
Country: Honduras

Project Title: Advancing Inclusive Justice in Honduras: Supporting the Implementation of the 2022-2026 Judiciary Strategic Plan.

FWs resources will support:

- ☐ An ongoing output/existing project
- ☐ A new output/existing project
- ☒ A new project

Expected Strategic Plan Output: Strategic Priority 1: Renewing trust in the country and its institutions. National Development Priorities: objectives 2, and 4 of the Country Vision, and sectors 2 and 5 of the PEG.

Expected CPD Output(s): Outcome 1.1: The Honduran State implements policies, strategies and programs that strengthen the rule of law, transparency, accountability, the fight against corruption and impunity, with a greater participation of civil society and the private sector.

Start/End Dates: December 2021/November 2022

Implementing Partner: Supreme Court/Judiciary in Honduras.

Name of Regional Advisor Endorsing the proposal: Jairo Acuña Alfaro.

Brief Description

The Honduran Supreme Court is developing a new Strategic Plan with UNDP's close technical support. This is built on three previous experiences, learning from them, using compared experiences and UNDP background and knowledge, with a view to rule of law, open justice, people-centered justice approach and women's human rights, gender, and intersectionality, and historically marginalized groups. UNDP has a whole strategic approach, including digitalization, access to justice, integral modernization of the justice system, under the mentioned core drivers guiding the current planning process. At the same time, UNDP is working with the General's Prosecutor Office on planning, monitoring, and evaluation matters, looking for institutional integration, and a systemic point of view, over the whole national judicial system. There are opportunities for innovation, south-south cooperation, creativity, efficiency, efficacy, and to impulse rule of law strengthening measures, with the Quality Management Unit (UGECA) being one of them.

The project seeks to achieve the following outputs:

- Strengthened capacities, tools, skills, knowledge, lessons learned, and international best practices available for implementing the new Strategic Plan 2022-2026.
- The people-centered approach to justice was established as the main driver of the new strategic plan, emphasizing the protection of women's human rights, intersectionality and gender orientations, access to justice and innovation.

Programme Period:	12 months
Atlas Project Number:	00138385
Atlas Output ID:	00128542
Gender Marker:	GEN2

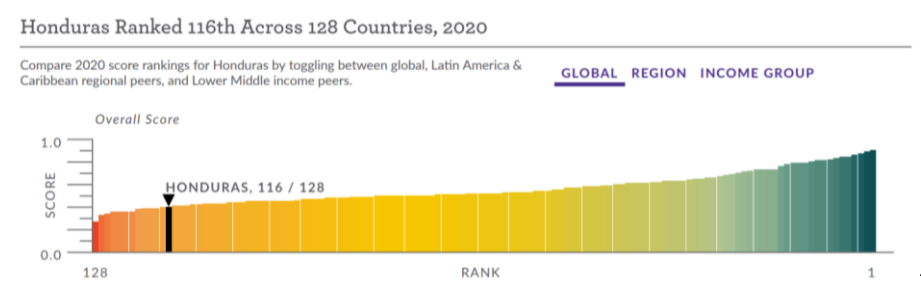
Total resources required	US\$ 315 000
Total allocated resources:	_____
• Regular	_____
• Other:	_____
○ Funding Windows	US\$ 315,000
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Development Challenge

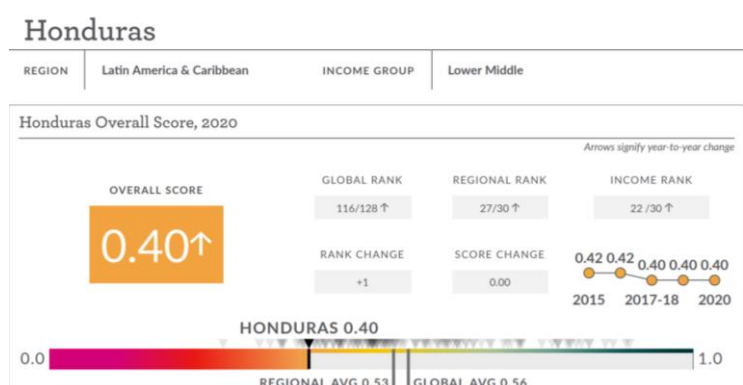
Access to justice is a condition for sustainable advances in peace, security, protection of human rights and the rule of law. In general, the Honduran judiciary is considered weak, ineffective, and not very transparent. Widespread impunity for those responsible for weakening the rule of law and human rights violations is likely to continue, worsening in the run-up to the 2021 elections.

This will continue to disproportionately affect women, girls, human rights defenders, political and environmental activists, indigenous communities, and displaced people. This results in less trust in institutions amid continuously high levels of corruption, increasing militarization of public functions, and threats and political pressures that limit an independent judiciary.

According to the 2020 WJP Rule of Law Index¹, Honduras's overall Rule of Law score increased by less than 1%, with Honduras ranking 116th out of 128 countries and jurisdictions worldwide, climbing one position. Honduras's score was 27th out of 30 countries in the Latin America and Caribbean region and 22nd out of 30 among lower-middle-income countries.



It continues to exist numerous barriers for women, poor, indigenous, and vulnerable people to access and use the formal justice system, including lack of knowledge of basic rights, lack of guidance on navigating the legal and court system, distance, financial barriers for retaining a lawyer and overall delays in the judicial process causing a poor follow up. This all culminates in little confidence in the system's ability to protect rights as well as perceptions of corruption, and lack of confidence in the formal justice system.



Moreover, several challenges persist related to judicial independence, the technical capacities of justice, the protection of women's human rights, the gender and intersectional approach, efficiency, general management, digital innovation, the fight against organized crime and the impunity and access to justice for all Hondurans. The shortage of key judicial personnel, including judges and prosecutors is also a significant issue, the same with the territorial distribution of the judicial functionaries. At the same time, the Judiciary is not following a people-centered approach, which would allow for a stronger rule of law situation and greater effectiveness and exercise of rights.

On the issue of violence against women and girls and femicide, the situation in Honduras is pressing UNICEF reported in 2017 that Honduras has the second highest homicide rate of adolescents (10-19 years), only surpassed by Venezuela (4.5 per 100,000 inhabitants). In 2019, Honduras had the second highest rate of violent deaths of women, which showed

¹ <https://worldjusticeproject.org/rule-of-law-index/pdfs/2020-Honduras.pdf>

² *Idem.*

³ *Idem.*

a rate of 8.2 per 100,000 inhabitants (only below Belize with 8.8 per 100,000). The 2019 report on Citizen Perception On Insecurity And Victimization In Honduras (IUDPAS, Autonomous University of Honduras) established that only 22.4% of victims interviewed reported the criminal act and 77.6% who did not file a complaint expressed distrust in the judicial system among the causes. Among those who reported, 83.1% of the victims responded to be dissatisfied with the way in which the case was resolved.

An efficient gender and intersectional approach specifically require an adequate gender analysis of the available data, complemented with qualitative information, to identify and overcome the problems suffered by victims within the procedures of the Special Courts against Domestic Violence. In 2020 the Judicial Statistical Center of the Judiciary reported these figures:

Filed 2020				Decisions 2020											
				With Merit			Without Merit			Expired			Others		
	H	M	T	H	M	T	H	M	T	H	M	T	H	M	T
Courts of First Instance	842	6,326	7,168	20	1,467	1,487	33	88	121	343	2,155	2,498	5	65	70
Courts of Peace	380	7,577	7,957	80	2,840	2,920	41	358	399	97	1,881	1,978	15	282	297
Nacional Total	1,222	13,903	15,125	100	4,307	4,407	74	446	520	440	4,036	4,476	20	347	367

Elaborated with data from the Judicial Center of Statistics of the Judicial power of Honduras

This table reflects that of the 15,125 files entered in the Courts of First Instance and Peace Courts in the domestic violence jurisdiction at the national level, only 29.13% were resolved and a slightly higher proportion, 29.59%⁴, of the total complaints were expired, to which should be added 3.40% of those declared without merit at the national level. It should be noted that not all cases are resolved within a one-year period.

The statistics on filings and resolutions of the Childhood and Adolescent Courts were updated until 2020, and they contemplate 832 new cases, with 1,058 resolutions, the most frequent being the conviction with 300 decisions and the order to open trial with 260 decisions. However, it is striking that in the year only 8 arrest warrants at the national level were registered for defendants, and the victims were not disaggregated into girls and boys. The frequency of infractions in the year 2020 in the Courts for children and adolescents amounts to 825 at the national level, without disaggregation of data by sex for victims and defendants. (Source: Database of the Statistics Unit of the Electronic Center of the Electronic Center for Judicial Documentation and Information of Honduras). These data show the need to improve the way of recording the information of the cases so that they reflect the gender gaps in the vulnerable population such as women, girls, boys, and adolescents in Honduras.

Due to the non-application of the principles of international treaties and conventions in the sentences, the Supreme Court of Justice has initiated an analysis of sentences to carry out a control of conventionality in the sentences of the courts. This must be completed with the development of training and processes of awareness-raising, to avoid judicial stereotypes in the drafting of resolutions and sentences. Judicial stereotypes should be understood as the generalizations about the characteristics that a woman or a man should have to meet the expectations of "normality" to which a value of "correct and moral" is assigned and that affect decisions in judicial matters, which affect the vulnerable population, with an emphasis on the LGBTI community (Source: Gender stereotypes and judicial decisions Paula, Silverino Bavio)

Strategy

The Strategic Plan 2022-2026 of the Supreme Court of Justice is an opportunity to improve prioritized approaches, advance concrete changes guided by innovation, and address the modernization of the Judiciary, seeking greater capacities to improve access to justice and the protection of human rights. Rule of law, access to justice, and strengthening national capacities of the Judiciary are central axes of UNDP's agenda in Honduras⁵.

UNDP has important achievements and findings from the strategic point of view (due to the technical process and the dialogues related to the Human Development Report, based on the rule of law approach), the close and continuous work on the Judiciary's strategic plan, the evolution of the justice statistics, thanks to InfoSegura Project, advances in the digitization of court cases, among other examples.

UNDP is already providing high-level technical support to the design process, an important entry point for expanding the partnership with the Judiciary and continuing support through the implementation of the new Plan, with a view to the rule of law and UNDP priorities. This increases the possibilities of modernization and changes in the counterparts (Supreme Court of Justice and General Prosecutor's Office).

⁴ Most of the expiration dates are caused by the withdrawal of the complains by women who are intimidated by the aggressors and/or lack the resources to attend the hearings, do not have permits from their jobs or lack people to care for their minor children. (Technical Note: Complaint Route, DAI / USAID United for Justice Project, published in 2020)

⁵ Annex I: Theory of change.

Working through the Country Programme, UNDP focuses on strengthening accountable and responsive governing institutions with emphasis on the judicial sector particularly in accessing information, including on processing of cases, and legal rights. Rule of Law mechanisms will be a capacity development priority for UNDP looking at building administrative and technical skills while mainstreaming a human-rights based approach with duty bearers within the judicial sector.

Honduras's Judicial Branch created its Quality Management Unit (UGECA) in 2011 with the objective of implementing quality improvement processes within a wide range of courthouses, as well as judicial and administrative offices across the country. While considering the financial implications of implementing an ISO-based approach on a yearly basis, the Judicial Branch decided to establish its quality policy under a set of standards known as GICA-Justicia, which at the time showed progress and was carried out by the Judicial Branch of Costa Rica.

The implementation of such standards in the following years proved successful at raising awareness among staff and transforming courts' decision-making into a more goal-oriented process but also revealed several limitations hindering progress in quality improvement processes in certain tribunals and offices, some of which remain now. The UGECA, under the guidance of innovation and justice improvements, is a strategic partner to support.

UNDP will make sure that supporting women, youth, people living with special needs and other vulnerable groups remains a priority throughout project implementation and in discussions with counterparts, with particular focus on women and intersectional gender issues.

The project will mainstream gender and intersectionality during its implementation, considering the UNDP's overall Gender Strategy as well as taking into consideration the strong link between gender and legal barriers in the justice sector. This will include advocacy in the institutional and political level, stakeholder's orientation, and advisory services, as well as working it into project activities on a very micro-level. This includes ensuring a high level of participation of women in project activities and specific focus on women as beneficiaries of project outputs. The project will ensure that gender is incorporated at the activity level to maintain a gender intersectional perspective in the produced content.

Gender activities will include the mainstreaming of the gender and intersectionality perspectives in the processes initiated, and to be initiated, of the Supreme Court of Justice, especially those related to Strategic Planning and Budgeting, so that it can be established, within the same instruments, indicators of results in access to justice and reduction of impunity, which can be monitored and evaluated. Through gender and intersectional budgeting, the various administrative and jurisdictional units will be provided with the necessary resources to carry out the necessary actions. As affirmative action, the project will contribute to the design and implementation of the first Gender Policy of the Judiciary, aimed at users of justice services, closing the virtuous circle in access to justice to *"leave no one behind."*

The contribution of knowledge, South-South cooperation, international best practices, lessons learned and technical support for the implementation of the new plan will allow UNDP to promote and integrate innovation and a human rights-based approach. UNDP will aim at improving the efficiency and effectiveness of the justice system based on people-centered approach, strengthening the capacities of its institutions, particularly the Supreme Court, and the Public Prosecutor Office, and enabling a stronger coordination among them. Particular attention will be paid to improving data analysis and statistical capacities. Thus, one of the main areas of intervention will be "access to justice" through the reform of the justice management model (UGECA).

In fact, in looking to ensure a more accountable, transparent, and effective judiciary and enhanced access to information, UNDP is supporting the Judiciary Branch in building a Statistic Database for public record and access to archives and cases, regulations, and legal, through the InfoSegura regional project.

From a strategic perspective, implementation of quality processes requires complementary effort between several administrative offices: Staff, Judicial School, Info technology (IT), Administration, Statistics, Infrastructure, Planning, among others. For a coordinated effort, all key actors should periodically agree on where and how to execute the institution's quality policy to appropriate funds respectively. Currently, policy execution is left to UGECA, and tasks involving other key actors must be submitted to them as petitions, lacking any sort of prioritization and subject to the approval of funding. Its UGECA's view that such organic structure should be instated legally with its duties and obligations, much to the likeness of every Quality Committee placed in charge of quality improvement processes in courts or offices.

Courthouses used to be created mainly by considering population size, with at least one building in every major city, town, and village. Lately, pressure from Honduran society demanding prosecution of specific crimes has influenced the decision-making process by the creation of new criminal courthouses. However, the lack of clear guidelines to aid in determining how much of which resources (human and/or other) should be provided to each courthouse has led to an increasing backlog of court cases, sometimes just a few months after its inauguration and despite judges' appeals for more resources. These guidelines should update Judicial Branch authorities on key factors driving the demand for judicial services by Honduran society.

Before COVID-19 lockdowns started, UGECA quality managers followed up activities *in situ*, creating awareness and working alongside court staff to complete tasks at hand, designing and monitoring key performance indicators (KPIs), and creating action plans. Given the current rate of accomplishment and number of courthouses yet to endure a quality improvement process, a full Judicial Branch coverage could be achieved within 20 years. To reach a broader audience, UGECA is trying to develop: first, a Self-Implementing Handbook with all digital tools employed by quality managers and, second, a Massive Open Online Course (MOOC) to visually guide court staff during implementation of all phases of the program. All products submitted by participants would be remotely supervised by UGECA staff for standardization purposes, reducing court visits to periodical inspections. Additionally, a management system to track task completion and KPIs for administrative and public defence offices has not been designed or developed, halting any serious attempt of program implementation in those areas.

Among the improvements and innovation, it is proposed the incorporation, as performance indicators (KPIs), of those courts that are certified under GIGA-JUSTICIA, and of those good practices that establish criteria of care for vulnerable populations such as women, children and adolescents, ethnic minorities and people of the elderly, the main criteria being: a) quality of care b) free services, c) no revictimization, d) confidentiality, e) promptness of care, f) comprehensive care, g) no conciliation, g) Ethics and respect for decisions; including the proportional compensation and reparation for the damage caused to the victims in relation to the protected legal interest. The construction of these standards will be a process agreed with the UGECA Management and Quality Unit, as the entity in charge of monitoring the certification processes within the Supreme Court of Justice.

Court staff and judges in Honduras are trained with a different set of skills to those of managers or data analysts, which deters the implementation and sustainability of a quality improvement process in the long run. As it has become hardwired into the system, a change in management process must be carried out to reduce resistance, frustration, anxiety, and confusion among staff and judges. By implementing an Internship Program to experience their future state first-hand, court judges can give way to more welcoming and brighter ideas for their own organizations, also promoting collaboration between peers from other countries with credibility on court quality management. UGECA's staff learned their craft during a week-long internship in Costa Rica, after being unsuccessfully assisted by indoor consultants during the first couple of years after its creation.

Results and Partnerships

UNDP is working to improve the efficiency and effectiveness of the justice system, strengthening the capacities of its institutions (the Supreme Court of Justice, the Judicial Branch, and the General Prosecutor's Office), and allowing greater coordination between them. UNDP strongly promotes a people-centered approach to justice with the participation of civil society. One of the main areas of intervention is access to justice, as a basic human right and a condition for peaceful and democratic governance, through the reform of the justice management model.

The Supreme Court has initiated a comprehensive planning effort, including:

- a) *2022-2026 Strategic Plan, with UNDP support, as stated above.*
- b) *Gender Public Policy for the Judicial System.*
- c) *Open Justice Public Policy for the Judicial Branch.*
- d) *UGECA's implementation.*

The main goal of this project is to benefit from these planning efforts, under the guidance of harmonization, coordination, common principles, and values, and people-centered strategies, through the UNDP toolkit and varied resources. The expected changes are more capacities in the Judiciary for implementing the new strategic plan, with a view to prioritized matters, public dissemination, and internal knowledge relate to the new strategic plan's contents and justice's improvements in the country. The expected outputs are:

- 1) Strengthened capacities, tools, skills, knowledge, lessons learned, and international best practices available for implementing the new Strategic Plan 2022-2026, in the context of the designing and implementing process of the rest of public policies. This under the guidance of the priorities and orientations listed in output 2.
- 2) The people-centered approach to justice was established as the main driver of the new strategic plan, emphasizing the protection of women's human rights, intersectionality and gender orientations, access to justice and innovation.

The planned interventions of the project are:

- 1) High-level technical support for applying "people-centered" approaches in the rule of law, security, justice, and human rights spheres, in partnership with the Supreme Court and civil society. The strategic guide will be based on the Judiciary's new institutional plan, with a view to combating the inheritance of inequalities, inequities, and systemic racism against Original People and Afro-Hondurans. This includes strengthening the Quality Management Unit (UGECA).
- 2) Advancing digitalization and use of new technologies in the Judicial Sector, including access to services, transparency, data collection, and evidence-based-decision process (reports, statistics, etcetera).
- 3) High-level technical support for advancing intersectional gender-based approach, human rights-based approach, and innovation.
- 4) Supporting new Strategic Plan implementation, dissemination, and related communication.
- 5) Contribute to the design and implementation of a Gender Policy of the Judiciary, which establishes the principles, components, and lines of action necessary to achieve access to justice for sectors in vulnerability and social exclusion. Intersectionality is a key factor to consider.

The direct beneficiaries of this project will be the citizens of Honduras, and justice sector institutions (including the Supreme Court, the Judiciary Branch, the National Commission for Justice, the Judicial Training Center, among others), and civil society organizations, and NGOs working on human rights and access to justice issues.

Resources Required to Achieve the Expected Results

The project will require the advice of a specialist in the rule of law, justice, and human rights, as well as specialists in specific topics and a person who acts as technical and administrative assistant. Some specialized topics are:

- People-centered approach.
- Gender, Intersectionality, and Human Rights approaches.
- Open justice, and transparency.

The Country Office will provide programmatic and operational support (procurement, technology, finance, human resources) according to the needs of the project, as well as quality control, monitoring, and follow-up during implementation. The related costs will be included in the project budget.

In addition, opportunities will be identified for collaborative actions with other UN Agencies and national instances, both governmental and civil society. It is important to highlight the potential to deepen the alliance with the Judiciary during the transition to the new strategic plan, and the real possibility of expanding various interventions. These resources are important to consolidate the existing relationship, and to continuously add value from UNDP (knowledge, global networks, horizontal cooperation, successful experiences, among others).

The Country Office in Honduras will continue to manage the mobilization of funds for activities pending financing.

Partnership

This project was designed in close coordination with the Supreme Court Planning and Budget General Director, with the area of innovation and technologies of the Judiciary, in consultation with some civil society organizations, and stakeholders.

UNDP is already working with the Supreme Court, as stated. This project will scale up the ongoing initiatives, with the goal of boosting coordination on justice matters, with a view to people-centered justice and inclusion. The Supreme Court has decided to add resources for joint projects with UNDP, under the same priorities. UNDP partnerships with the international community and donors working on justice issues are progressing, and this start-up plan can be the lynchpin for scaling up various initiatives.

Risks and Assumptions

<i>Risk</i>	<i>Mitigation</i>
Weak implementation of the new Strategic Plan.	Close and constant coordination with national counterparts. Supporting dissemination, social audit, and communication of the new SP. Common agenda with donors, the international community, civil society, among others. Flexibility and adaptability of the project, according to the changing situation.
Insufficient continuity of counterpart functionaries.	Supporting dissemination, social audit, and communication of the new SP. Common agenda with donors, the international community, civil society, among others. Flexibility and adaptability of the project, according to the changing situation.
Political instability in the country.	Coordination within the UNDP portfolio for initiatives sustainability. Common agenda with donors, the international community, civil society, among others.
Lack of political support or strategic vision.	Common agenda with donors, the international community, civil society, among other stakeholders.
Public policies, plans, and projects without budget.	Fundraising for implementing public policies, plans, and projects related to this one. Holistic advocacy strategy.

Stakeholder Engagement

There have been challenges in engaging various stakeholders as part of a greater or more comprehensive effort related to justice in Honduras. The unexpected closing of MACCIH and problems with international-backed projects reduced the coordination and interaction among donors, civil society, and national institutions (including the Supreme Court and the Judiciary). This project, as it looks from a comprehensive view, provides a great opportunity to engage stakeholders on both the public policy and institutional level as well as working to engage civil society groups in project implementation and how best to be impactful on the ground. This combination of looking at policy frameworks and building technical and human capacity allows this project to be innovative in its approach and impactful in its result.

That said, the key stakeholders are:

- 1) Civil society organizations.
- 2) International community and donors working on justice related matters.
- 3) National Judicial System.
- 4) Other national institutions.

South-South and Triangular Cooperation (SSC/TrC)

The project will use south-south and triangular cooperation (SS/TrC), as a key intervention component. For example, UNDP in Honduras is working with the RBLAC, with Dominican Republic CO, the resources from the UNDP's Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development, the *Red Internacional de Justicia Abierta* (International Network for Open Justice), among other examples.

Sustainability and Scaling Up

UNDP in Honduras is already scaling up prior initiatives with the Judiciary. In fact, this project will amplify the coordination with the national judicial system, with the goal of continuing and fostering the current coordination and alliance.

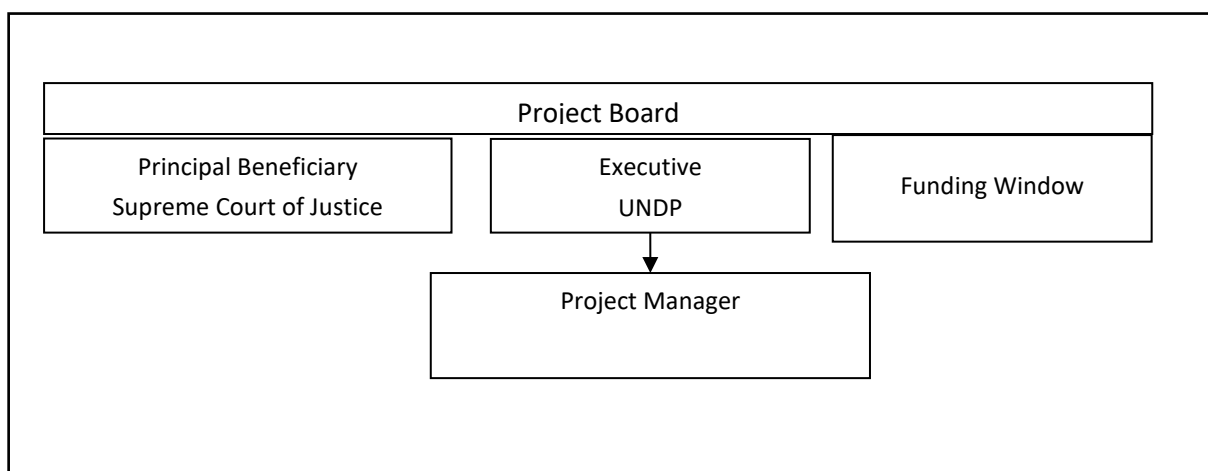
As most of the activities planned in this project have been initiated and implemented in previous UNDP activities, the focus will be on scaling up and deepening interventions rather than piloting new activities.

The project will feature a set of knowledge products ranging from policy papers, technical guidelines, advocacy materials, and multimedia content. Knowledge collection and sharing are built into the design of all activities and are overseen by specialists at the Regional Hub. All knowledge and communications products will meet the Bureau's quality assurance guidelines.

Management and Governance Arrangements

The project will be executed by UNDP in Honduras Country Office (DIM), under the overall coordination with national counterparts.

In accordance with UNDP regulations, a Project Board must be installed in each project as the highest instance responsible for making managerial decisions and directing the Project Manager or Coordinator when they require guidance, including the approval of budget revisions. Project assurance reviews conducted by this group are conducted according to designated decision points during the development of the project, as necessary, when deemed by the Project Manager or Coordinator.



UNDP will work directly with the Supreme Court, the President of the Judicial Branch, the Planning and Budgeting Direction of both the Judiciary and the General Prosecutor Office. At the same time, alliances and dialogue with civil society organizations will be deepened.

The project manager will be the Rule of Law, Citizen Security, and Human Rights Specialist, as a part of the Governance Area of the Country Office, in coordination with the Regional Focal Point for Rule of Law and related matters.

Monitoring and Programme and Project Management Accountability

In ensuring strong implementation, project will mainstream planning, monitoring, and evaluation activities throughout the project work plan in coordination with stakeholders. This will ensure that project structure, activities and work plan will be review regularly to assure that planned results are achieved.

It also allows for:

- Generation and sharing of new knowledge throughout the implementation,
- Building capacity of stakeholders participating in the monitoring and evaluating process,
- Providing support to management,
- Ensuring accountability throughout the process,
- Motivating stakeholders through fostering engagement and support to project activities.

Trimestral monitoring meetings will be held with the National counterparts. A Final Review Report will be presented at the end of the implementing time framework.

Audit

Audit will be subject exclusively to audit procedures in accordance with UNDP financial regulations, standards, policies and procedures.

I. WORK PLAN⁶⁷

Period: December 2021-November 2022.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Strengthened capacities, tools, skills, knowledge, lessons learned, and international best practices available for implementing the new Strategic Plan 2022-2026. GBA prioritized.	1. Improved digitalization of the Justice System. - Advancing digitalization and use of new technologies in the Judicial Sector, including access to services, transparency, data collection, UGECA, and evidence-based-decision process (reports, statistics, etcetera). This includes data collection by sex and other identified variables (age, territory, ethnic-racial, among others). Participation of civil society and Women's Organizations in the preparation of analyses related to violence against women and girls.		X	X	X	PNUD	71200	100,000.00	
							71300		
							75700		
							71400		
	<i>Baseline: UGECA insufficiently functioning and advancing.</i> <i>Indicators: 1) Number of innovation or digitization actions carried out. 2) Number of officials (disaggregated by sex) who use digital tools. 3) Number of reports produced with gender and intersectional approaches, and information for improving decision-making process guided by GBA.</i> <i>Targets: 3 innovation or digitization actions carried out.</i> <i>Related CP outcome: 1.1</i> <i>Gender marker: GEN 2</i>	2. People, stakeholders, national institutions, international community, and key actors know the new SP. - SP diffusion (200 printed materials, 2 events, 50 communication materials, etc.).	X	X			PNUD	74200	10,000.00
	75705								

⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

<p>Output 2: The people-centered approach to justice was established as the main driver of the new strategic plan, emphasizing the protection of women's human rights, intersectionality and gender orientations, access to justice and innovation.</p> <p><i>Baseline: Absence of people-centered rules, actions, and decisions in the Judiciary.</i></p> <p><i>Indicators: Number of PC rules, actions, and decisions carried-out.</i></p> <p><i>Targets: 5 innovation or digitization actions carried out.</i></p> <p><i>Related CP outcome: 1.1</i></p> <p><i>Gender marker: GEN 2</i></p>	1. Strengthened capacities in the Judiciary for managing strategic matters (UGECA), with a focus on HRBA. -Activity action: High-level technical support for applying "people-centered" approaches in the rule of law, security, justice, and human rights spheres. Development of capacities and activities for the transformation of the organizational culture seeking the reduction / elimination of barriers against the incorporation of gender mainstreaming.		X	X	X		PNUD	71200	120,000.00
								71300	
								71600	
								75700	
								71400	
	2. Strengthened capacities in the Judiciary for managing GBA. - High-level technical support for advancing gender-based approach (planning, budgeting, monitoring, evaluation, etc.).		X	X	X		PNUD	71200	15,892.52
	3. Technical support for the design of the Supreme Court gender equality public policy.								
	3. Strengthened capacities in the Judiciary for managing strategic matters. - High-level technical support for advancing human rights-based approach, and innovation.		X	X	X		PNUD	71200	17,000.00
DPC									31,500.00
Sub total									294,392.52
General Management Support (7% for FWs) (use GMS calculator)								GMS	20,607.48
TOTAL									315,000

Annex I: Theory of change.

Assumptions

The achievement of the results identified in this project is based on the following assumptions:

- The Supreme Court approved a Strategic Plan based on people-centered approach, open justice, gender, intersectionality, human rights, innovation, equality, and access to justice.
- The Strategic Plan guides the budget, territorial presence, and high-level decisions in the Judiciary.
- There is a context (institutional and others) that allows UNDP to intervene on strengthening the rule of law in Honduras.
- There is a commitment and will from different actors to participate in dialogue and participatory processes, related to justice matters.
- The Supreme Court continues efforts towards the modernization of the public administration through a digital agenda.
- UNDP Country Office maintains or increases its technical and human capacities for the project implementation.
- UNDP's comparative advantages are maintained throughout the period 2022-26.

Risks

The following risks have been identified as having the potential to significantly affect the theory of change, therefore, some mitigating strategies have been developed:

- Prevailing high levels of violence, corruption, impunity, and mistrust towards institutions, could flare up causing, social and political instability, hampering in turn the development efforts towards the achievement of the project. To mitigate these risks UNDP will promote and support HDR recommendations, strengthen the judiciary system and promote the prevention of violence and conflict.
- Limited absorption capacity of the public administration could undermine the implementation of the project. Mitigating measures include strengthening the mid- and long-term judicial capacities at national and local levels, including digital transformation, and continuous monitoring of implementation to develop eventual contingency options.

Partners

UNDP will work with a wide range of partners to implement the present theory of change. At the institutional level, the main counterpart will be the justice operators (Supreme Court, and Public Prosecutor Office). Without their political will and collaboration, no major results could be achieved. It will be key to engage with civil society organizations to ensure their active participation, particularly in terms of transparency and social accountability. UNDP will get involved with organizations, such as CNA, ASJ, who have the capacity to reach wide segments of society to promote a values-based culture in areas such as corruption, in line with UNDP objectives. Moreover, engagement with the private sector, through its representative associations (e.g., COHEP, CCIT, CCIC) should help build a sustainable strategy for judicial reforms. Individuals involved through the Human Development report process could play a major role of advocacy towards the needed judicial reforms in the country. Donors such as USAID, Canada or the EU could provide the needed financial resources to accomplish the intended results. However, it should be considered that the key factors for success are more related to political will and an enabling environment, than the availability of financial resources. Other UN agencies such as OHCHR and UNODC will complement UNDP's action in this area. The RBLAC support is crucial.