1/ER6	Strengthen Community Media Networks for the Handling and Diffusion of Issues Related to Justice and Human Rights	La Ceiba, Tela, SPS, Choloma, Central Dist.	7 months/ pending approval by USAID
JHRSS-005 AR1/ER5	Support Transparency and Quality of Court Hearings as a Venue that Generates Information for Case Resolution	Central Dist., San Pedro Sula	6 months/ pending approval by USAID
JHRSS-006 AR1/ER3	Improve Access to Justice for People with Disabilities (6)	Central Dist.	12 months/ bid deadline July 10
JHRSS-007 AR1/ER3	Improve Access to Justice for Women Victims of Domestic Violence, Intra-family Violence and Gender-Based Violence via Training, Counseling and Legal Accompaniment	SPS, Choloma	12 months/ bid deadline July 10
JHRSS-008 AR1/ER7-ER8	Strengthen the Capacity of Civil Society in Analysis of the Situation of Violence and Use of Information in Decision Making	La Ceiba, Tela, SPS, Choloma, Central Dist.	6 months/ pending approval by USAID
TOR Code Activity/Expected Result	Title of TOR	Targeted Municipalities	Estimated Duration/ Status
JHRSS-010 AR1/ER6	Support for creation of a Judicial Journalism Diploma Program	Central District, SPS, La Ceiba	8 months/ bid deadline July 10
JHRSS-017 AR1/ER3	MAIE publicity campaign	Central District, SPS, La Ceiba	7 months/ pending approval by USAID

Unidos continued to participate in regional and municipal-level coordination mechanisms, including Municipal Prevention Committees and the Local Inter-Institutional Justice Commissions in all five municipalities, and the Council for Children in San Pedro Sula. Unidos also began an outreach campaign to the private sector in the third quarter, taking advantage of launch ceremonies to establish contact and promote participation. The project has maintained those contacts and discussed business sector support for activities that include reclaiming abandoned public spaces and support for community events.

Sub-Result 1.1. Enhanced capacity and range of action of security, human rights and justice sector-oriented organizations, civil society and professional groups at the national and local level

Expected Result 1: CSOs will have a stronger, more influential role in advocating for better, more transparent and accountable performance by the state’s security, justice, and human rights institutions.

Unidos took advantage of the visit of international human rights expert Lucia Garcia Giraldo and June Pride Month activities to forge partnerships with organizations representing the interests of Honduras’ LGBTI community. In consultations with Asociación Arcoíris (Rainbow Association) and Colectivo Violeta, Somos and Grupo Litos in Tegucigalpa, and with the Committee on Diversity of the Sula Valley (Colectivo Color Rosa, Cepres, Crisálidas, Comunidad Gay Sampedrana), Unidos identified lobbying for antidiscrimination and sexual identity legislation, access to justice and educating police about LGBTI concerns as areas the project can provide effective support.



International expert Lucia Garcia gives a presentation on mechanisms for protecting the human rights of members of the LGBTI community during a Unidos-sponsored conference in Tegucigalpa. Photo by Dan Alder/DAI

Unidos also provided some support for a forum on Human Rights, Diversity and Academia in mid-May. Unidos will provide limited support for the July 15 Gay Pride March in San Pedro Sula and is sponsoring the National Encounter of LGBT Organizations scheduled for July 17-19. All of Honduras’ most important LGBTI organizations are expected to attend the encounter and work toward consensus on an advocacy and activism agenda. To the degree that this activity increases the LGBTI community’s advocacy capacity, it is also expected to contribute to achievement of ER2 by fostering more citizen-centric policies.

In preparation for the national encounter, Unidos catalogued LGBTI organizations operating in the Sula Valley and the La Ceiba office conducted outreach with several organizations in that city. Unidos brought Colombian human rights expert Lucia Garcia to Honduras to present a conference at its launch ceremony in Tegucigalpa, and Dr. Garcia gave another presentation on “Prevention and Protection Mechanisms for the LGBT Population” several days later at a community center in Tegucigalpa that was attended by 60 people. A Unidos luncheon with leading activists that

followed the conference doubled as a strategy session for identifying advocacy priorities and planning the national encounter set for July.

The regional office in San Pedro Sula also joined the area Council for Children, a forum for discussion of policy and actions that favor the rights of children that includes representatives of government and civil society.

Expected Result 2: Not addressed during the reporting period.

(Please note that Unidos por la Justicia is a multi-year project that involves a number of sequential processes. Therefore, there will be gaps in the Sub-Result and Expected Result sequence in this report, given that not all Sub-Results or ERs are addressed in each quarter of project activity.)

Expected Result 3: CSOs more effectively participate alongside justice and security sector operators as leaders, partners, or mentors and improve the performance of their public functions.

Under this ER, Unidos developed five RFAs for activities that will empower established advocacy groups to improve access to justice for women who have suffered domestic violence, indigenous groups and Afro-Hondurans, people with disabilities, and for members of the LGBTI community. All of those RFA's were approved by USAID in May 2017 and opened bidding on the grants in June. The deadlines for submitting proposals is set for July and Unidos expects to award the corresponding grants in August 2017.

Unidos also developed a TOR during the quarter that will support a publicity campaign for Integrated Special Attention Modules (MAIE). These relatively new units cater to women and children who have suffered physical and sexual abuse and assault, the elderly and other "special" victims. They represent a big advance for the Honduran justice system, offering prosecutors, psychologists, forensic doctors and other services in one location, enhancing both service and privacy. However, information gathered by Unidos in visits to MAIE indicates that much of the population is not aware of this service and the MAIE do not have the resources to mount effective public campaigns. Unidos expects to begin helping to spread the word about MAIE's in the fourth quarter, follow USAID approval of and the projects awarding of the referenced consultancy.

Expected Result 4: Not addressed during the reporting period.

Expected Result 5: Improved transparency and quality of trial proceedings.

Unidos prepared an RFA for this expected result but our preliminary exchanges with potential partners gave rise to doubts about whether law schools selected to monitor and analyze court proceedings have the capacity to deliver the desired results using the originally envisioned methodology. Perceived weaknesses in the faculty/student teams that were originally supposed to analyze trials prompted Unidos to reconsider the activity's design. The Result 1 team is considering modifying the activity to include bringing in outside consultants who would mentor the participating law school teams, thus ensuring that the resulting analysis is of sufficient quality to support advocacy for change. Outside counsel would increase the capacity of participating professors as well as students.

Expected Result 6: Media and investigative journalism capacity increased with a corresponding increase in reporting.

Unidos began working with organizations representing journalists, including the Committee for Freedom of Expression (C-Libre), which advocates for freedom of expression and access to public information and provides support to independent journalists whose work has put them at risk. C-Libre helped organize a Unidos-sponsored forum on investigative journalism led by Chilean expert Pedro Ramírez and attended by approximately 130 people, most of them faculty and students at the UHAH School of Journalism. Ramírez was featured at another Unidos conference arranged in collaboration with Honduras' journalism guild (Colegio de Periodistas) and attended by 65 affiliated journalists and the guild's president. Ramírez also presented for 65 people in a conference that was part of Unidos' launch events in Tegucigalpa.

Ramírez's consultancy included a rapid assessment of the state of journalism in Honduras that arrived at the following conclusions:

1. Coverage of justice, human rights and security issues in Honduras tends to report incidents when they happen, without putting them into context or conducting additional research to monitor government response to these incidents or the aftermath.
2. Journalists blame these limitations on the government's inability to protect them and a history of violence targeting reporters.
3. Access to court records and public information is lacking and arbitrarily conceded.
4. Media owners often block publication of information that does not suit them.
5. Honduran journalists are restrained by a generally low level of training in techniques for gathering and analyzing information and are relatively isolated from non-journalistic social actors and organizations with similar objectives.
6. For all of the reasons noted above, investigative journalism is virtually nonexistent in Honduras.

Based on these observations, the consultant generated a series of recommendations that Unidos incorporated into its planned Judicial Journalism Diploma activity. At the end of the third quarter, Unidos published the TOR for a consultancy to support development of that diploma program and expects that activity to get underway in the fourth quarter. This represents a delay of the original implementation timeline, which means that the subsequent activity of forming a community of practice among journalists who have completed the diploma program will likely be rescheduled from its original start at the end of 2017 to the beginning of 2018. Unidos is also considering expanding



its plans involving journalism to include an activity that would support an exercise in investigative journalism by a select group of journalists.

ER6 includes an activity aimed at getting media owners to commit to publishing higher quality information, which was originally planned for the end of 2017. With national elections set for November 2017, Unidos expects that media owners will be too preoccupied with the electoral seasons to dedicate sufficient attention to Unidos' agenda and make and act on the commitments for improved coverage of justice and security issues. For these reasons, Unidos is considering postponing this activity until the beginning of 2018.

Expected Result 7: UNAH and other targeted institutions become more credible and reliable sources to provide, analyze, and publicize high-quality and timely data showing levels of crime, violence and related impunity. (See ER8)

Expected Result 8: Improved ability of stakeholders and justice systems operators to analyze and utilize detailed violence information to support policy/advocacy, resource allocation, and the provision of victim services.

Unidos created a RFA that will contribute to both ER 7 and ER 8 titled "Strengthen the Capacity of Civil Society in Analysis of the Situation of Violence and Use of Information in Decision Making." The activity envisions UNAH's Violence Observatory providing data gathering and analysis training to dozens of Honduran NGOs and CSOs. Unidos was in the process of seeking USAID approval of the RFA at the end of the third quarter and will initiate the activity before the end of Year 1.

Next Steps for Activity Result 1

- Develop activities to be carried out in collaboration with ASJ and CNA
- aimed at improving the advocacy capacity of civil society organizations.
- Build on work done with LGBTI organizations to develop and implement effective advocacy for anti-discrimination legislation.
- Award and implement grants to improve access to justice for vulnerable groups.
- Complete design and begin implementation of the Judicial Journalism Diploma program.
- Explore opportunities to collaborate with Internews on support for local media and the implementation of a media use and perceptions survey.

Activity Result 2: Efficiency of Security and Justice System Improved

Unidos por la Justicia worked with the Supreme Court, Public Ministry, Security Ministry, the National Human Rights Commission, and the Justice Ministry's Secretariat of Human Rights to deepen relationships established in the previous quarter and define activities the project will support within these institutions. Unidos also made significant progress designing the new management model the project will



USAID officials and Unidos staff take stock of facilities at the morgue in La Ceiba with the help of the local coroner. Photo by Dan Alder/DAI.

work with justice sector institutions to implement. While this general management model must be tailored to the specific needs of each participating institution, the tailored versions will retain a level of standardization in both structure and depth that will facilitate inter-institutional coordination and collaboration once each institution has adopted its model.

The management model consultancies will guide staff and management at the participating institution in an exercise to create or review their statements of mission, vision, values, strategies and indicators. The next step is to review, redesign or, in the case of new institutions like INAMI and the Human Rights Ministry, design the overall process and strategy for achieving that mission, as well as procedures and strategies for the required support mechanisms. The practical application of those strategies and processes will be laid out in practical, operational terms via the creation of manuals defining organizational structure and governing functions, procedure and job profiles, etc. The organizational structure will be diagrammed in a way that clearly identifies hierarchy, interdependence and client or user relations. The models will also address the economic dimensions of running effective institutions, constituting a tool for lobbying for more adequate funding.

In April 2017, Supreme Court President Rolando Argueta followed up on an agreement reached with Unidos in the previous quarter, forming the high-level innovation committee to monitor and evaluate Judicial Power initiatives carried out with Unidos support. The committee is designed to perform the same function with other reform initiatives supported by other international donors, and will create Judicial Branch technical teams to aid in the implementation of specific activities.

Unidos also worked with the Public Ministry to draft an agreement the project expects both parties to ratify early in the next quarter, with possible revisions. If approved as drafted, the agreement calls for use of a learning by doing methodology that will enlist national and international technical assistance to bolster working methods and models for the attorney general's office's different departments. It foresees the formation of work teams made up of personnel selected by the MP to receive training and then pass that know how on to other MP staff and offices.

The draft agreement also calls for the formation of a Monitoring and Innovation Committee that will be named by the Attorney General and perform the same function as the innovation committee already set up by the Judicial Branch. These committees are designed to ensure that processes and changes implemented through Unidos' cooperation with the institutions are sustained over the long run. As the strengthening process with the MP advances, Unidos will support the development of policies, manuals, instructions, and institutional regulations that will also contribute to sustainability. More detail on Unidos interaction with the MP can be found below, under Sub-Result 2.1.

During the quarter, Unidos' COP and technical advisors met with Minister of Security Julián Pacheco and Vice Minister Alejandra Hernández to discuss potential support for the National Police. That effort is discussed under Result 3 of this report.

Coordination with other international initiatives on achieving the goals set forth in Result 2 included meetings with MACCIH on aspects of judicial reform and collaboration with USAID's Proponte Más on strengthening of Honduras' juvenile justice system.

By the end of the third quarter, Unidos had developed 18 TORs for consulting agreements and one grant RFA for implementation of Result 2 activities. All 14 of those TORs that had been approved by USAID had been submitted to an open bidding process. The approved TORs outline Unidos' first wave of action aimed at providing technical assistance to the government, with emphasis on fostering the adoption of more effective management models or improved services in four offices belonging to the Public Ministry, Judicial Branch and the Ministry of Human Rights, Justice, Interior and Decentralization. Unidos support for the MP will start with Integrated Special Attention Modules (MAIE) and Integrated Criminal Justice Centers, which are managed by MP prosecutors but gather police, prosecutorial, forensic and judicial units in one place and offer a variety of services; the Judicial Branch's Public Defenders Office; and the newly created National Institute for Attending to Juvenile Offenders (INAMI).

The TORs that Unidos developed in collaboration with participating institutions to set the reform process in motion are listed in the table below.

TOR Code Activity/Expected Result	Title of TOR	Targeted Municipalities	Duration/ Status
JHRSS-009 AR2/ER11	Evaluation of the working model of Inter-Institutional Criminal Justice Commissions	Tegucigalpa	6 months/ pending approval of USAID
JHRSS-011 AR2/ER11	Design and Implementation of the Virtual Module for Personnel Induction for the Judicial Branch's Judicial School	Tegucigalpa	6 months/ bid deadline July 10
JHRSS-012 AR2/ER12	Evaluation of the Data Compilation Model Used by CEDIJ to Produce Judicial Statistics and Definition, Development and Implementation of an Informatics Tool for Data Collection and the Proposal of Analytical Alternatives, the Generation of Indicators, and Socialization	Tegucigalpa	4 months/ bid deadline July 10
JHRSS-013 AR2/ER12	Carry Out a Business Architecture Exercise for the Public Ministry and the Public Defender Office	Tegucigalpa	6 months/ bid deadline July 14
JHRSS-014 AR2/ER11	Design and Document the Inter-Institutional Management Model for Integrated Criminal Justice Centers	Tegucigalpa	4 months/ bid deadline July 10
JHRSS-015 AR2/ER12	International Consultancy to Evaluate the Institutional Performance of the Public Defender Office, Based of USAID's HICD Model	Tegucigalpa	4 months/ bid deadline July 10

TOR Code Activity/Expected Result	Title of TOR	Targeted Municipalities	Duration/ Status
JHRSS-016 AR2/ER13	Design and Create a Management Model for the Office of Social Conflict of the Secretariat of Justice and Human Rights	Tegucigalpa	4 months/ bid deadline July 10
JHRSS-017 AR2/ER12	Design a Management Model for the Public Ministry's Integral Specialized Attention Module (MAIE)	Tegucigalpa	5 months/ bid deadline July 10
JHRSS-018 AR2/ER12	Design a Management Model for the Public Defender Office of the Judicial Branch	Tegucigalpa	4 months/ bid deadline July 10
JHRSS-019 AR2/ER20	Design of a Management Model for the National Institute for Attending to Juvenile Offenders of Honduras (INAMI) to Operationalize the Model for Attending to Adolescents in Conflict with Criminal Law	Tegucigalpa	6 months Approved but pending at INAMI's request
JHRSS-025 AR2/ER12	Quality Certification of the Witness Protection Unit	Tegucigalpa	4 months/ pending approval by USAID
JHRSS-026 AR2/ER12	Strengthening of the Data Collection and Analysis Model used by the Public Ministry's MEPP to Produce Statistics and Definition, Configuration and Implementation of an informatics tool Data Collection Basic Analysis of Information	Tegucigalpa	4 months/ bid deadline July 10
JHRSS-027 AR2/ER17	Design a Management Model for the Judicial Branch Inspector General's Office	Tegucigalpa	4 months/ bid deadline July 10
JHRSS-028 (RFA) AR2/ER13	Capacity Building for the National Human Rights Commission (CONADEH)	Tegucigalpa	10 months/ pending approval by USAID
JHRSS-029 AR2/ER12	Evaluation and Proposal of Design a Management Model for the Special Prosecutor's Office for Human Rights	Tegucigalpa	3 months/ pending approval by USAID
JHRSS-030 AR2/ER12	Design and Implementation of OAS-MACCIH's General Induction Course for Judicial, Prosecutorial and Regulatory Officials Assigned to the New Anti-Corruption Jurisdiction.	Tegucigalpa	3 months/ bidding closed June 30
JHRSS-031 AR2/ER13	Evaluation and Proposal of a Mechanism for the Prosecution of	Tegucigalpa	5 weeks/ bidding closed June 26

TOR Code Activity/Expected Result	Title of TOR	Targeted Municipalities	Duration/ Status
	Crimes Against Human Rights Defenders		
JHRSS-032 AR2/ER13	Design and Documentation of a Management Model for an Inter-Institutional Office for the Investigation of Threats Against Human Rights Defenders	Tegucigalpa	2 months/ bid deadline July 31

Sub-Result 2.1: Institutional capacity and effectiveness of targeted security, human rights, and justice institutions improved

Expected Result 9: Organizational buy-in for comprehensive institutional reform secured

While Unidos is already in the process of awarding contracts for the improvement of some specific functions within the Public Ministry, the draft agreement under consideration foresees Unidos' providing support to strengthen a broad array of departments and functions, including:

- Reception of complaints;
- Rapid response unit;
- Crime analysis, investigation and litigation;
- Expanded use of the SIGEFI system for managing case information;
- The Strategic Criminal Prosecution Module (MEPP);
- The Special Module for Integral Attention (MAIE, special victims unit);
- Piloting a revised management model for the Integrated Criminal Justice Center/SPS, building on an existing evaluation carried out by EuroJusticia;
- Units responsible for prosecuting crimes against human rights defenders;
- The Witness and Victim Protection Office;
- A business architecture exercise that identifies most pressing needs for technological upgrades and establishes a matrix for future improvements;
- Supporting orientation training for members of the new Anti-Corruption Prosecutors Office;
- Strengthening of criminal investigation focused on cases involving the most vulnerable population groups, including women, children, the disabled, LGBTI population, indigenous and Afro-Hondurans;
- Support for quality certification processes in Forensic Medicine, including equipment and technology upgrades.

Management Models

Unidos staff and international consultant Lucia Garcia Giraldo met with the Justice Ministry's Under-Secretary of Human Rights, Norma Cerrato, and Public Policy Director Blanca Aguirre in June. The discussions centered on strengths and weaknesses of the current Secretariat of Human Rights and of strategy for replacing that office via the creation a new Human Rights Ministry, a recently stated goal of President Juan Orlando Hernández.

The management models being introduced under Sub Result 2.1 constitute the main line of institutional reform during the third quarter and the starting point for the development of detailed roadmaps for that reform. The management model consultancies involve hiring a firm or individual with expertise in the participating institution's field as well as in management systems. The consultant will guide the institution's staff and administration in an exercise to create or review their statements of mission, vision, values, strategies and performance indicators.

The next step is to review, redesign or, in the case of new institutions like INAMI and the Human Rights Ministry, design the overall process and strategy for achieving that mission, as well as procedures and strategies for the required support mechanisms. The practical application of those strategies and processes will be laid out in via the creation of manuals defining organizational structure and governing functions, procedure and job profiles, etc. The organizational structure will be diagrammed in a way that clearly identifies hierarchy, interdependence and lines of responsibility as regards client or user relations.

The models will also address the economic dimensions of running effective institutions, constituting both a tool for lobbying for more adequate funding and a guide to managing any additional funding that is received. The consultant will consider the costs of personnel, operations and investment, accounting for appropriate technology and the staffing of an adequate management structure. The model will include risk analysis, as a buffer against uncertainty arising from external factors.

Expected Result 10: Establishment and implementation of National Crime Policy framework in target municipalities.

Unidos participated in meetings of Municipal Prevention Committees in San Pedro Sula, Choloma and La Ceiba during the quarter to encourage the institutions and organizations that make up those committees to participate in or otherwise support Unidos programming. These meetings included the following activities:

- First multi-party review of activity carried out under San Pedro Sula's Citizen Coexistence and Security Plan;
- Monitoring workshop for Choloma's Citizen Coexistence and Security Plan;
- Review of progress implementing the 2017 Annual Operating Plan for Citizen Coexistence and Security Plans in Tela and La Ceiba.

Expected Result 11: Detailed roadmaps for justice, human rights and security institutional reform created and implemented

One of the activities contemplated under ER11 is "Update institutional strategic plans with guidelines for new policies and portfolio of improvement and innovation projects." Given that this activity designed to enhance sustainability of reforms overlaps with ER12's business

architecture exercises, Unidos' Result 2 team is considering folding it into ER12, and giving this section of ER11 a different focus.

Other activities under ER11 that are designed to help dependencies within the Public Ministry and the Judicial Branch meet some of their most pressing needs. At the end of the third quarter, Unidos was taking bids on consultancies that will design and implement a Virtual Module for Personnel Induction for the Judicial Branch's Judicial School, and a consultancy to evaluate how the court system's data and information center (CEDIJ) compiles and uses information. Based on that evaluation, Unidos and its contractor will work with judicial officials to design and implement a set of tools for data collection and analysis, including the generation of performance indicators, and for the diffusion of the results of that analysis throughout the justice system.

Unidos planned to initiate a series of activities under ER11 aimed at bolstering the effectiveness of inter-institutional coordination and cooperation among sector institutions, but those activities have initially failed to win USAID approval. Unidos is revisiting the issue, and has tasked the project's regional offices with updating Unidos' rapid assessment of the working models of inter-institutional commissions to facilitate the development of an alternative proposal.

Expected Result 12: Targeted institutions demonstrate improved delivery of mandated services.

Under ER12, Unidos' developed a TOR for an activity to promote improved service delivery through an international consultancy to evaluate performance of the Public Defender Office, basing that assessment on USAID's Human and Institutional Capacity Development model (HICD). A separate consultancy will carry out an exercise in business architecture for the Public Ministry and the Public Defender Office. A third ER12 TOR will address the management model for the MP's Integral Specialized Attention Module (MAIE), which are supposed have police, a prosecutor, psychologist and forensic physician in one facility to provide specialized services for women, children and other vulnerable groups affected by abuse and violence. TORs for those activities were published before the end of the third quarter and the associated consultancy contracts will be awarded in the fourth quarter.

Within the framework of Unidos' collaboration with the OAS Support Mission Against Corruption and Impunity in Honduras (MACCIH), Unidos is taking bids on a consultancy that will design and implement an induction course for judges, magistrates, prosecutors, state auditors and other justice operators who have been chosen to serve in a new anti-corruption jurisdiction established with MACCIH's support and supervision. The training will impart knowledge of modern investigative techniques for dismantling criminal structures and networks involved in corruption.

ER12 includes an activity titled Strengthening of the CEDIJ's mechanism for compiling, processing and distribution of jurisprudence, which is related to an activity in ER26 that looks into the packaging and distribution of jurisprudence in specific areas as a thematic guide for justice operators. Unidos has determined that these activities are incompatible with a separate effort in support of CEDIJ funded by EuroJusticia that runs through the end of August. In September, Unidos will reinitiate our conversations with CEDIJ to decide how best the project can support them.

The Result 2 team also worked during the third quarter on the development of a TOR that will support the General Office of Forensic Medicine's ongoing efforts to create an internal quality control mechanism. That process involves documentation of key technical processes to establish standard operating procedures and implement a process for certifying the offices' technicians in terms of their ability to maintain those standards. Unidos is considering some additional activities related to upgrades at the morgue in San Pedro Sula and the development of a mobile application that crime scene investigators can use to document the collection of bodies and processing of death scenes on electronic tablets.

Expected Result 13: Establishment of criteria and development of a process for addressing human rights violations.

In the area of human rights, Unidos is evaluating proposals for two TORs, one for the development of an improved mechanism for investigating and prosecuting crimes against human rights defenders and another to develop and promote an inter-institutional model for dealing with threats against human rights defenders.

The first activity, slated to begin in mid-July 2017, will report on the advantages and challenges of creating a unit to investigate threats, attacks and other crimes against groups covered by the Law for the Protection of Human Rights Defenders, Journalists, Social Communicators and Justice Operators, and explore alternatives for housing such a unit. Specifically, it will gauge the relative strengths and weaknesses of the Security Ministry and Public Ministry in support of a determination of which is better suited and equipped to handle the task. The latter activity will develop a plan for creating the investigative unit. USAID has approved that TOR and Unidos was accepting proposals for its implementation in the third quarter. Unidos will proceed with that activity in the fourth quarter, as soon as recommendations from the first consultancy are available.

USAID has not approved an RFA to strengthen the capacity of the National Human Rights Commission (CONADEH) and of Municipal Human Rights Commissioners to attend and respond to complaints in a timely manner and to improve access to justice for vulnerable groups. During the third quarter, Unidos' regional director in San Pedro Sula held meetings with the local representatives of CONADEH and with municipal human rights commissioners, who work for the city, in San Pedro Sula and Choloma to explore potential areas of support. Among the most important findings was that the municipal human rights officials spend all their time monitoring the transparency of municipal government, which is also part of their mandate, but do little to respond to human rights violations. They also complained that they have very little interaction with CONADEH and get no support from the national human rights institution.

Expected Result 14: Improved budget and financial management of target institutions.

ER14 includes an activity to strengthen the capacity of the Judicial Branch and the Public Ministry budget and finance offices to formulate budgets that are technically justified, based on institutional development strategies, and differentiate between current account expenditures and investment in improvements or innovations. The original timeline for implementing this activity at the beginning of the quarter was based on the assumption that the project could gather enough information about the workings of these institutions' budget operations and establish the relationships required to collaborate with them at this level by the beginning of the third quarter. Unidos met both those conditions by the end of the quarter, but there was no longer enough time to effectively complete

the activity before participating officials will need to turn their full attention to preparing their annual budgets in September. Additionally, parallel Unidos activities related to the development of management models for these institutions are expected to produce structural changes with implications for their budgets. Unidos will engage with the budget departments of these institutions after they complete their budgets in September so that the envisioned capacity building can be applied to the following budget cycle, and to what will likely be a new management model with realigned short- and long-term goals. The management model and budget exercise activities will have greater effect if properly sequenced.

Expected Result 15: Improved management of personnel and human resources through strengthened recruitment and selection of personnel, and strengthened basic, advanced, and in-service training programs.

ER15 includes an activity that calls for designing a curriculum for auxiliary personnel of the Judicial Branch. The Judicial School is currently in the process of redesigning its curricula and its pedagogical methodology, a process that they are implementing with support from the Spanish cooperation agency AECID and is likely to continue through the end of 2017. Unidos will time its support to begin once that process is completed, and will re-evaluate the specifics of this activity based on the results of the AECID consultancy and the Judicial School's priorities.

Expected Result 16: Not addressed during the reporting period.

Expected Result 17: Controls to limit and better manage corruption within justice and security institutions.

During this third quarter, Unidos began the procurement process for an activity titled "Design a Management Model for the Judicial Branch Inspector General's (IG) Office". The selected consulting firm will conduct an evaluation of the IG's operations and design a management model that takes into account case management, work guides, visit and inspection protocols, cross-cutting integration with other areas of the court system, mechanisms for publishing and communicating rulings and citations and investigative file sharing with the Public Ministry. The resulting model will also emphasize the IG's role in information sharing with other areas of the court geared towards identifying strategies and projects for the improvement of Judicial Branch operations. This consultancy also includes the implementation of technological tools that improve court services.

Sub-Result 2.2: Improved access to justice for vulnerable populations

Expected Result 18: Improved service delivery for special victims.

ER18 includes an activity titled "Review the Management System of the Domestic Violence Court in Tegucigalpa for Opportunities to Optimize Processes." In meetings with the Judicial Branch, and especially with judges of the domestic violence courts, Unidos has learned that the work model of these courts is already certified under the Integral Quality Management and Accreditation model (GICA, by its Spanish acronym), developed in Costa Rica. Through meetings with judges of the Domestic Violence Court, Unidos concluded that they were only interested in receiving material support, such as office equipment. In response, Unidos will conduct a new assessment of the entire domestic violence response system and identify other activities that will improve women's access to services in a more meaningful and sustainable way.

Expected Result 19: Not addressed during the reporting period.

Expected Result 20: Reduction in the number of cases of repeat youth offenders in target municipalities.

Unidos initiated the process of hiring a consulting firm to help with the design of a management model for the newly created National Institute for Attending to Juvenile Offenders (INAMI). However, given the opportunity and urgency created by the fact that INAMI is a new government institution, Unidos' Result 2 coordinator and international consultant Carlos Useda, who was already on contract with the project for other activities, provided immediate support to SEDIS Vice Minister Zoila Cruz to develop the outlines for an initial budget and structure for INAMI, with the expectation of providing more detailed support in the fourth quarter.

On June 21, 2017, the government appointed Atty. Felipe Morales to serve as INAMI's first director. Mr. Morales has acknowledged using the proposal Unidos' developed for the vice minister to generate his own plan for getting INAMI up and running. However, at the end of the quarter he asked Unidos to hold off on the project's plans to help INAMI develop a management model until he gets better established in the directorship and resolves some foundational issues, including modification of the decree that authorized INAMI's creation. Mr. Morales also indicated that he wants to have a better idea of his budget before committing to a detailed management structure. Unidos will maintain close contact with INAMI and initiate the 6-month management model consultancy already approved by USAID at the earliest opportunity.

Sub-Result 2.3: Improved criminal justice procedures and practices

Expected Results 21 – 25: Not addressed during the reporting period.

Expected Result 26: Improved professional expertise of judges and court staff to fulfill professional mandates.

(See ER12 in reference to the ER26 activity: Implementation of a community of practice to carry out analysis of jurisprudence related to specific issues and produce documents that can serve as guidance for justice operators.)

Expected Result 27: Not addressed during the reporting period.

Next Steps for Activity Result 2

1. Reception and evaluation of bids submitted by consulting firms and individual experts in response to the TORs Unidos submitted to open competition at the end of the third quarter.
2. Awarding of contracts to the businesses or consultants who submitted the best proposals.
3. Implementing planned activities aimed at certifying the quality of Forensic Medicine processes and developing an activity that will result in the creation of a mobile application that crime scene investigators can use to document the collection of bodies and processing of death scenes on electronic tablets.
4. Initiating the process of designing management models for the following agencies:

- a. Public Defense Office;
 - b. Inspector General for Courts;
 - c. Office of Social Conflict;
 - d. Integrated Special Attention Module (MAIE);
 - e. Integrated Criminal Justice Centers;
5. Begin conducting business architecture exercises for the Public Ministry and Public Defense;
 6. Mount a rapid response plan to meet the government’s need to design a new Human Rights Ministry.

Activity Result 3: Increased Effectiveness of Community Police

During the third quarter, Unidos’ focused on coordinating with INL, USAID, Honduras Convive! and the PN on the final selection of target communities and of activities to be carried out with the Preventive Police. Unidos’ Result 3 coordinator also established working relations with Security Minister Julián Pacheco and Vice Minister Alejandra Hernández, who expressed interest in working with Unidos in several thematic areas. Unidos will evaluate those proposals with USAID and, where relevant, include them in Unidos’ Year 2 Work Plan or promote them via coordination with other USAID initiatives. Areas of potential cooperation suggested by the security ministers included developing an approach to reducing school violence, strengthening investigative capacity of the DPI and expansion of MAIEs to areas not attended by that service.

Within the PN, Unidos has initiated coordination with the Office of Inter-Institutional and Community Affairs, the Police Investigations Office (DPI) Coordinators of UMEPs and UDEPS in the central and northern zones, and the chiefs of UMEPs that include Unidos’ target communities. Many of those officials attended or participated in Unidos launch ceremonies in the five target cities.

By the end of the third quarter, Unidos obtained USAID approval for two TORs out of three TORs and two RFAs that had been submitted for approval under Result 3. One of the RFAs, for promoting citizen co-responsibility in security, was under revision by Unidos in accordance with USAID’s comments on the first version. Unidos expects to launch the approved activities during the fourth quarter. The RFAs and TORs are listed in the following table.

Code Activity/Expected Result	Title	Targeted Municipalities	Estimated Duration/ Status
JHRSS-020 AR3/ER30	Design of a Monitoring and Evaluation Plan for the National Community Police Model (MNSPC)	Central Dist.	6 months/ pending USAID approval
JHRSS-021 AR3/ER29	Design of a Toolbox that Complements the	Central Dist.	6 months/ approved by USAID May 25,

	Community Policing Manual		4 th Quarter launch
JHRSS-022 AR3/ER30	Systemization of Design of Intervention Models in Citizen Security	Central Dist.	6 months/ approved by USAID May 25 4 th Quarter launch
JHRSS-023 AR3/ER30 (RFA)	Institutional Strengthening and Accompaniment of Actions to Improve Community Security in Five Honduran Municipalities	La Ceiba, Tela, SPS, Choloma, Central Dist.	6 months/ pending USAID approval
AR3/ER32 AR3/ER30 (RFA)	Facilitate Dissemination of the MNSPC and Promotion of Citizen Co-Responsibility	La Ceiba, Tela, SPS, Choloma, Central Dist.	6 months/ under revision as per USAID specification

Sub Result 3.1: Improved performance, efficiency, and accountability of community police

Expected Result 28: Not addressed during the reporting period.

Expected Result 29: Improved service delivery by community police in tandem with other entities.

Unidos continued long-distance coordination with partner Arizona State University (ASU) to determine ASU's role in designing a toolbox to help Preventive Police officers improve their capacity to maintain productive relations with the communities they serve. Unidos presented the TORs related to developing this toolbox to USAID and INL, obtaining the latter's approval for the Unidos/ASU collaboration to continue. Unidos expects to receive ASU's methodological proposal early in the fourth quarter and to proceed with implementation of toolbox development.

Unidos held three meetings with Honduras Convive! aimed at identifying the main lines of collaboration and cooperation between the two projects, a process which proved useful to Unidos in finalizing the selection of communities in which it will operate. On Convive!'s advice, Unidos added the communities of San Miguel and Los Pinos, where Convive! said its efforts had already produced a degree of trust between police and the communities and a degree of violence reduction. Coordination on community selection with Convive! will continue in the fourth quarter, with Convive! interventions in the quarter laying the groundwork for Unidos' entry into those same neighborhoods in Year 2. INL also contributed to the selection process, requesting the inclusion of Tegucigalpa's Nueva Capital neighborhood in Unidos target areas. Unidos added the strengthening of community organization in Nueva Capital to its Year 1 Work Plan.

The Year 1 Work Plan had been reviewed by USAID and revised in accordance with the mission's suggestions when INL got involved in a second review, suggesting extensive changes to Result 3 components involving National Police training processes in the Central District and San Pedro Sula. The work plan was changed accordingly. Coordination with INL also resulted in agreement

for INL/Unidos cooperation in the implementation of certain Result 3 activities, including the community relations toolbox, forums on best practices in citizen security and design of a police training module on dealing with vulnerable groups.

By the end of the third quarter, Unidos and USAID had reached consensus on most of the communities to be initially targeted by the project's Result 3 and Result 1 programming. Unidos revised the list twice during the third quarter, and on June 22, USAID returned the list after a DOI committee review, with additional requests for revisions. Unidos expects to have a finalized list of communities early in the fourth quarter.

In La Ceiba, Unidos held four meetings with the National Police commander of UDEP 1, which covers the department of Atlántida. Discussions revolved around levels of violence in community's selected by Unidos, with special emphasis given to the community of Las Mercedes, which has been approved by USAID. Police officials and Unidos agreed in principle to mutual support in selected communities, although Unidos could not commit given that USAID approval of community selection came just days before the end of the third quarter.

Expected Result 30: Targeted police institutions and units strengthened and capacity developed to test and engage in policing strategies that demonstrably contribute to crime and violence reduction.

Unidos' collaboration with ASU continued with two virtual meetings in which ASU reiterated its interest in contributing to the identification, documentation and diffusion of case studies that reflect best practices in community policing. ASU has agreed to develop criteria for case selection and design a methodology for documenting cases. Unidos will contract a consultant in Honduras to carry out the documentation and ASU will participate in regional forums to present the cases to police officers in Tegucigalpa, San Pedro Sula and La Ceiba. Unidos was waiting on ASU to provide its methodological proposal for this activity at the end of the quarter in order to initiate the identification of cases in coordination with the PN Office of International and Community Affairs. INL and JICA have offered to participate in planning and implementation of the forums.

Following the conferences, ASU will produce guides for the intervention models that produce the best results in terms of improved security and trusting relations between police and communities they serve.

Expected Result 31: Not addressed during the reporting period.

Sub Result 3.2 Effective relationships and confidence between police and community members established

Expected Results 32 – 34: Not addressed during the reporting period.

Expected Result 35: Police officials' capacity to interact with the media and vulnerable groups strengthened with sustained, meaningful engagement.

Unidos secured a commitment from the director of the PN's Police Education System (SEP) to have SEP certify the training processes that Unidos plans to implement under ER35 so that

participating police officers can list the training on their CVs. The project plans to provide training to 60 Preventive Police officers in La Ceiba and Tela.

The SEP also requested Unidos' support to improve police capacity to deal with people belonging to vulnerable groups, including LGBTI, youth, children and disabled persons. Unidos will seek USAID and INL approval at the beginning of the fourth quarter for a consultancy that would design training modules for that purpose that SEP would add to its professional development curriculum for police officers. If development of the modules is approved, Unidos will coordinate with INL to determine who supports implementation of that training in target municipalities. Unidos expects the modules to include legal regulations that apply to vulnerable groups, inclusive language, avoidance of discriminatory action, and how to implement broadly inclusive and participatory community activities.

Sub Result 3.3: Broadened effective presence of community police into new communities

Expected Result 36: Not addressed during the reporting period.

Expected Result 37: Productive initial relationships between police and community members developed.

Unidos participated in the Inter-Institutional Council of San Miguel districts 1-3 in Tegucigalpa, introducing the Unidos por la Justicia project and defining its first activities in the area, which involve providing civil society representatives with training on how to conduct advocacy on issues related to justice, human rights and security. Unidos also identified the possibility of helping the council develop strategic plans that will allow residents of San Miguel to carry out more deliberate action in favor of their community.

Another activity planned for ER37 is collaboration with USAID's Proponte Más and other interested programs in a joint effort to implement night activities in neighborhoods with high levels of crime. The process of coordinating the agendas of Unidos and Proponte Más, and developing a joint proposal for this activity, has taken longer than expected. Unidos expects to develop the joint proposal with Proponte in the fourth quarter.

Next Steps for Activity Result 3

- During the fourth quarter Unidos will finalize the list of communities where it will work. Staff will continue meeting with INL, Proponte Más, Empleado Futuros, Honduras Convive!, JICA, ASJ and others to identify activities that can be jointly implemented and to coordinate our agendas for those PBS neighborhoods. This will allow our projects to leverage each other's' efforts while avoiding duplication. Unidos will also continue to review Year 1 activities with USAID and INL in an effort to gain approval for all proposed activities.
- Unidos took advantage of meetings and the launch events to discuss opportunities for cooperation with National Police officials, including Unidos' support for strengthening

administrative functions of the PN. In the fourth quarter Unidos will continue to develop the mechanisms for providing that support in the coming quarter and will follow up on the projects initial coordination with the Ministry of Security, which occurred just before the end of the quarter.

- Under ER33, “Support Preventive Police efforts to implement community involvement activities that will entail government institutions, especially from the justice sector, and CSOs, human rights defenders, the media and private sector,” Unidos will initiate programming in approved communities that already have some level of police/citizen coordination. The first such intervention will be supporting a job fair event being held by the National Police in commemoration of International Youth Day, scheduled for August 12, 2017.
- In the pursuit of ER 28, “Conduct an assessment of the current management model of the National Police prior to start a business architecture process”, Unidos will follow up on its outreach to the Secretariat of Security by promoting revision of the National Police’s Strategic Plan and define the process of conducting a business architecture exercise with the institution.
- Unidos will submit to USAID information about police the project plans to work with in compliance with mandated vetting procedures.
- Arizona State University will visit Honduras to collaborate in the development of forums on best practices in community policing and design intervention models, as planned in ER29 and ER30.
- Given USAID/INL’s approval of Unidos plans to engage with the National Police at the management level, the project will endeavor to establish a working relationship with the presidentially-appointed Commission for the Purge and Transformation of the National Police. The Commission has a presidential mandate for reform and has made major strides in removing corrupt or unqualified police officers and officials. It has promoted legislation establishing a foundation for a more modern and efficient institution, but it’s mandate is scheduled to expire at the end of the year and commission members acknowledge that there is still much to be done to consolidate police reform, including obtaining international certifications and designing and implementing a solid internal affairs mechanism. Unidos sees a potential to support reform in those areas and perhaps to leverage the commission’s mandate for additional reform.

Project Management and Operations

Operational Activities

- During the third quarter Unidos' headquarters moved into its permanent office and completed internal modifications and furnishing, ending the quarter with a fully functional work spaces in Tegucigalpa, San Pedro Sula and La Ceiba.
- Unidos completed hiring of core staff, with DCOP Alan Quinn scheduled to start on August 1, 2017, and took on new employees in regional offices as required by advances in programming. The project added a private sector liaison to spearhead support from businesses, chambers of commerce and industry associations.
- DAI home office IT Specialist Erik Bjers was in Honduras during the quarter to install servers in Unidos offices in Tegucigalpa and La Ceiba.
- DAI's home office provided Unidos with the first in a series of trainings on the use of the company's Technical and Administrative Management Information System (TAMIS) and provided the accounting department with Webex training. During the quarter, the accounting operation began using the FAS online system for transactions for payroll, suppliers, public services and cash advances, and received training in Oracle and the Field Expenses Recorder (FER). Staff also received training on the project's grants manual.
- In June, the Finance department prepared its first tax exempt purchases report for the Honduran Finance Ministry.
- DAI's Global Security Advisor visited Honduras in June, assessing security conditions in selected target neighborhoods.

Next Steps for Operational Activities

- Unidos expects its vendor to deliver the project's vehicles in the fourth quarter.
- Alan Quinn is scheduled to join Unidos as Deputy Chief of Party in August.
- Unidos will continue setting up its internship program, with interns scheduled to begin work in February 2018.

Monitoring and Evaluation

Unidos submitted the latest version of its Monitoring, Evaluation and Learning Plan (MELP) to USAID in mid-June, having incorporated recommendations of USAID's MESCLA team, with which Unidos consulted for a second and third time in April. MESCLA recommendations were

also taken into account to define Unidos' set of 13 indicators, which include seven outcome indicators and 6 output indicators. (See Annex 3)

Learning

The MELP also established Unidos' learning agenda, which will mainly respond to the following questions:

- How has strengthening of the justice, human rights and security system contributed to crime reduction and increased citizen security?
- What barriers limit access to justice for members of vulnerable groups?
- What situations favor or work against the achievement of improvements in crime prevention and prosecution and law enforcement?
- What changes in the justice, human rights and security system were driven by civil society?

Evaluation Tools

During the quarter the M&E team designed and began testing the following evaluation tools, which were included in the MEL Plan delivered to USAID:

- Tool to measure the advocacy capacity of CSOs;
- Tool to measure the quality of media content reporting on justice, human rights and security issues;
- Innovation Capacity Index (ICI) tool that assigns values to 7 variables (policy, procedures, incentives, leadership, financing, training and alliances, culture) to score targeted institutions' capacity for innovation;
- Satisfaction survey for users of services of Unidos partner institutions;
- Community perception survey on security and trustworthiness of police.

The community perception survey will be applied in participating communities before Unidos activities begin and re-administered a year later. Unidos created a TOR for reviewing the survey and designing its implementation in June, and expects that activity to get underway in the middle of the fourth quarter.

In June, Unidos began piloting the evaluation tools to test their effectiveness, starting in La Ceiba with the tool to measure the advocacy capacity of CSOs. The pilots are being applied to organizations that will not otherwise be involved in the Unidos project, to avoid contamination of future applications of the tools. While the chosen test subjects pursue goals different from those of Unidos por la Justicia, they do have active and recognized advocacy programs.

In La Ceiba, Unidos considered applying the advocacy capacity pilot to five organizations, and ultimately settled on two of them:

- Fundación Cuero y Salado (FUCSA), which since 1987 has conducted advocacy for the protection of wildlife and natural resources, scored 60/100;
- Fundación Parque Nacional Nombre de Dios (FUPNAND) has advocated for the protection of natural resources since 2006 and scored 78/100.

While the testing of this instrument will continue in order to obtain a larger sample, Unidos has drawn some conclusion from the initial pilots:

- The tool was able to capture strengths and weaknesses of the organizations' advocacy efforts.
- The organizations do not have sufficient evidence to back up their answers to the test's questionnaire, which means Unidos will have to develop strategies that ensure future test results are not based on subjectivity, such as being able to establish that a process exists even though it is not documented and reinforced training for the M&E team that will apply the tool.
- The tests proved successful in terms of the amount time it takes to apply them and participants' ability to understand them.

At the end of this reporting period, the MELP was with USAID for approval.

Next Steps for M&E

Piloting of the advocacy capacity tool will continue in the fourth quarter, and extend to the Central District and San Pedro Sula. Unidos will work with expert consultants to design piloting of the tools for measuring capacity for innovation, news media content, and community perceptions. Unidos was developing the TORs for that activity at the end of the third quarter. The pilot for the tool to measure user satisfaction with justice sector services will be conducted by Unidos M&E team with the support of result advisors.

Communications

Unidos submitted a short list of Spanish-language names for the JHRSS project to USAID. The list was obtained via a March 2017 contest soliciting suggestions from Unidos and government counterpart staff. USAID's chose Unidos por la Justicia from that list at the beginning of the third quarter. This allowed the project to proceed with the production of ID tags, stationary, shirts, a brochure, banners, backdrops and other promotional materials. Unidos also created a project Facebook page, secured a Twitter handle and reserved a website URL and a YouTube channel.

Final USAID approval of the Unidos Branding and Marking Plan submitted in the second quarter was still pending at the end of the third quarter, reportedly held up by the process of getting the mission's Regional Legal Advisor (RLA) to sign off on text for a photo/video permission of use forms.

The communications team invested a significant amount of time this quarter in preparations for Unidos por la Justicia launch ceremonies in the project's five target cities. The entire Unidos staff contributed to that effort in some way during the weeks preceding the ceremonies, which drew more than 800 people and featured participation of the Deputy Chief of Mission of the US Embassy, the USAID Mission Director, the President of Honduras' Supreme Court, the National Human Rights Commissioner, the Vice Minister of the Security Secretariat, and a high-ranking attorney from the Public Ministry. Local officials took part in secondary city ceremonies. The launch events generated press coverage, expressions of support for Unidos' mission from the project's most important Honduran counterparts, and high expectations and commitments to participate from civil society representatives.

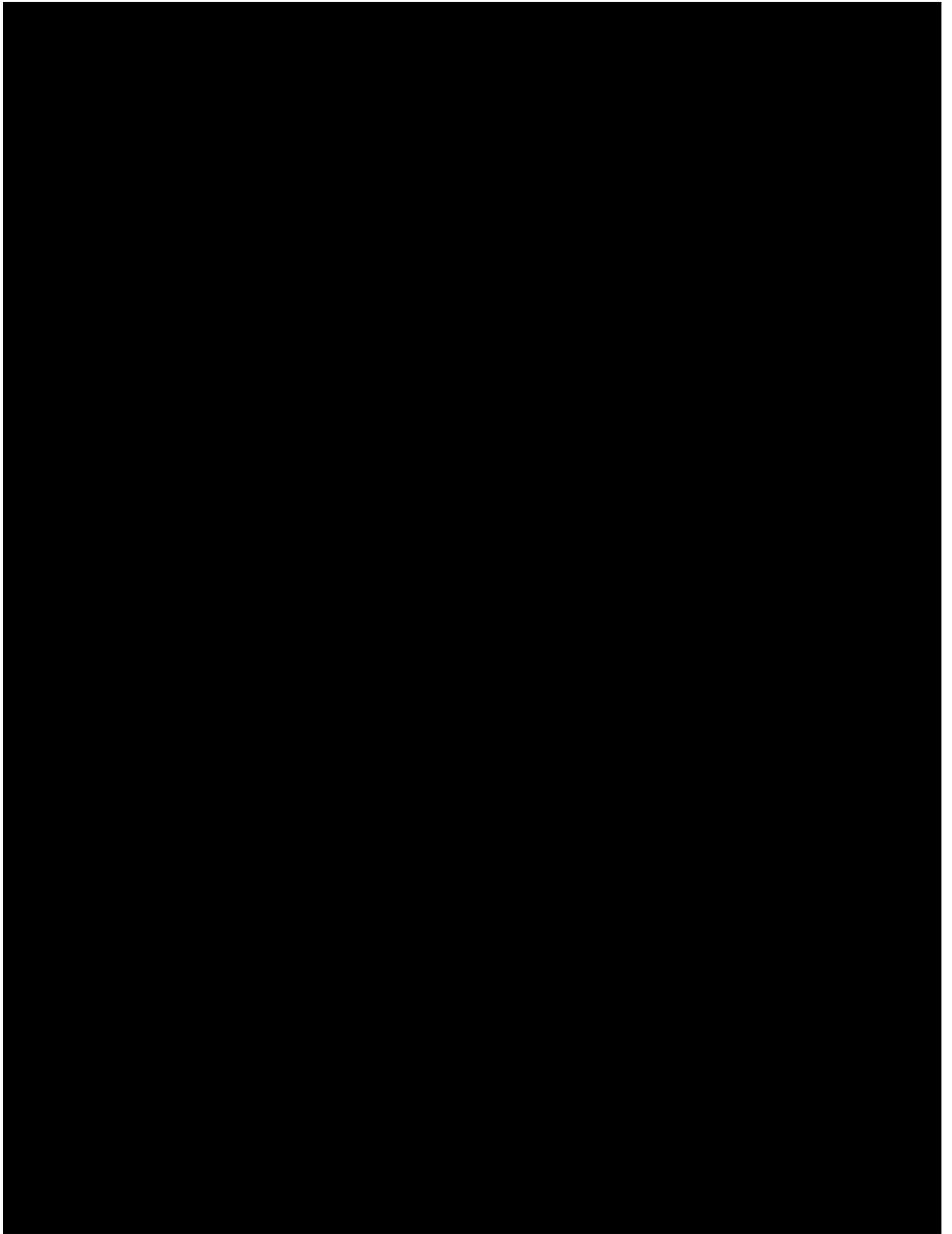
Unidos submitted its first semiannual newsletter to USAID, which quickly approved the document. Unidos also submitted a project factsheet at USAID's request.

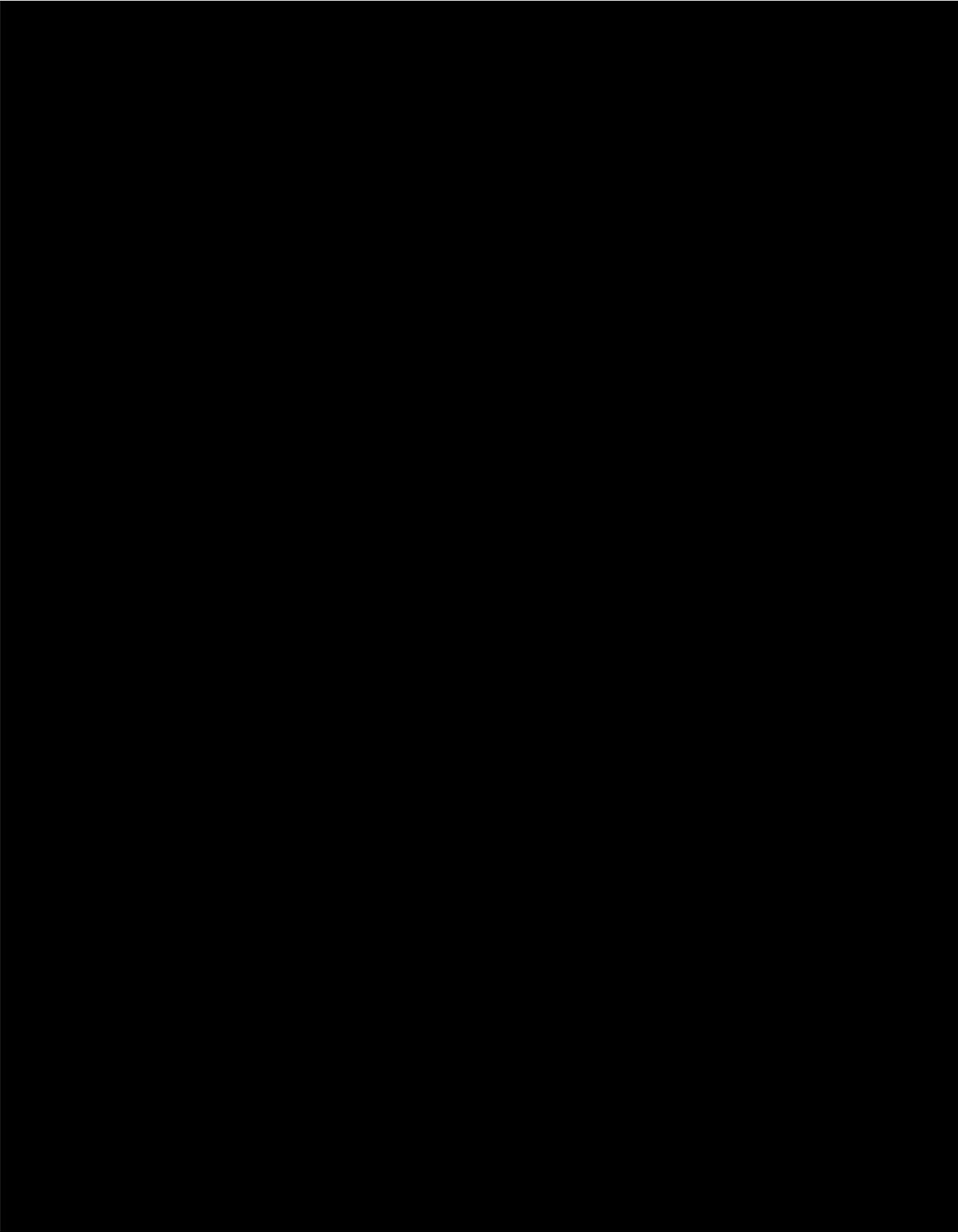
Next Steps for Communications

Unidos will upload videos of the its first round of international conferences to YouTube and link to them from its website and social media feeds. Unidos will hire a local consultant to build the Unidos website to USAID specifications and begin posting features on the project's activities and useful information for Unidos partner organizations.

Annexes







Annex 3: Indicators Table

CDCS IR	1.2 PERFORMANCE OF NATIONAL AND MUNICIPAL JUSTICE AND SECURITY SYSTEMS IMPROVED		
Activity Goal	Increased responsiveness, integrity, legitimacy, and accountability of institutions for justice and security		
CDCS SIR	Citizen Engagement with the Security and Justice Sectors Improved	Efficiency of Security and Justice Systems Improved	Increased Effectiveness of Community Police
Activity Indicators	<p>Outcome Ind. 12.1.a Percentage change in the advocacy capacity index</p> <p>Outcome Ind. 12.1.b Percentage change in the quality of journalist content index</p> <p>Output Ind. C.C.1 Number of training days provided to journalists with USG assistance, measured by person-days of trainings (DR5.2-1)</p> <p>Output Ind. C.C.2 Number of people reached by a U.S. Government-funded intervention providing GBV service (GNDR-6)</p> <p>Output Ind. C.C.3 Number of U.S. Government-funded organization representing marginalized constituencies trying to affect government policy or conducting government oversight (2.4. 1-11)</p>	<p>Outcome Ind. 1.2.2.a Percent change in the institutional efficiency index</p> <p>Outcome Ind. 1.2.2.b Percentage change in the innovation index</p> <p>Outcome Ind. 1.2.2.c Change in the level of satisfaction of the users of justice and security institutions</p> <p>Output Ind. 1.2.2.d Level of compliance with management model</p> <p>Output Ind. C.C.4 Number of public policies introduced in the justice, human rights, and security sectors that incorporate citizen input (2.4.1.12a)</p>	<p>Outcome Ind. 1.2.3.a Percentage of citizens who change their perception of security</p> <p>Outcome Ind. 1.2.3.b Percentage of citizens who change their perception of confidence in the police</p> <p>Output Ind. 1.2.3.c Number of activities conducted with the aim to strengthen relationships between police and members of intervention communities.</p>