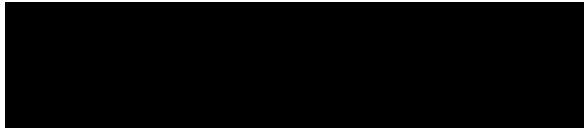




USAID | **MEXICO**
FROM THE AMERICAN PEOPLE

**PROGRAMA PARA
EL FORTALECIMIENTO DE
INSTITUCIONES DE JUSTICIA PENAL
ESTATAL EN MÉXICO
(CONJUSTICIA)
QUARTERLY PROGRESS REPORT
FY 2021, QUARTER 2**

Contract number: 72523020C00001
Activity Start and End date: July 24, 2020 – July 23, 2025
Total Cost: ██████████
COR: Alejandro Juárez Muñoz
Submitted by: Leonardo Escobar, Chief of Party
DAI



Date: April 30, 2021
Reporting period: January 1 – March 31, 2021

DISCLAIMER: This document was produced for review by the United States Agency for International Development. It was prepared by DAI for the Improving Effectiveness of State-Level Justice Institutions Activity, contract number 72523020C00001.

ACRONYMS

CANACO	<i>Cámaras Nacionales de Comercio, Servicios y Turismo</i> (National Chambers of Commerce, Services, and Tourism)
CANAGRAF	<i>Cámara Nacional de la Industria de Artes Gráficas</i> (National Chamber of the Graphic Arts Industry)
CLA	Collaborating, Learning, and Adapting



COSMOS	<i>Comisión para la Evaluación del Sistema de Justicia Penal Acusatorio del Estado de Querétaro</i> (Queretaro State Commission for the Evaluation of the Accusatory Criminal Justice System)
CPP	Criminal Prosecution Policy (<i>política de persecución penal</i>)
AGO	Attorney General's Office (<i>Fiscalía General del Estado</i>)
FY	Fiscal Year
GESI	Gender Equality and Social Inclusion
GIAN	<i>Grupo Interinstitucional de Alto Nivel</i> (High-Level Interinstitutional Group)
IMM	Institutional Maturity Model
MEL	Monitoring, Evaluation and learning
PEA	Political Economy Analysis
USAID	United States Agency for International Development

CONTENTS

ACRONYMS	1
1. EXECUTIVE SUMMARY	3
2. CONTEXT ANALYSIS	4
IMPACT OF THE COVID-19 PANDEMIC	4
UPCOMING ELECTIONS	4
3. MONITORING	4
4. ACCOMPLISHMENTS AND OVERALL STATUS	5
HIGH-LEVEL AND BROAD-BASED SUPPORT IN THREE TARGET STATES	5
PHASED IMPLEMENTATION IN TARGET AND RESOURCE STATES	6
INTERNATIONAL EXPERTS SET THE AGENDA FOR STRATEGIC PROSECUTION	7
PILOT OF THE INSTITUTIONAL MATURITY MODEL (IMM)	8
5. LESSONS LEARNED	8
6. MAJOR ACTIVITIES OR CORRECTIVE ACTIONS	9
7. UPDATES ON EVALUATION AND LEARNING PLANS OR ACTIVITIES	10
8. ENVIRONMENTAL COMPLIANCE	11
9. FINANCIAL PROJECTIONS REPORT	11
10. PARTICIPANT TRAINING	12
11. PARTNERSHIPS REPORT	12
12. ANNEXES	12
ANNEX I: APPLIED POLITICAL ECONOMY ANALYSIS INTERVIEW QUESTIONS	13
ANNEX II: ORGANIZATIONAL CHART	15

I. EXECUTIVE SUMMARY

Activity name	Programa para el Fortalecimiento de Instituciones de Justicia Penal Estatal (ConJusticia)
Activity start and end date	July 24, 2020 – July 23, 2025
Activity Purpose	The purpose of the ConJusticia activity is to improve the effectiveness and accountability of state-level criminal justice institutions, increase citizen confidence and reduce impunity in targeted Mexican states.
Activity Description	<p>The activity seeks to strengthen institutional functions and build the capacity of prosecutors, judges, and other state-level actors in order to improve prosecution of high-priority crimes, reduce impunity and increase accountability, while improving citizen confidence in the justice sector’s ability to fight crime and protect the most vulnerable. In close coordination with consortium subcontractors Fortis Consultoría, Rapid Results Institute, and Metropolitan Group, the activity works towards three objectives: 1) individual state justice institutions are stronger and more effective, particularly in prosecuting high-priority cases; 2) coordination and collaboration is improved between institutions and local actors across criminal justice systems; and 3) sustainable partnerships with diverse actors (including civil society, academia, the media, private sector and citizen-led initiatives) are built that contribute to co-responsibility in solving high-priority crimes and to improving citizens’ confidence in the justice sector.</p> <p>This progress report covers the period from January 1 to March 31, 2021, during which the activity formally and publicly launched activities and policy dialogue in three of its eight target states: Sonora, Nayarit, Coahuila. ConJusticia achieved high-level and broad-based support for these activities, evidenced by the participation of the Governors of both Sonora and Nayarit in public launch events alongside diverse stakeholders from not only the local justice sector, but also civil society, academia, and the private sector. The activity also helped set the agenda for strategic criminal prosecution nationwide, successfully positioning the program to play an impactful role in the construction of a consensus on this priority topic through a successful online webinar that reached over 300 participants, including nine Attorneys General from across Mexico. This report also covers progress on remaining foundational activities, including the implementation of the Monitoring, Evaluation and Learning Plan and the Gender Equality and Social Inclusion Strategy, the development of the Institutional Maturity Model, and the start of an applied Political Economy Analysis, which will serve as a key tool for risk monitoring in all target states.</p>
Geographic Areas	In the previous quarter, the program conducted an extensive process to select eight target states, which were formally confirmed by USAID in January. ConJusticia’s target states include Chihuahua, Coahuila, Hidalgo, Nayarit, Nuevo León, San Luis Potosí, Sonora, and Zacatecas. The activity began activity implementation this quarter in three states (Sonora, Coahuila, and Nayarit) as part of a phased implementation approach for year 1 activities. ConJusticia also collaborates with two resource states, Guanajuato and Queretaro, whose best practices will inform the activities designed with peer institutions in target states.

2. CONTEXT ANALYSIS

IMPACT OF THE COVID-19 PANDEMIC

ConJusticia continues to work in the complex circumstances of the ongoing COVID-19 pandemic. While the project itself continued to successfully operate working virtually throughout the quarter, there exists diverse operational realities on the part of justice sector counterparts. Some institutions are already returning to full-capacity, in-person operations as Mexican state governments declare progress in the federal stoplight system, lifting stay at home orders in some areas and resuming some transportation and business operations. Coahuila, Nuevo Leon, and Nayarit are now considered low risk according to Mexico's ranking system, meaning that all restrictions have been lifted and justice institutions are returning to pre-pandemic levels of operation. Except for Chihuahua (considered high risk), the rest of ConJusticia's target states are medium risk and all labor activities are now permitted.

Large backlogs in caseloads still present an urgent challenge for local justice systems whose normal operations were heavily modified and limited due to the pandemic. Coahuila and Nuevo Leon stand out as two target states whose pre-existing use of digital technology for justice provision prepared them exceptionally well to respond to operational constraints and quickly roll out virtual hearings once the pandemic began. The project anticipates that challenges related to COVID-19 and its repercussions in terms of institutional efficiency will continue throughout 2021. In response, ConJusticia is developing tailored technical assistance for each target institution focused on improved case distribution, prioritization, and management. The program will also implement methodologies such as task forces and 100-Day Challenges to combat specific criminal phenomena and re-engineer inefficient processes within local justice systems.

UPCOMING ELECTIONS

This quarter, ConJusticia launched an applied Political Economy Analysis (PEA) with international and local expert consultants to analyze the factors that constrain and incentivize target states to effectively prosecute and resolve high-priority crimes, including the limitations and opportunities presented by 2021's election cycles. The upcoming gubernatorial elections on June 6, 2021 will include Chihuahua, Nayarit, Nuevo Leon, San Luis Potosi, Sonora, and Zacatecas. The program has observed reticence on the part of some justice leaders to support or participate in new initiatives as they are awaiting the outcomes of contentious state elections that may result in turnover of political appointees in states such as Nayarit, Nuevo Leon and San Luis Potosi. However, in Coahuila and Zacatecas, there is less risk of party turnover. Initial findings indicate that in most target states, political will to reduce impunity and advance strategic prosecution initiatives supported by ConJusticia will continue. However, the program also expects to see a reduction in the availability of key leaders during the pre- and post-election period, which may extend through the administrative transition period until September or October 2021.

3. MONITORING

Performance monitoring. The activity's Monitoring, Evaluation, and Learning (MEL) Plan is in progress following valuable feedback and changes requested by USAID to streamline custom performance indicators. Final approval is expected in the coming quarter, at which point the baseline assessment for initial values will be measured. In coordination with the Data Analysis Specialist, monitoring efforts this quarter focused on establishing contact, communication and working relationships with statistics and/or monitoring and evaluation departments within target justice institutions in Sonora, Coahuila, and Nayarit. These efforts will result in an improved understanding of what data they currently manage and how they collect, register, and use the data, so that the program can customize future requests for data and

information to their existing systems to extent possible, and also identify technical assistance needs related to data quality and management. This will support the program's own MEL efforts as well as contribute to a lasting impact on improved data tracking systems within counterpart institutions. Finally, progress was made on the design of the baseline survey instrument to gauge confidence in the justice system and the experience and satisfaction of users in collaboration with consortium partners.

Risk Monitoring. The applied Political Economy Analysis (PEA) is a foundational activity that will inform the strategic approach of the program with local leaders and relevant stakeholders, with a focus on including the perspective of non-traditional justice actors from civil society, the private sector, and academia. The purpose of the applied PEA is to provide ConJusticia with an opportunity to systematically revisit the political economy factors that are likely to influence the ability of the project to achieve its intended results. This Year 1 PEA will serve as a baseline analysis and as a reference point for ongoing contextual analysis to monitor how state level justice systems react to changing local and national dynamics. Gender equality and social inclusion-oriented questions have also been integrated into the activity's PEA process, which will inform the mainstreaming of the approach moving forward.

Under the leadership of an international expert, ConJusticia launched the applied PEA this quarter in each of the project's target states. ConJusticia will utilize findings from the baseline PEA to guide decisions on focal areas, and to tailor interventions and advocacy approaches to dynamic circumstances. This problem level baseline PEA will identify likely political barriers and opportunities in eight states, and common denominator and patterns that will inform ConJusticia's interventions in each target state. At the close of the quarter, an Inception Report was submitted to USAID that outlined the purpose, focus, methodology, process, key research questions, lists of documents to be reviewed, and persons to be interviewed over the course of the applied PEA, which will be implemented in full across all eight target states in the next quarter. The list of final interview questions is provided in Annex I.

4. ACCOMPLISHMENTS AND OVERALL STATUS

HIGH-LEVEL AND BROAD-BASED SUPPORT FOR CONJUSTICIA'S PUBLIC LAUNCH IN THREE TARGET STATES

This quarter, ConJusticia fomented political will for future collaboration on criminal prosecution prioritization frameworks and other objectives to launch this year through a series of working sessions and highly successful public launch events three target states: Sonora, Coahuila, and Nayarit. ConJusticia first conducted a series of introductory sessions in February with leaders of the target *Fiscalías Generales de los Estados*, or State Attorneys General Offices (AGO) and *Tribunales Superiores de Justicia*, or State Courts to introduce the project, confirm the program's commitment to provide technical assistance, and establish points of contact and coordination. The program conducted similar introductory sessions with local representatives of the private sector, civil society, and academia of each state to invite their participation in planned cross-sector initiatives. Notably, the program gained high-profile support and participation at the public launch events by [REDACTED]

ConJusticia capitalized on the opportunity to support Sonora's CPP implementation at the first virtual public launch event on March 3, 2021, building on momentum established under previous USAID support and leveraging the vocal support of both [REDACTED]

[REDACTED] has been an ally of USAID-supported efforts in the state since its transition to the accusatory criminal justice system in 2016 and was key to convening a diverse group of local leaders and stakeholders at the event. As one of the last Mexican states to transition to the

new system, [REDACTED] has come forward as a leader in criminal justice reform, now ranking as one of the most consolidated states and also the first state in Mexico to develop a *política de persecución penal*, or criminal prosecution policy (CPP) to guide strategic prioritization. Initial activities for [REDACTED] this quarter resulted in the design of an ambitious 100-Day Challenge to reduce impunity in high-volume cases and the formation of a high-level interinstitutional group of leaders to foment systemic, lasting change, known in Spanish as the [REDACTED]. Both initiatives will begin full implementation next quarter.

In Coahuila, ConJusticia held its second virtual launch event on March 18 which drew the active participation of representatives from academia and civil society groups. The participation of these non-state organizations highlights the impressive openness of participating public institutions to include them in setting the agenda for criminal justice reform in the state. ConJusticia's team outlined plans to design tailored technical assistance for the AGO and State Court that will contribute to strategic prosecution and the design of a CPP. The event served to gain justice institutions' buy-in for planned activities and identified shared objectives that will underpin Coahuila's own GIAN to ensure systemic collaboration and sustainability.

ConJusticia conducted the third launch and final virtual event of the quarter on March 25 with local leaders and stakeholders in Nayarit. It included the vocal support and participation of State Governor Antonio Echevarría García, as well as a representative of the State Congress. Representatives of prominent business chambers at the state and national level such as [REDACTED] as well as from the local hotel and tourism industry were also in attendance alongside civil society organizations and academia. Through this event, the program established support for an upcoming 100-Day Challenge and a task force initiative that will lay the groundwork for a future prosecution prioritization framework, and eventually a CPP.

PHASED IMPLEMENTATION ACROSS TARGET AND RESOURCE STATES

ConJusticia's work plan for year 1 activities was originally designed to fully support eight target states with similar levels of support. However, as part of ConJusticia's adaptation to the operational constraints of the COVID-19 pandemic and in close consultation with USAID, the program designed a three-phase geographical implementation approach for year 1 activities. Under this approach, Sonora, Coahuila, and Nayarit constitute the first geographic phase, meaning that program efforts will roll out in these three priority states and will result in distinct interventions and results in these three local justice systems by the close of the first year, with interventions rolling out to the same extent in the remaining target states by year 2.

This quarter, the program conducted initial coordination meetings with key actors in 'phase two' states (Chihuahua, Nuevo Leon, and Zacatecas), while activities in 'phase three' states (Hidalgo and San Luis Potosi) will begin in the next quarter. Finally, ConJusticia established contact with two 'resource states,' Guanajuato and Queretaro, to establish the groundwork for future collaboration and identification of best practices and innovative experiences to be shared with the program's target states. Innovations include Queretaro's interconnected information technology system designed as part of the Commission for the Evaluation of the Accusatory Criminal Justice System, or COSMOS (*Comisión para la Evaluación del Sistema de Justicia Penal Acusatorio del Estado de Querétaro*), and Guanajuato's exemplary court management experience.



INTERNATIONAL EXPERTS SET THE AGENDA FOR STRATEGIC PROSECUTION

With nine AGs in attendance from across Mexico¹ as well as other high-level justice sector leaders, ConJusticia hosted its first webinar on March 24, 2021. The webinar highlighted current concepts of strategic prosecution and best practices from different countries in the design and implementation of public policies for criminal prosecution at the state and federal levels. This free, online event focused on the importance of prioritization in criminal prosecution from both a theoretical and practical view, while identifying important lessons and reflections for the future. The webinar also served as an important catalyst for ConJusticia's efforts towards the development of prioritization frameworks including prosecution policies in its target states and also positioned the program as a key player in setting the agenda for this priority topic in the Mexican context. It hosted over 300 attendees from Mexico, Guatemala, and Chile and featured a panel of five criminal justice experts from three Latin American countries² who participated in an engaging discussion of opportunities and obstacles in strategic prosecution. Initial feedback from participants in target states demonstrated that the topic raised in the webinar is invaluable for the administration of justice in Mexico and underscored the importance of

defining public policies in criminal justice that are not just politically popular, but also efficient and effective. Participants also identified as problematic the excessive criminalization of minor offenses and the negative impact it has on the effective utilization of limited resources for prosecution. Finally, attendees also recognized the importance of designing CPPs in a collaborative and inclusive way that respects human rights through the involvement of non-traditional stakeholders and perspectives.

PILOT OF THE INSTITUTIONAL MATURITY MODEL (IMM)

Important adjustments were made to ConJusticia's Institutional Maturity Model (IMM) following its pilot application in the AGOs and State Courts of Sonora and Nayarit this quarter. The pilot revealed overlaps and gaps in the methodology and tools designed to collect quantitative and qualitative information on institutional performance in five key components: 1) prioritization; 2) investigations; 3) court management efficiency; 4) data and analysis; and 5) transparency and accountability. Based on the lessons learned during the pilot, useful adjustments to the model will be incorporated and finalized prior to rollout across all target states in the next quarter as ConJusticia continues to refine the IMM tool through the collaboration of its various MEL, CLA, Communications and technical teams.

5. LESSONS LEARNED

ConJusticia is uniquely well-positioned to play an impactful role in the construction of a national consensus on strategic criminal prosecution. There currently exists no consensus in Mexico on what strategic prosecution of crimes means or how to do it. While there exist diverse examples of the implementation of policies at the federal and local levels across different countries, the concept of a prosecution policy or prioritization framework continues to be vague for many justice actors. ConJusticia is at the nexus of a number of pioneering Mexican justice institutions such as the AGOs of Sonora, Nuevo Leon, San Luis Potosí and Hidalgo who have already laid foundations for state-level CPP initiatives, and is capable of bringing diverse leaders and non-traditional actors together for discussion on the matter in a way that few other actors in current reform efforts can. Furthermore, the program has the technical expertise, resources, and broad-based support to legitimately move the needle forward to both define and operationalize critical innovative concepts of strategic prioritization within criminal prosecution. ConJusticia's support to state criminal justice sector institutions to generate criminal prosecution policies will include the mainstreaming of a gender equality and social inclusion perspective as a key component of protecting human rights within criminal justice.

Clarification on the definition and methodology of task forces is needed in the Mexican criminal justice context. Task forces can be highly effective, short-term interventions on the part of local justice systems to target pressing criminal phenomena that might otherwise go unchecked in the context of already overwhelming criminal caseloads, increasing impunity and undercutting citizen trust. An absence of clarity on the concept of task forces combined with a lack of prior experience in their establishment and implementation at the state level was an important area of opportunity detected this quarter through exploratory diagnostics and initial coordination with target counterparts. ConJusticia is now designing a methodology that clarifies what a task force is and is not, how it operates, and what types of cases or crime it can address. The methodology will emphasize that task forces are intended to be temporary interventions distinct from specialized units, and will lay out clear guidelines and criteria for how and when to close out operations of a task force once its objective is achieved. ConJusticia plans to fill the knowledge and information gap identified by utilizing CLA practices to systematize and curate the task force methodology for its different counterparts, emphasizing that it exists as one tool of many in the toolbox of AGOs to respond to constantly shifting criminal activity.

Expectations for ConJusticia support to promote efficiency in the justice sector must consider the diverse operational contexts of each local system in the face of unprecedented levels of case backlog. Case backlogs are a priority challenge in all target states, with some more extreme than others. Each local system had its own response to pandemic conditions and now faces distinct levels of ongoing risk and the corresponding limitations on institutional operations. This diverse landscape reaffirms the program’s focus on designing tailored approaches for each counterpart, but also means that expectations for improvements must take into account the significant setbacks to efficiency faced in 2020 due to the pandemic and the ongoing restrictions that have carried well into 2021. This complex context will require innovative approaches and the identification of lessons learned to best support the program’s counterparts to address the ongoing challenges.

At the operational level, the program is also adapting to limitations beyond its control. The ongoing pandemic is also impacting the implementation of the program’s activities as the conditions in the ground limit travel and face-to-face interactions with counterparts. This is relevant as many program counterpart institutions who have worked with USAID programs during pre-COVID-19 times, expect in-person participation and facilitation by program experts. In response, during this quarter, ConJusticia worked on the development of a comprehensive travel protocol that considers risk factors associated with the pandemic in each target state and provides guidelines to make decision based on existing health threats to the staff in each location. . More detail on the protocol is provided below under the Corrective Actions section.

There exist shifting dynamics that will continue to affect collaboration in some target states within the context of upcoming elections. ConJusticia observed reticence this quarter on the part of some public sector counterparts to plan and launch new initiatives in those states where elections are imminent, indicating that they may prefer to wait to see what election results and scenarios are in terms of state actors in order to make decisions accordingly. This issue is currently under deeper exploration via the program’s applied Political Economy Analysis described in the next section and will be a focus of ConJusticia’s implementation strategy in the upcoming quarters during which the real impact of state-level elections impact will fully unfold. Furthermore, ConJusticia will build sustainable partnerships with diverse local actors (civil society, universities, the media, and citizen-led initiatives) to provide continuity despite any political shift following the elections and to continue to follow up on the consolidation of the criminal justice reform.

6. MAJOR ACTIVITIES OR CORRECTIVE ACTIONS

Phased implementation in target states. ConJusticia’s work plan for Year 1 activities was originally designed to fully support eight target states with similar levels of support. However, per USAID’s guidance and instruction provided in January, the program will prioritize Sonora, Coahuila, and Nayarit. This will result in distinct interventions and results in these three states by the close of the first year, with interventions rolling out to the same extent in the remaining target states by year 2.

Travel protocol in progress. In response to increasing counterpart interest in facilitating in-person events as described above, ConJusticia began efforts to design a travel protocol this quarter to ensure that if and when program staff do travel, the necessary measures to mitigate the risks of COVID-19 will be ensured. The protocol outlines considerations for before, during, and after any visits to target states, and limits the number of travelers to only those that are deemed necessary to successfully implement an activity or event. Once finalized internally, ConJusticia will submit the travel protocol for USAID’s records.

Gender Equality and Social Inclusion (GESI) Strategy designed, and implementation begins. As a part of the GESI Strategy and related to the work plan, the program’s GESI team collaborated with

the technical team this quarter to mainstream gender equality and social inclusion into the content of a Criminal Prosecution Manual. This manual will serve as a didactic and actionable tool for justice sector actors to substantively integrate GESI perspective into the prioritization and resolution of high-priority crimes within target states. The program included into the manual inclusive language and guidance on how to integrate GESI into the entire process of creating a criminal prosecution plan from the design to the evaluation stage. In addition, ConJusticia developed the GESI Strategy through a participatory exercise, drawing upon the experience and the perspectives of each technical area. The program submitted its GESI Strategy this quarter to USAID for review and feedback, which will be integrated prior to resubmission next quarter. As an additional activity not included in the original work plan, the program is also preparing a proposal for public webinars on mainstreaming GESI approaches in justice provision that it will organize and facilitate during the next quarter. These webinars will help to position ConJusticia as an activity that intentionally mainstreams the GESI approach and will contribute to an exchange of knowledge, best practices, and lessons learned between different actors across sectors.

Ethics, Security, and Gender Equality and Social Inclusion (GESI) Committees established. Based on ConJusticia's Security Plan that was approved by USAID in December 2020, this quarter project leadership in coordination with DAI's Global security manager established a committee of staff members from each area of the program to monitor active security risks, mitigation strategies and procedures to guide the security context for activity operations. The committee was actively involved in developing the travel protocol this quarter. ConJusticia also installed an Ethics Committee that worked this quarter to draft a local protocol based on DAI's Ethics principles and protocol and in alignment with USAID's transparency and accountability protocols. Finally, ConJusticia installed a Gender Equality and Social Inclusion (GESI) Committee with representation from each of the program areas. The committee prioritized drafting a protocol to 'Prevent and Attend to Gender-based Violence and Discrimination in the Workplace,' which will be part of a broader GESI Protocol that incorporates topics of training and human resources, among others. The GESI Protocol will align with DAI's No Harassment Policy and USAID's related policies. These three committees will work together to foster and strengthen ConJusticia's institutional culture.

Staffing updates. This quarter, ConJusticia integrated 91% of its team, including all but two State Coordinators and the Sustainable Partnerships Leader, and continued to adjust its staffing to best meet the program's technical and administrative needs. The program's MEL and technical teams are now fully staffed, and a Senior Financial Manager was also integrated. See Annex II for an updated organizational chart.

7. UPDATES ON EVALUATION AND LEARNING PLANS OR ACTIVITIES

MEL Plan. The activity's Monitoring and Evaluation (MEL) Plan is currently under development following feedback and changes requested by USAID to streamline custom performance indicators. Final approval is expected in the coming quarter, at which point the baseline assessment for initial values will be measured.

CLA integration in Program Cycle. This quarter, ConJusticia produced a CLA Protocol for members of its Consortium that will guide the documentation and curation of lessons learned and best practices on a recurring basis, while also developing mechanisms aligned with the program's MEL efforts to design quarterly sessions with technical staff to identify challenges, opportunities, and lessons learned. ConJusticia is also in the process of finalizing its CLA Strategy for internal dissemination in the following quarter.

The following CLA practices and enabling conditions were mainstreamed into the design of ConJusticia's implementation with counterparts, as described below:

- **IMM:** pause and reflect, adaptive management, internal collaboration, technical evidence base, cultures of continuous learning and improvement, and openness
- **Task Forces:** institutional memory, decision-making, knowledge management, continuous learning and improvement, and internal collaboration
- **PEA:** theories of change, scenario planning, adaptive management, external and internal collaboration, and cultures of openness
- **GESI:** pause and reflect, theory of change, internal and external collaboration, institutional memory, continuous learning and improvement, and cultures of openness
- **Design of the Network of Innovation:** pause and reflect, adaptive management, theories of change, internal and external collaboration, relationships and networks, continuous learning and improvement, openness

As part of its organizational culture, ConJusticia’s team holds internal Learning Communities to exchange best practices, new models, and lessons learned in diverse topics. The program will continue to integrate lessons learned to consistently improve the implementation of the work plan by integrating CLA into the program cycle.

8. ENVIRONMENTAL COMPLIANCE

Per the technical approach, project activities will consist of training, capacity building, technical assistance, analysis studies, research, data collection, workshops, preparation of manuals, guidelines, studies, surveys, assessments, documentation and information transfer (creating awareness and organizational strengthening). This section is not applicable as the Activity does not have an Environmental Mitigation and Monitoring Plan (EMMP) for these types of activities.

9. FINANCIAL PROJECTIONS REPORT

The contract ceiling is [REDACTED] and the current obligated amount is [REDACTED]. The activity has expended [REDACTED] the obligation since inception through this reporting quarter (FY 2021 Q2). The activity projects to incur an additional [REDACTED] over the next two quarters, to arrive at an estimated [REDACTED] of the current obligation by the end of FY 2021.

Financial expenditure for the current quarter, and projections for subsequent quarters are outlined below.

10. PARTICIPANT TRAINING

There were no training events conducted during this period.

11. PARTNERSHIPS REPORT

There were no new partnerships with private or public institutions established during this period. However, the program made progress towards the launch of its grants program with the development of two calls for proposals underway. These calls for proposals are geared towards civil society organizations, with the goal of supporting a Mexican network for innovation in the justice sector as well as the Gender Equality and Social Inclusion (GESI) Strategy.

12. ANNEXES

Annex I: Applied Political Economy Analysis Interview Questions

Annex II: ConJusticia's Updated Organizational Chart

ANNEX I: APPLIED POLITICAL ECONOMY ANALYSIS

INTERVIEW QUESTIONS

Core Questions

1. ¿Cuáles son los principales **factores que limitan/incentivan** a los estados para **perseguir, investigar y sancionar los delitos prioritarios** que generan altos índices de impunidad?
2. ¿Qué factores influyen (mejoran o perjudican) la **confianza ciudadana** en el sector de **justicia**?
3. ¿Qué mecanismos ofrecen mayores posibilidades para que se comprometan los sistemas locales de justicia penal en **avanzar con las innovaciones** para mejorar su **eficiencia**?
4. ¿Qué mecanismos pueden **incrementar/mejorar la colaboración** dentro de la cadena de justicia?
5. ¿Qué mecanismos pueden **fomentar alianzas duraderas** en los sistemas de justicia penal locales?
6. ¿Qué iniciativas y mecanismos incentivan la **corresponsabilidad ciudadana** para promover reformas en materia de justicia?

Supporting Questions: Foundational Factors

7. ¿Cómo han **influido los agentes no estatales** en el sistema de justicia penal en el norte?
8. ¿Cómo ha **influido la corrupción** en el sistema de justicia penal?
9. ¿Cómo ha afectado los niveles de impunidad la **trayectoria del sistema de justicia penal** en cada estado?
10. ¿Cuál ha sido el **papel del gobierno federal** en los sistemas de justicia penal estatales?
11. ¿Cuál ha sido la **influencia de la cooperación internacional** en los sistemas de justicia penal estatales?

Supporting Questions: Rules of the Game

12. ¿Cómo afecta el **código penal local** en la persecución de los delitos?
13. ¿Cuáles son los factores que influyen a los actores clave para asumir la responsabilidad de **tomar decisiones estratégicas** en los casos de alta prioridad?
14. ¿Cómo influyen las **prioridades de la justicia federal** en las decisiones de persecución penal a nivel estatal?
15. ¿Cuáles son las reglas formales e informales que incentivan la **inclusión de género** (mujeres como tomadoras de decisiones) en el sistema de justicia penal en los ámbitos federal y estatal?
16. ¿Cuáles son las **reglas/lineamientos/prácticas** de instituciones y actores (p.ej. policías, trabajadores sociales, personal de salud, etc.) que influyen para que un **caso ingrese** al sistema de justicia penal?
17. ¿Cuáles son las reglas formales e informales para incentivar o desmotivar la **cooperación interinstitucional** en el sector justicia?
18. ¿Cuáles son las reglas formales e informales para **incentivar/desincentivar el compromiso institucional** para resolver casos?
19. ¿Cuáles son los incentivos/desincentivos para que **ciudadanos y ONG participen en las reformas** al sistema de justicia?
20. ¿Cuáles son los incentivos/desincentivos para que las **víctimas interactúen con el sistema** de justicia penal?

21. ¿Cuáles son los principales incentivos y desincentivos para que los actores en el sistema de justicia garanticen el **acceso igualitario a la justicia para mujeres y niñas** con perspectiva de género?

Supporting Questions: Here and Now

22. ¿Cómo **afecta la pandemia de COVID-19** la colaboración y las alianzas entre instituciones y actores?
23. ¿Cómo podría **impactar la política electoral** en las agendas de los actores e instituciones principales para mejorar la colaboración para reducir la impunidad?
24. ¿Hay **eventos recientes** que hayan influido en el sistema de justicia penal? En caso afirmativo, ¿qué pasó, cómo y por qué?
25. ¿Cómo el argumento de la “**puerta giratoria**” impacta la percepción ciudadana del sistema de justicia?
26. ¿Ha habido un **cambio reciente (e.g. designaciones, remociones)** en el sistema de justicia penal que haya resultado en una reducción de los niveles de impunidad?
27. ¿Qué **efecto**, si alguno, tiene la participación de las **fuerzas armadas** en la operación del sistema de justicia estatal?
28. ¿Qué **influencia** tiene el **crimen organizado** en el sistema de justicia penal?

Supporting Questions: Dynamics

29. ¿Quiénes son los **actores locales clave** que pueden afectar u obstaculizar los procesos de reforma? ¿Cuáles son sus agendas? ¿Qué incentivos se podría ofrecerles?
30. ¿Cuáles son los activos y pasivos en los que la actividad debería enfocarse para **facilitar procesos de reforma**?
31. ¿Qué retos y oportunidades tienen las policías, fiscalías y el poder judicial para **comunicarse de manera más efectiva** y mejorar la experiencia ciudadana con el proceso penal?
32. ¿Cuáles son los retos y oportunidades para promover la **cooperación entre autoridades** estatales y entre éstas y las federales para investigar y perseguir casos de alto perfil?
33. ¿Cuál es el **impacto de la autonomía de la fiscalía estatal** (en caso de que se haya establecido ya)? ¿Qué obstáculos existen para completar la transición a una fiscalía autónoma?
34. ¿Qué enfoques y estrategias se necesitan para mitigar los riesgos y aprovechar las oportunidades asociadas con la **elección de nuevas autoridades**?
35. ¿Cómo se **asigna el presupuesto estatal y federal** para atender las prioridades estatales de procuración de justicia?
36. ¿Qué **indicadores** existen para determinar si la persecución penal es estratégica?
37. ¿Cuáles son los principales actores, dentro y fuera del sistema de justicia penal, que tienen la capacidad y los recursos para **mejorar el acceso a la justicia de mujeres y niñas**?

ANNEX II: ORGANIZATIONAL CHART

