

# United Nations Development Programme

Country: Timor-Leste

## Project Document



**Project Title** Capacity Development for the Provedoria for Human Rights and Justice (PDHJ)

**UNDAF Outcome:** UNDAF Outcome 1: By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated

**Expected CP Outcome:** **CP Output 1.3**  
By 2011, improved institutional capacity of the Office of the Provedor (Ombudsman) to serve the public and promote public institutions' actions in line with human rights principles and standards

**Executing Entity:** UNDP

**Implementing Agencies:** UNDP, OHCHR, PDHJ

### Brief Description

The Provedoria for Human Rights and Justice (PDHJ) is the national human rights institution (NHRI) for Timor-Leste. The original UNDP/OHCHR human rights capacity building project (2007 – 2009) was tailored to build the capacity of PDHJ to carry out its human rights mandate during the nascent stages of the institution's development. At that time, most staff had little or no background in human rights and few of the relevant skills for their work. That project focussed on providing a basic grounding in human rights and training in skills for the monitoring, investigation and education activities at the core of PDHJ's human rights mandate. The current project (2010-2014) will work to build upon the existing human rights knowledge and skills with a focus on broadening human rights knowledge and developing analysis and application of that knowledge. Investigation, monitoring and education skills, having been developed during the first project will be consolidated and development of report writing, training material development and advocacy skills will be a focus of the present project. This project will also address a new area of support to PDHJ institutional structures and institutional management and knowledge management, in recognition of the impact that these institutional issues currently have on the ability of PDHJ to fulfil its human rights mandate.

Programme Period:	2010-2014	Total resources required	3,074,900
Key Result Area (Strategic Plan)	Build national institutional capacity for implementing human rights, gender equality, and anti-corruption standards appropriate in each context	Total allocated resources:	_____
Atlas Award ID:	_____	• Regular (TRAC)	USD 50,000
Start date:	Jan 2010	• Other:	
End Date:	Dec 2014	○ Donor	
PAC Meeting Date		○ Donor Government	
		Unfunded budget:	USD 3,024,900
		In-kind Contributions	_____

Agreed by

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## ACRONYMS AND ABBREVIATIONS

APF	Asia Pacific Forum of National Human Rights Institutions
AWP	Annual Work Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DMA	Monitoring and Advocacy Department
ICC	International Coordinating Committee of National Human Rights Institutions
Irish Aid	Government of Ireland's programme of assistance to developing countries
HRD	Human Rights Division
HRTJS	Human Rights and Transitional Justice Section of UNMIT
HURITALK	United Nations human rights knowledge management forum
JSP	Justice System Program
NGO	Non Governmental Organization
NHRIs	National Human Rights Institutions
NZAID	New Zealand's International Aid & Development Agency
OHCHR	Office of the High Commissioner for Human Rights
PDHJ	Provedoria for Human Rights and Justice
PED	Promotional and Education Department
PEM	Project Evaluation Mission
PMT	Project Management Team
PSC	Programme Steering Committee
RRF	Results and Resources Framework
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
UNMIT	United Nations Integrated Mission in Timor-Leste
UPR	Universal Periodic Review

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## **I. SITUATION ANALYSIS**

### **Human Rights Situation in Timor-Leste**

The security situation in Timor-Leste since the 2006 political crisis is greatly improved, but remains fragile. There are ongoing frictions between some of the country's leaders and impunity for crimes, particularly those committed during the 2006 crisis and during 1974 – 1999 remains an issue.

PNTL and FFDTL members are often responsible for arbitrary arrests and detentions, illegal detention beyond specified time limits, excessive use of force and ill-treatment while in custody. These issues are often inadequately dealt with due to poor accountability mechanisms for members of the police and military responsible for human rights violations, and limited access to justice for the population. The judicial system in Timor-Leste has improved its functioning, and has begun more regular operation in the districts outside of Dili, although a large number of cases remain pending in backlogs in the Prosecutor's office. There are concerns also of political interference in judicial decisions.

Police and the Courts have increasingly been recognising and dealing with cases of violence against women and children. The recently adopted (June 2009) Timor-Leste Criminal Code has redefined domestic violence as a public crime and it is expected that a Domestic Violence Law, which is currently in draft form will follow shortly. Gender Based Violence however remains a major concern in Timor-Leste. In addition women continue to be subject to wide spread discrimination in a range of areas. The State response to these issues is as yet inadequate.

Poverty in Timor-Leste remains widespread. In 2007 there were about 50% of the population living below the national poverty line, 50% of children under five years suffering from malnutrition, 63% of children enrolled in primary school and 60% of the population was able to access improved water sources. Child mortality is also high, as is maternal mortality.

The State has ratified all 7 core international human rights treaties<sup>1</sup> without reservation as well as the Rome Statute on the International criminal court. As provided by the constitution these treaties now form part of national law. The Government has also begun the process of reporting on these treaties with reports submitted already on the Convention on Elimination of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC). Further reports are due, with the reports on Economic Social and Cultural Rights (ESCR) and the Universal Periodic Review (UPR) both due shortly.

### **The Provedoria for Human Rights and Justice**

The Provedoria for Human Rights and Justice (PDHJ) was established in 2004 through the National Parliament's Law No. 7/2004. It is empowered to review complaints, conduct investigations and forward recommendations to prevent or redress illegality or injustice to the competent organs. Within this framework, the PDHJ has a three-fold mandate in the areas of human rights, good governance and anti-corruption. To implement its broad mandate, the PDHJ is made up of: a Good Governance Division, a Human Rights Division, and an Anti-Corruption Division. The mandate of the latter division is likely to come to an end sometime in 2010, following the approval of the Anti-Corruption Commission in 2009 and its likely operationalisation in 2010. This will most likely result in a significant re-structuring for the organisation, with staff from the anti-corruption division being absorbed into other areas of PDHJ's work and requiring the skills and training to take up work in their new mandate. PDHJ is a member of the International Coordinating Committee of NHRIs and currently enjoys "A status" within the ICC framework.

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<sup>1</sup> However, Timor-Leste has not accepted the competence of the Committee Against Torture to receive and consider individual communications under Article 22 of the Convention Against Torture and other Cruel, Inhuman and Degrading Treatment and Punishment.

## **UN Framework and Aims**

The United Nations Development Assistance Framework (UNDAF) lists as its aim that by 2013, there will be stronger democratic institutions and mechanisms for social cohesion will be consolidated. The UNDP Country Program meanwhile aims specifically to strengthen state institutions through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency (Country Program Outcome 1). Finally, the Country Programme Action Plan emphasizes the UNDP commitment in continuing its support to strengthening the oversight functions and capacities of the Ombudsman for Human Rights and Justice (the Provedor). Establishment and strengthening of NHRIs in line with the Paris Principles is currently one of the key priority areas for OHCHR. In Timor-Leste, OHCHR has identified the strengthening of the Provedoria as one of its priorities in its next country programme (2010 – 2011), and the continued mentoring of the Human Rights Division by staff of the UNMIT Human Rights and Transitional Justice Section (HRTJS) the Head of which represents OHCHR in Timor-Leste.

A properly functioning Provedoria is key to fulfilling these aims, as the PDHJ plays an important role in ensuring the accountability and transparency of state institutions. The PDHJ in itself also needs enhanced support both to carry out its mandate as a watchdog and to provide an important check on other arms of government with the main goals of strengthening democracy in Timor-Leste and ensuring that the fundamental human rights of its citizens are respected by government and by others acting in a public capacity. It is with these aims in mind that the current project is formulated, to build upon the success of the previous project in building the capacity of PDHJ.

## **II. STRATEGY**

### **Introduction**

The original human rights capacity building project for the Provedoria (2007 – 2009) focused on building the capacity of PDHJ to carry out its human rights mandate during the nascent stages of the institution's development. At the beginning of the first project, most staff had no background in human rights and few of the relevant skills required for their work. The first project provided a basic grounding in human rights and provided training for staff in the skills required to carry out monitoring, investigations and education activities at the core of PDHJ's human rights mandate.

### **Project Design**

In 2009, the above mentioned original Project underwent a mid-term Project Evaluation Mission which recommended that before engaging in further institutional development a capacity needs assessment of the PDHJ be carried out. The current project document aims to tackle the capacity gaps identified in that assessment (conducted August – November 2009) which hinder the full implementation of the PDHJ human rights mandate.

The project design also responds to the Provedor's request that UNDP/OHCHR support continues to strengthen PDHJ's human rights mandate<sup>2</sup>, the department of public assistance, the four new PDHJ regional offices and the development of PDHJ's legal capacity. The Project also provides support to PDHJ institutional planning and management which is seen as crucial to the effective fulfilment of the human rights mandate and future re-structuring of the PDHJ in light of the upcoming removal of its Anti-Corruption mandate.

As in the previous project, this project will also maintain a purely capacity development focus. The project will not undertake any line functions of PDHJ, but rather will continue to support Provedoria staff and management to develop their own capacity to undertake the work.

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<sup>2</sup> The PDHJ Good Governance and Anti-Corruption Directorates continue to be supported by other development partners. It should be noted that the mandate of the PDHJ Anti-Corruption Directorate will come to an end when the Anti-Corruption Commission is established.

## **Project Timeline**

The Project will be implemented from January 2010 for a period of five years. This time frame accounts for the intensive and long term process required to sustainably strengthen PDHJ's skills, capacity and knowledge towards fulfilling its human rights mandate. Furthermore, the project timeline intends to support a smooth transition between successive leaderships anticipating the likely change of Provedoria management at the end of the next Provedor's mandate early in 2014 (Year 5 of the project).

## **Specific Identified Gaps and Project Responses**

### **Project Output 1:**

- **PDHJ staff are knowledgeable about Human Rights concepts and understands how these concepts are applied in their work.**
- **PDHJ has a workforce skilled enough to implement the Institution's Human Rights mandate, including the ability to conduct legal analysis.**

### **Capacity Gap**

Most staff in the Human Rights Division now have a good basic understanding of human rights and have adequate skills to carry out their work in investigations, monitoring and education, with support. However a more in depth knowledge about specific thematic human rights issues and more focus on analysis and application of national and international human rights instruments is needed. Existing skills in monitoring, investigation and education, having been developed during the first project require consolidation. The capacity needs assessment identified that advocacy, report writing, human rights research and training material production are all in need of further support and development. In addition, PDHJ has identified the need to increase its' capacity to conduct human rights analysis of state body policies to be able to broaden its impact beyond that of addressing individual cases.

Currently, the PDHJ has limited capacity to undertake legal analysis and research in its work due to human resource constraints and the presence of only a few staff with a legal background. It has been difficult for the institution to find and recruit national lawyers with the necessary skills and experience to be able to undertake complex human rights analysis.

### **Project Response**

The project will focus on the deepening and broadening of PDHJ's human rights knowledge. This output will be achieved through a capacity development strategy consisting of the provision of specific trainings, including advanced trainings in priority areas identified by PDHJ to deepen knowledge, policy advice through mentoring, study tours, internships with other NHRIs and formal study for selected key staff. Following each training session, trainers will be entrusted with ensuring that the learned skills and knowledge can also be applied in practice through training follow up. Discussion sessions will again be used as a means of examining human rights issues and application of human rights knowledge in the Timor context. Mentors will again be engaged to strengthen skills through on the job training specifically focused on analysis and report writing (including reports to international human rights system) and application of national and international human rights standards. Mentors will undertake daily support for the implementation of the complaints and monitoring operation manuals and systematic implementation of their templates and reporting structures. Mentor's interventions will be focussed and targeted to PDHJ's particular needs through regular capacity assessments and work review reports to be carried out by mentors. Mentors will be responsible for holding one workshop per quarter on specific skills identified as being in need of development, with targeted follow up by the mentor after the workshop. The investigation mentor will also support the department of public assistance (DPA). Human rights publications including relevant laws annotated from a human rights perspective will be developed and published in Tetun, to facilitate human rights learning by PDHJ.

A focus theme based on the international conventions ratified by Timor-Leste will be selected in consultation with PDHJ for each year of the project. Potential focus themes already identified through the Project Evaluation Mission and the Capacity Needs Assessment include women's rights, children's rights, rights of persons with disabilities, minority rights land rights, environmental rights and economic social and cultural rights. Trainings, discussion sessions and other activities will, where possible, refer back to the focus theme with the aim of deepening PDHJ's knowledge, understanding and ability to apply and analyse human rights in the focus area. Evaluations, will be conducted at the start and end of the year to ascertain PDHJ's depth and development of knowledge in the focus area. The focus theme and specific trainings, as well as specific project activities for each year of the project will be developed based on PDHJ input and be integrated with the PDHJ strategic planning process.

The project will support the recruitment and intensive training of legal officers to be able to undertake complex legal tasks, as per PDHJ's mandate, during the first two years of the project. During the first two years, the legal officers' salaries will be funded by the project, with the PDHJ taking over payment of salaries in Year 3. To cater to the legal skills capacity development needs of PDHJ's staff, the project will also partner with the UNDP Justice System Programme (JSP) for the development of an intensive human rights training curricula.

Support to local NGOs and PDHJ's NGO networks will be built into the Project implementation. Training initiatives and the Project mentors will involve NGO members and PDHJ NGO networks. Development of PDHJ advocacy skills and initiatives will be supported particularly in relation to PDHJ working with other NGOs on human rights advocacy with government and internationally.

### **Project Output 2:**

- **PDHJ has effective and efficient institutional structures and management systems**

### **Capacity Gap**

The capacity assessment revealed that greater institutional cohesion is required for PDHJ to fulfil its human rights mandate to the fullest potential. Evaluation of the previous project and the capacity assessment has pointed to the fact that the human rights mandate of PDHJ is fundamentally affected by a number of institutional issues. In particular limited strategic planning and management has meant that interventions across the institution are not currently targeted toward an overall goal. The institution has demonstrated its ability to cohesively and effectively react to particular human rights issues such as during the crisis of 2006 and during the 2008 State of Siege. However such cohesion needs strengthening in the regular work of PDHJ. There is a perception that the Institution is not strong on Advocacy and in particular that PDHJ could do more to follow up on recommendations made after investigations. The PDHJ has recently established four regional offices, which are also in need of strategic planning and management support and development. The lack of a PDHJ organic law is hampering the ability of PDHJ to increase its permanent staffing to the desired level which presents a significant barrier to the operation of the Human Rights Division. Strategic planning and follow up will be particularly important for PDHJ given the nascent stage of the regional offices and the potential restructure in 2010 as a result of the anti-corruption mandate ending. The human rights mandate is also affected by institutional limitations in external communications and public relations and the currently limited visibility of PDHJ outside of Dili. Although regional offices have recently been established increase PDHJ presence in the Districts, these offices are currently under staffed and under resourced and as a result have a limited ability to access remote communities. PDHJ currently enjoys "A" status as an NHRI, but ongoing support is needed to ensure that PDHJ continues to comply with requirements of the NHRI framework. ("the Paris Principles")

### **Project Response**

This project will extend beyond the previous one by including a new focus on institutional structures and management. Support will initially focus on strategic planning and review and support to integrate the strategic plan into PDHJ's regular annual and budget planning. PDHJ will be supported to produce a draft organic law which together with the strategic plan will include an

ideal staffing structure for the institution. It is also hoped that the strategic planning process will define more clearly PDHJ's strategy and policies in relation to advocacy and general communications. Management and leadership trainings will be delivered for key management staff including the new regional office heads. Support will be provided to identify PDHJ institutional policies and procedures and to develop monitoring and evaluation frameworks to guide PDHJ's work and its reporting. Further support will be provided to develop PDHJ's communications and public relations.

### **Project Output 3:**

- **PDHJ has effective information and knowledge management systems**

#### **Capacity Gap**

The capacity assessment found that information management across the institution and within individual divisions is weak and that institutional memory is currently negatively affected by a limited ability to systematically retain data. Management of complaints and investigations is hampered by an inability to systematically share information across departments. Data is difficult to track for reporting purposes. Departments have individual case management spreadsheets, but these are not linked with each other and there is no comprehensive case management system. File management within departments has benefited from mentor support and further support is needed to ensure compliance with file management principles and procedures already established in PDHJ's operations and monitoring manuals. Precedents, forms, training materials, reports and other information is not organised systematically and is often accessible only by the department or individual who produced it. Computers are not networked across departments, divisions or the organisation.

#### **Project Response**

The project will facilitate a review and assessment of current file, case and knowledge management systems. A knowledge management plan will be developed and the project will support implementation of that plan. PDHJ will be supported to develop and properly implement a case management system. Computer networking and IT support will be provided where necessary to facilitate implementation of PDHJ's knowledge management plan. Some logistical support will also be provided to district offices to contribute to the decentralisation of the PDHJ.

#### **Sustainability**

Wherever possible, and as a result of "transfer of skills", the project will favour a gradual handover of activities to PDHJ to ensure sustainability of the project and a successful capacity development strategy for the PDHJ. The Project activities will be fully integrated with PDHJ planning and the Project will seek to respond to emerging needs of PDHJ as identified by their planning and review processes. The Project management team will actively involve PDHJ in planning and execution of all activities and ensure activities include elements for future utilisation by PDHJ such as training manuals, human rights resources and Training of Trainers methodology. Within this context, human rights legal resources (such as legal annotations) will be produced by the project initially, but the responsibility for production of materials will gradually shift to PDHJ legal officers supported by the Project. Further, the Project will gradually involve PDHJ staff in undertaking capacity development activities such as facilitation of human rights discussion sessions and trainings. Mentors will initially provide support to PDHJ staff to do this. In preparation, staff will have the opportunity to practice public speaking and presentation skills through regular peer presentation activities led by the mentors. Already activities supported by the previous project have been taken on by PDHJ, for example, PDHJ's Human Rights Day activities were supported by the project, but PDHJ has now included these activities in its own annual plan and budget. The current project will aim to encourage this type of handover to PDHJ across both budget and implementation of activities. The focus on institutional knowledge and memory in the current project is another step towards sustainability of project outputs. The Project will also encourage exposure of PDHJ to other NHRIs as a way of sharing best practices and developing PDHJ's international networks.



### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework: UNDAF Outcome 1 - By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated.</b></p>				
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>                  Outcome 1: State institutions are strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency</p>				
<p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> “Strengthening accountable and responsive governing institutions”</p>				
<p><b>Partnership Strategy:</b> UNDP, OHCHR to provide technical assistance and UNDP, OHCHR and development partners will provide financial support.</p>				
<p><b>Project title and ID (ATLAS Award ID):</b> Human Rights Capacity Building for the Provedoria for Human Rights and Justice (PDHJ)</p>				
INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b>                  PDHJ staff are knowledgeable about Human Rights concepts and understands how these concepts are applied in their work.                  PDHJ has a workforce skilled enough to implement the Institution’s Human Rights mandate, including the ability to conduct legal analysis.</p> <p><b>Baseline:</b>                  Staff have good basic understanding of human rights, but lack in depth knowledge and knowledge in specific thematic areas. New staff and most regional officers have limited human rights background or</p>	<p><u>Human rights knowledge</u></p> <ul style="list-style-type: none"> <li>• PDHJ staff have a broad and deep understanding of human rights issues and instruments applicable in Timor-Leste</li> </ul> <p><u>Skills to apply HR knowledge</u></p> <ul style="list-style-type: none"> <li>• PDHJ staff can analyse and apply human rights knowledge in their work.</li> <li>• PDHJ staff have skills and knowledge to research human rights issues.</li> <li>• PDHJ is able to produce reports about human rights of high quality</li> <li>• PDHJ can conduct</li> </ul>	<p><b>Activity 1.1:</b>  <b>Discussion sessions to analyse topical human rights issues and laws in Timor-Leste</b></p> <ul style="list-style-type: none"> <li>• Regular discussion sessions arranged on topical human rights issues in Timor-Leste</li> <li>• Regular discussion sessions to analyse laws and draft laws and used as basis of PDHJ submission to parliament and government on laws and draft laws.</li> <li>• Sessions to be facilitated by external experts initially moving towards PDHJ facilitation for majority of sessions</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> <li>• OHCHR</li> <li>• PDHJ</li> </ul>	<p><b>Total Budget for Output \$2,410,500</b></p> <p>International consultants: \$1, 445,000                  Human Rights Trainers                  Human Rights Investigation mentor;                  Human Rights Education and promotion mentor,                  Human Rights Legal mentor.                  Monitoring and Advocacy mentors: in Kind support from OHCHR/ UNMIT HRTJS Project Manger (40%)</p> <p>Language Assistant: 40,000</p> <p>PDHJ Legal Officers: 40,000</p>

<p>training. Staff have good skills and knowledge in investigation, monitoring and training, but need support to consolidate these skills. Ability to apply human rights analysis and writing skills for reports and training materials need to be developed. (see PDHJ capacity assessments for more details)</p> <p><b>Indicators:</b></p> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Focus theme for CB training and mentoring activities selected in conjunction with PDHJ planning process (Y/N)</li> <li>• Number of trainings held.</li> <li>• % of trainings held by CB project, in direct response to PDHJ planning</li> <li>• % of women/men participating in training.</li> <li>• % of women actively participating in training</li> <li>• %increase in knowledge on training subject based on pre and post test scores</li> <li>• % of staff who assess the training as satisfactory or good</li> <li>• Number of times information from trainings is applied in PDHJ work (mentor assessment )(Y/N)</li> </ul> <p><b>Discussion Sessions</b></p> <ul style="list-style-type: none"> <li>• Number of discussions sessions held</li> <li>• Number of discussion sessions facilitated by external expert</li> </ul>	<p>accurate and effective investigations and make appropriate recommendations.</p> <ul style="list-style-type: none"> <li>• PDHJ is able to produce investigation reports of a high quality.</li> <li>• PDHJ can conduct accurate and effective monitoring and follow up advocacy.</li> <li>• PDHJ is able to follow up with institutions on recommendations made as a result of Investigations.</li> <li>• PDHJ can educate government institutions and the wider community about human rights.</li> <li>• PDHJ produces human rights training materials and publications.</li> <li>• PDHJ is able to effectively advocate on human rights issues.</li> <li>• PDHJ is able to produce monitoring and advocacy reports of a high quality for public distribution.</li> <li>• PDHJ can effectively resolve minor disputes</li> </ul>	<p><b>Activity 1.2</b></p> <p><b>Training on human rights and skills to apply human rights knowledge in work</b></p> <ul style="list-style-type: none"> <li>• At least 3 human rights trainings delivered each year based on priority areas for PDHJ as identified during strategic and annual planning processes. (Years 1 – 5)</li> <li>• Priority areas and potential annual focus themes already identified by PDHJ include women’s rights, children’s rights, disability rights, land rights, environmental rights, ESCR, minority rights.</li> <li>• Ongoing support by trainer after formal trainings where appropriate to ensure practical application of knowledge successful. (Yrs 1 – 5)</li> <li>• Support to provide trainings in basic human rights and skills for new staff, regional officers and staff absorbed from anti-corruption division. (Yr 1)</li> <li>• Advanced TOT training for PDHJ, to enable education team to incorporate TOT principles into training materials and provide skills to develop training manuals for institutions. (Yr 1)</li> <li>• Facilitate access to external human rights conferences and trainings offered by outside organisations/institutions (including overseas) (Yrs 1 – 5)</li> <li>• Facilitate external study tours to</li> </ul>		<p>Training costs: 37500</p> <p>Translation and interpretation and material production: 140,000</p> <p>Local Travel: 45,000</p> <p>International Travel (PDHJ international internships/ trainings): 75,000</p> <p>Language Training Costs: 135,000</p> <p>Project Management: \$453,000 (20%)</p>
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<ul style="list-style-type: none"> <li>• Number of discussion sessions facilitated by PDHJ staff</li> <li>• % women/men participating in discussion sessions</li> <li>• %of women actively participating in discussion session</li> <li>• Number of discussion sessions resulting in PDHJ action.</li> <li>• Number of discussion sessions including pre and post test</li> <li>• % increase in knowledge on discussion session subject based on pre and post test scores</li> <li>• Number of discussion sessions after which staff complete Discussion Session Feedback form.</li> <li>• % of staff who assess the discussion session as satisfactory or good</li> </ul> <p><b>Mentoring</b></p> <ul style="list-style-type: none"> <li>• Quarterly mentoring plan and capacity update report produced by mentor</li> <li>• Number of workshops conducted by mentors with follow-up mentoring on identified issues</li> <li>• Biannual assessments by PDHJ staff of mentors performance (Y/N)</li> <li>• % of staff assessments in which mentor performance is assessed as satisfactory or good</li> </ul>	<p>through mediation and conciliation.</p> <ul style="list-style-type: none"> <li>• English language skills of PDHJ staff are sufficient to participate in international human rights forum.</li> <li>• Portuguese language skills of relevant PDHJ staff are sufficient to read laws.</li> </ul> <p><u>Legal Skills</u></p> <ul style="list-style-type: none"> <li>• PDHJ conducts human rights legal analysis of state laws, policy and action.</li> <li>• PDHJ includes accurate legal analysis in its work.</li> </ul>	<p>learn more about human rights and focus on practical application of human rights knowledge (Yrs 1-3)</p> <ul style="list-style-type: none"> <li>• Facilitate internships with other NHRIs in the region and globally to foster knowledge of practical skills. (Yrs 2 - 4)</li> <li>• Facilitate access to formal human rights study for key staff identified by PDHJ (Years 3 - 5)</li> </ul> <p><b><u>Activity 1.3</u></b>  <b>Mentoring to improve skills to apply human rights knowledge</b></p> <ul style="list-style-type: none"> <li>• Long term Mentors for Investigation and Monitoring and Advocacy departments to consolidate existing skills, Short term mentoring to education and promotion department to support staff in production of training materials.(Yrs 1 &amp; 2 with further assessment at end of Yr2)</li> <li>• Mentors activities targeted through consultation with PDHJ, mentor assessments and work plans.</li> <li>• Mentors to focus activities through delivery of regular workshops with subsequent continuous follow up on application of workshop subjects.</li> </ul> <p><b><u>Activity 1.4</u></b>  <b>Human rights publications and learning materials to facilitate human rights knowledge</b></p>		
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<p><b>Monitoring and Investigation</b></p> <ul style="list-style-type: none"> <li>• % of PDHJ reports or materials including satisfactory or good</li> <li>• % of PDHJ reports subject to quality assessment process</li> <li>• %reduction in length of human rights investigations</li> <li>• Number of times templates or procedures from complaints and monitoring manuals are used</li> <li>• Number of investigation recommendations subject to PDHJ strategic follow up</li> <li>• Number of PDHJ interventions in international forum including international reporting.</li> </ul> <p><b>Education and Promotion</b></p> <ul style="list-style-type: none"> <li>• Number of training materials produced by PDHJ staff</li> <li>• %increase in knowledge based on pre and post training test scores of participants in trainings delivered by PDHJ</li> <li>• % of training materials produced assessed as good or satisfactory</li> <li>• % of participants in PDHJ led trainings who increase their human rights knowledge</li> </ul> <p><b>Publications</b></p> <ul style="list-style-type: none"> <li>• Number of HR learning materials produced</li> <li>• Number of HR learning materials distributed</li> <li>• Number of publications distributed to PDHJ library</li> <li>• Number of human rights publications supported as per</li> </ul>		<ul style="list-style-type: none"> <li>• Relevant laws annotated with human rights analysis translated into Tetun, printed and distributed for use by PDHJ, partners and public.</li> <li>• Other human rights resources produced as identified by PDHJ planning produced. Move towards supporting independent production of human rights publications and resources by PDHJ.</li> <li>• Human rights publications integrated into PDHJ library and library catalogue.</li> </ul> <p><b>Activity 1.5</b></p> <p><b>Develop legal capacity of PDHJ</b></p> <ul style="list-style-type: none"> <li>• Team of legal officers recruited to provide legal support to PDHJ (Yr 1)</li> <li>• Curriculum for intensive training of PDHJ legal officers in human rights law and analysis developed. (Yr 1)</li> <li>• Intensive language training for legal officers. (Yrs1 &amp; 2)</li> <li>• Legal officers receive intensive training in human rights law and analysis. (Yr 2)</li> <li>• PDHJ absorbs trained legal officers into PDHJ staffing structures (Yr 3)</li> <li>• Continued formal and on the job</li> </ul>		
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<p>PDHJ planning</p> <p><b>Legal Capacity</b></p> <ul style="list-style-type: none"> <li>• Number of Legal officers recruited for PDHJ</li> <li>• Legal training curriculum developed based on the needs of PDHJ</li> <li>• Number of laws/draft laws analysed from HR perspective</li> <li>• Number of submissions on laws/draft laws made to government/parliament.</li> <li>• % of submissions made which have good or satisfactory application of human rights principles (Y/N)</li> <li>• Number of PDHJ interventions in court</li> </ul> <p><b>Annual Focus Theme</b></p> <ul style="list-style-type: none"> <li>• Number of activities linked to focus theme</li> <li>• %increase in knowledge on focus theme over the year</li> </ul> <p><b>Language Skills</b></p> <ul style="list-style-type: none"> <li>• % attendance rate of relevant PDHJ staff at English/Portuguese classes.</li> <li>• % of relevant staff able to progress through standardised English and Portuguese testing levels</li> </ul>		<p>training and/or mentoring support to PDHJ legal officers (Yrs 3 – 5)</p> <p><b>Activity 1.6</b></p> <p><b>Language Skills Developed</b></p> <ul style="list-style-type: none"> <li>• English language training provided for all relevant staff. (Yrs 1 – 5)</li> <li>• Portuguese language training provided for all relevant staff. (Yrs 1 – 5)</li> <li>• Legal Tetum training provided for all relevant staff</li> </ul>		
<p><b>Output 2:</b></p> <p><b>PDHJ has effective and efficient institutional structures and management</b></p>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• PDHJ maintains its “A” status as an NHRI.</li> </ul>	<p><b>Activity 2.1 Support to PDHJ involvement with international NHRI framework</b></p> <ul style="list-style-type: none"> <li>• Support to orientation for new</li> </ul>	<p><b>UNDP OHCHR PDHJ</b></p>	<p><b>Total Budget for Output: \$ 335, 600</b></p>

<p><b>systems</b></p> <p><b>Baseline:</b> PDHJ currently enjoys “A” status as an NHRI and good links with NHRIs in the region and regularly reports to ICC, but needs support to maintain this. PDHJ has no organic law and hasn’t yet determined its ideal staffing and organisational structure. An external facilitator produced a 3 year strategic plan for PDHJ in 2007. This plan has not been regularly reviewed or integrated into PDHJ annual planning. Activities from the plan have been implemented only to a limited extent. CB project and PDHJ plan coordinated only to a limited extent. PDHJ has recently developed written policies and procedures to cover handling of complaints and monitoring, but no other written policies and procedures. PDHJ has no comprehensive strategy and has poor visibility in the community outside of Dili. Lack of communications strategy and limited skills in communication and public relations, which also impacts on PDHJ ability to conduct effective advocacy.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• NHRI orientation program held (Y/N)</li> <li>• Number of ICC, APF meetings PDHJ actively participates in.</li> <li>• Number of interactions between PDHJ and</li> </ul>	<ul style="list-style-type: none"> <li>• PDHJ reports to ICC about its activities and performance.</li> <li>• Provedoria management conducts regular institutional planning and evaluation.</li> <li>• Provedoria strategic and annual plans are integrated.</li> <li>• Leadership skills of key PDHJ management personnel including regional office heads are strengthened.</li> <li>• PDHJ has an organic law to govern the institution.</li> <li>• PDHJ develops written internal policies and procedures to guide its work.</li> <li>• PDHJ can identify and address its own training and capacity needs</li> <li>• PDHJ has strong information and knowledge management systems in place and has a good institutional memory.</li> <li>• PDHJ has an effective</li> </ul>	<p>Provedoria leadership (Yrs 1 &amp; 4)</p> <ul style="list-style-type: none"> <li>• Support to strengthen pluralism of PDHJ. (Yrs 1 - 3)</li> <li>• Support PDHJ attendance at and contribution to NHRI international and regional meetings. (Yrs 1 -5)</li> <li>• Support PDHJ linkages with other NHRIs and relevant organisations in the region and internationally (Yrs 1 – 5)</li> <li>• Support to PDHJ reporting to ICC on performance and activities. (Yrs 1 – 5)</li> <li>• Support ongoing review by PDHJ of its compliance with NHRI framework during regular PDHJ review and planning sessions. (Yrs 1 – 5)</li> </ul> <p><b>Activity 2.2 Institutional Structure Strengthened</b></p> <ul style="list-style-type: none"> <li>• Support to develop strategic plan including defining institutional structure (Yr 1)</li> <li>• Support to develop PDHJ organic law and ideal staffing structure. (Yr 1)</li> </ul> <p><b>Activity 2.3 Support to Institutional Policies and Procedures</b></p> <ul style="list-style-type: none"> <li>• Support to implementation of existing (and future) PDHJ policies and procedures (Yrs 1 – 5)</li> </ul>		<p>International consultants: \$231,000 Management mentor Project Manager (20%)</p> <p>Meeting and retreat costs: 20,000</p> <p>Training costs: 9000</p> <p>Translation and interpretation and material production: 8,000</p> <p>Website development and maintenance: 10,000</p> <p>Project Management: 57 600 (20%)</p>
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<p>another NHRI.</p> <ul style="list-style-type: none"> <li>• PDHJ maintains its “A” status as an NHRI. (Y/N)</li> <li>• Institutional management training held (Y/N)</li> <li>• % of management staff participate in institutional management trainings</li> <li>• % increase in knowledge about management practices as evaluated by pre and post training test scores.</li> <li>• Strategic plan for PDHJ is produced (Y/N)</li> <li>• Strategic plan integrated into annual activity plan. (Y/N)</li> <li>• Number of review sessions of annual/strategic plan held by PDHJ</li> <li>• CB project annual work plan reflects PDHJ annual plan and strategic planning and review.</li> <li>• Organic law document including ideal staff structure is produced (Y/N)</li> <li>• Number of internal policies and procedures produced by PDHJ</li> <li>• Number of trainings for staff on internal policies and procedures for PDHJ</li> <li>• Number of times action is taken by management to implement existing policies and procedures</li> <li>• Number of publications</li> </ul>	<p>case management system to track and report on cases.</p>	<ul style="list-style-type: none"> <li>• Support to identify and develop further written policies and procedures for PDHJ. (Yrs 1 – 5)</li> </ul> <p><b>Activity 2.3 Support to strengthen management knowledge and skills</b></p> <ul style="list-style-type: none"> <li>• Training in rights based programming organisational management, leadership for key management personnel leading up to strategic planning session. (Yr 1)</li> <li>• Excel training to help manage existing databases including DPA.</li> <li>• Support to annual and rights-based strategic planning and evaluation for PDHJ including to assess training and capacity gaps and needs of the organisation. (Yr 1 – 5)</li> <li>• Support to M&amp;E frameworks and review for PDHJ. (Yr 2 – 5)</li> <li>• Integration of CB project planning activities with PDHJ planning and activities (Yr 1 – 5)</li> </ul> <p><b>Activity 2.4 Support to strengthen institutional communications and public relations</b></p> <ul style="list-style-type: none"> <li>• Develop skills to implement communications strategy including skills to conduct public relations, design and distribute outreach materials and other PDHJ publications and manage events. (Yrs 1 – 5)</li> <li>• Support to produce and distribute</li> </ul>		
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<p>about PDHJ produced</p>		<p>PDHJ annual report and other reports and publications as identified by PDHJ planning. (Yr 1 - 5)</p> <ul style="list-style-type: none"> <li>• Support to develop and maintain a website for PDHJ</li> </ul>		
<p><b>Output 3:</b>  <b>PDHJ has effective information and knowledge management systems</b>  <b>Baseline:</b>  PDHJ has some case management systems but still struggles to manage and report on data effectively and needs to further develop case management, particularly to help track cases across different departments. File management systems are in place but need monitoring to ensure implementation. PDHJ has no knowledge management systems or plan. Institutional memory is weak and there are no systems in place to file, store, retain and find information and resources.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Plan for case management system developed (Y/N)</li> <li>• Case management system developed (Y/N)</li> <li>• Case management system used by institution to manage cases (Y/N)</li> <li>• % of accurate entries into</li> </ul>	<p><b>Targets (Years 1 – 5)</b></p> <ul style="list-style-type: none"> <li>• PDHJ case and file management is effective and efficient</li> <li>• PDHJ develops and implements knowledge management systems.</li> </ul>	<p><b>Activity 3.1 Support to Case and File Management</b></p> <ul style="list-style-type: none"> <li>• Support implementation of Operational Manual including use of standardised templates (Yr 1 – 3)</li> <li>• Review existing file and case management systems (Yr 1)</li> <li>• Support improvement of case management system including networking of computers if necessary (Yr 1 – 5)</li> <li>• Support PDHJ to identify possible case management systems through workshop and examination of other NHRI's systems. (Yr 1)</li> <li>• Support design development and implementation of institutional case management system and hardware required to support it. (Yr 1 &amp; 2)</li> <li>• Support computer networking including hard ware and equipment to facilitate case management if electronic system is selected by PDHJ. (Yr 2 – 5)</li> </ul>	<p><b>UNDP  PDHJ  OHCHR</b></p>	<p><b>Total: 328,800</b>  International consultants: 194, 000 (IT trainer Project Manager)</p> <p>IT Equipment : 80, 000</p> <p>Project Management: 54800 (20%)</p>



<p>case management system</p> <ul style="list-style-type: none"> <li>• Knowledge management plan developed (Y/N)</li> <li>• Knowledge management plan implemented (Y/N)</li> <li>• Training database is developed (Y/N)</li> <li>• Training database is regularly updated by PDHJ (Y/N)</li> <li>• Training materials from CB project trainings are integrated into and catalogued in PDHJ library (Y/N)</li> <li>• Training materials from non CB project trainings are integrated into and catalogued in PDHJ library (Y/N)</li> <li>• Computers are networked to facilitate case and knowledge management (Y/N)</li> </ul>		<ul style="list-style-type: none"> <li>• Training PDHJ staff on the use of IT programmes (internet research, MS Office etc.) (Years 1 – 5 as identified by PDHJ planning)</li> </ul> <p><b>Activity 3.2 Support to PDHJ Knowledge Management</b></p> <ul style="list-style-type: none"> <li>• Review of PDHJ knowledge management requirements and existing systems.(Yr 1)</li> <li>• Support to PDHJ to develop a knowledge management plan in consultation with PDHJ (Yr 1)</li> <li>• Support PDHJ to implement knowledge management plan and systems including support to computer networking if required (Yrs 1 – 5)</li> <li>• Support Development of a training database to record information about trainings held by CB project and other trainings including cataloguing training materials for inclusion into the PDHJ library. (Yr 1)</li> </ul>		
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#### IV. ANNUAL WORK PLAN - YEAR 1 – 2010

ANNUAL WORK PLAN YEAR 1: 2010		TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
<b>Output 1</b>	<b>1. Training to develop human rights knowledge and skills</b>								
PDHJ staff are knowledgeable about Human Rights concepts and understands how these concepts are applied in their work. <i>Baseline: See RRF above</i>	Basic HR Training for new staff with HR mandate	X				UNDP	30000	External International trainers	10,000
<i>Indicators: See RRF above</i>	Training on International Human Rights System	X				UNDP		Trainers	In-kind - OHCHR, PDHJ
<i>2010 Targets: selected targets only</i>	Workshop on HR reporting, including focus on research, analytical and writing skills	X				UNDP		PDHJ international travel	15,000
	Advanced training on discrimination with focus women's rights analysis and application in the Timor context		X			UNDP		Training costs	7,750
	Advanced international human rights education training		X			UNDP		Translation/ interpretation and material	8,000
<b>Training</b>	<b>2. Discussion Sessions to develop HR knowledge and analysis skills</b>					UNDP		International and national resource persons	In-kind : UN and others
<ul style="list-style-type: none"> <li>At least 3 Trainings held</li> <li>75% staff assess the training as satisfactory or good</li> </ul>	4 discussion sessions per quarter on laws/draft laws or on topical HR issues in TL. Where possible discussion session will also include discussion of "focus" theme for HRD this year – Women's Rights.	X	X	X	X	UNDP		Interpretation and material production	7,000
<ul style="list-style-type: none"> <li>50% women-50% men participants</li> </ul>	<b>3. Mentoring to consolidate skills and knowledge</b>					UNDP		Investigation mentor	100,000
<ul style="list-style-type: none"> <li>Information from training applied by staff on at least 10 occasions</li> </ul>	Human Rights Investigation Mentor for Investigations team for 1 year to consolidate investigation skills and focus on analysis and reporting skills.	X	X	X	X			International training mentor	20,000
<ul style="list-style-type: none"> <li>At least 80% of women participants actively participate in training</li> </ul>	Short term mentoring for education team to focus on development of new training materials and manuals as identified by PDHJ strategic planning.	X	X					One international and one national monitoring mentor	In Kind- OHCHR

<ul style="list-style-type: none"> <li>At least 25% increase in knowledge on training subject</li> </ul>	Mentor for monitoring and advocacy team to consolidate monitoring skills and develop advocacy skills	X	X	X	X			International conciliation mentor	20,000
<ul style="list-style-type: none"> <li>At least 3 follow-up training plans developed</li> </ul>	Mentoring on conciliation and mediation skills in accordance with PDHJ planning	X						National language assistant	9,250
<b>Discussion Sessions</b>	Mentor will be expected to deliver 1 workshop per quarter to develop particular skills or knowledge and then focus on that skill or knowledge in practice while mentoring in the following quarter. Mentor will also focus mainstreaming of the "focus" theme women's	X	X	X	X			Workshop costs	2,500
<ul style="list-style-type: none"> <li>At least 16 discussion sessions held</li> <li>50% women-50% men participants</li> </ul>								Translation and material production	5,000
<ul style="list-style-type: none"> <li>2 sessions lead by PDHJ staff</li> </ul>	<b>4. Human Rights Publications and learning materials</b>							International consultant	10,000
<ul style="list-style-type: none"> <li>At least 5 discussion sessions result in PDHJ action.</li> </ul>	Relevant laws annotated with analysis from a human rights perspective, translated, printed and distributed for use by PDHJ, partners and public.	X	X	X	X			Translation and material production	20,000
<ul style="list-style-type: none"> <li>At least 75% staff assess the discussion session as satisfactory or good.</li> </ul>	Support provided for PDHJ human rights publications and promotion activities as determined by PDHJ planning.	X	X	X	X				
<ul style="list-style-type: none"> <li>At least 80% of women participants actively participate in training</li> </ul>	<b>5. Legal Capacity of PDHJ developed</b>								
<ul style="list-style-type: none"> <li>At least 8 discussion sessions conducted with pre and post test and feedback form</li> </ul>	Recruitment of PDHJ national legal offices		X	X	X			PDHJ legal officer salaries	20,000
<ul style="list-style-type: none"> <li>At least 25% increase in knowledge on discussion subject when test conducted.</li> </ul>	Curriculum for 2011 intensive training in Human Rights and Legal Analysis developed					X		International consultant	25,000
<b>Mentoring</b>	<b>6. Language</b>								
<ul style="list-style-type: none"> <li>Quarterly mentoring plan and capacity update report produced by mentor (Y/N)</li> </ul>	Intensive English training to facilitate access to International HR community	X	X	X	X			Language training	27,000
<ul style="list-style-type: none"> <li>4 workshops held by Mentors with follow-up mentoring on identified issues</li> <li>75% of staff assess the mentor performance as good or very good.</li> <li>50% of PDHJ reports are rated as satisfactory or good.</li> <li>75% of staff assess the mentor performance as good or very good.</li> </ul>	Intensive Portuguese training to facilitate access to TL legal framework especially for lawyers		X	X	X			PM 40% on development and implementation of activity 1	60,000
<b>Output 2:</b>	<b>1. Support to PDHJ's involvement with international NHRI framework</b>						UNDP		
<b>PDHJ has effective and efficient institutional structures and management systems</b>	Facilitate NHRI orientation programme for new Provedor (if necessary)	X					UNDP	3000	

	Support to strengthen pluralism of PDHJ in accordance with PDHJ strategic plan.	X	X	X	UNDP		Int. NHRI travel costs	3,000
<i>Baseline: See RRF above</i>	Support attendance and reporting to NHRI international and regional meetings	X			UNDP		PDHJ int.travel	5,000
<i>Indicators: See RRF above</i>	Support linkages with other NHRI	X	X	X	UNDP		UNDP and OHCHR regional linkages	in-kind
<b>2010 Targets:</b>	<b>2. Strategic Plan Produced and Reviewed</b>							
• NHRI Orientation Programme held;	Training for key management staff about strategic planning and management.	X			UNDP		Int. management trainer/mentor	20,000
• PDHJ actively participates in ICC, APF meetings;	Management Mentor supports management to conduct strategic planning process and produce a strategic plan including PDHJ structure and staffing	X		X	UNDP		Retreat and meeting costs	7,000
• PDHJ 'A' status maintained	Management mentor conducts follow up to strategic plan including support to implementation and review and integration with annual plan, including for PDHJ regional offices				UNDP		Translation and production costs	1000
• At least 3 interactions between PDHJ and another NHRI	<b>3. Organic Law Produced</b>				UNDP		Translation costs	3,000
• Management training held (Y/N)	External Consultant reviews strategic plan, capacity needs assessment and consults with PDHJ management to produce a draft organic law	X					International consultant	5,000
• 80% of PDHJ management staff participate in organisational management trainings	<b>4. Reports and publications</b>	X	X	X	X			
• 25% increase in knowledge about management practices after training as evaluated by pre and post training test scores.	Support to production of Annual Report and other publications as identified by PDHJ						Translation and production costs	5,000
• Strategic plan for PDHJ produced (Y/N)	<b>5. Institutional Policies and Procedures Developed</b>	X	X	X	X		Mentors	costs in activity 1
• Strategic plan integrated into annual activity plans. (Y/N)	Relevant staff (or relevant management) receive training on the Complaints Operating Manual (mentoring)						PM 20% to design and implementation activity 2	30,000
• At least one review session of annual plan held by PDHJ.	Support to follow up on implementation of systems identified in the Operation Manuals						Translation and production costs	1,400
• Organic law produced (Y/N)	Support to development of PDHJ internal policies and procedures as identified by PDHJ management.							
• 2 PDHJ reports produced in required languages as determined by PDHJ planning	<b>6. PDHJ Website</b>		X	X	X		Web designer/trainer	8,000
• At least 2 management actions taken to implement Complaints Operating Manual Standard	Consultant to develop website in conjunction with PDHJ staff and train staff on how to update and maintain website.							

<b>Output 3:</b>	<b>1. Development of Case Management System</b>							Case management/ It consultant	3,000
<b>PDHJ has effective information and knowledge management systems</b>	Workshops on development of effective case management system for PDHJ	X	X					Workshop costs	1,000
<i>Baseline: See RRF above</i>	Facilitate examination of case management systems used in other NHRIs			X				Linkages with other NHRIs	in kind
<i>Indicators: See RRF above</i>	Finalise plan for development of for Case Management System				X			Translation and material	500
<i>2010 Targets:</i>	<b>2. Develop Knowledge Management Plan</b>								
• PDHJ plan on case management system developed	Engage consultant to review existing case, file and knowledge management systems and develop an effective knowledge management plan for PDHJ	X						Consultant	2,000
• PDHJ plan on knowledge management developed and implemented into CB project	<b>3. IT Support to strengthen information management</b>			X				Workshop costs	1,000
• PDHJ raining database developed and regularly updated	Engage IT consultant to advise on establishment PDHJ networks in conjunction with case management system								
• CB training materials catalogued and held in PDHJ library	<b>4. Develop Training Database</b>								
	Support Development of a training database to record all previous trainings attended by staff across the organisation and which can be updated to including information about new trainings.	X	X	X	X			PM 20% to design and implementation activity 3	30,000
	Integrate database of training materials with PDHJ library.		X	X	X				
	<b>5. Consolidate File Management</b>								
	Mentors in each section to focus on consolidating and developing file and information management	X	X	X	X			Mentors see in activity 1	
	Forms to assist with file management reviewed and approved by management and consolidated into a common system.	X	X	X	X		3000		
<b>Project Management</b>	Project Manager (20%)	X	X	X	X				30,000
	National Project Associate	X	X	X	X				13,000
	Driver	X	X	X	X				5,000
	office equipment	X	X	X	X				3,500
	communications	X	X	X	X				5,000
	fuel and maintenance	X	X	X	X				3,000

	supplies	X	X	X	X				4,000
	translation and material production costs	X	X	X	X				5,000
	professional development	X	X	X	X				2,000
	UNDP recovery costs GMS - 7%	X	X	X	X				39,403
								<b>TOTAL</b>	<b>602,303</b>

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## V. MANAGEMENT ARRANGEMENTS

The following outlines the tasks and functions of each partner involved in managing the implementation of this project.

### Role of UNDP

As the project will be managed through the Direct Execution Modality (DEX), UNDP will be the **implementing agency** managing and administering project funds. UNDP will have financial responsibility and accountability for the management of funds, and will establish and manage project cost-sharing agreements with donors and will report to donors accordingly on expenditure. UNDP will provide regular financial updates to the Project Steering Committee for reporting purposes. UNDP will be responsible for the recruitment of project staff, which will be undertaken in consultations with other project partners. UNDP will serve on the Project Steering Committee.

### Role of OHCHR

The Office of the High Commissioner for Human Rights (OHCHR), including through its field presence in Timor-Leste as the **Human Rights and Transitional Justice Section (HRTJS)** of the United Nations Integrated Mission in Timor-Leste (UNMIT), will be an implementing partner.<sup>3</sup> As an implementing partner, OHCHR will provide financial, advisory and technical support through support mechanisms in Geneva. In addition, technical support will be provided by the **HRTJS/UNMIT** in particular through **two Human Rights Officers** who will **be based at the *Provedoria dos Direitos Humanos e Justicia* ('PDHJ')**. OHCHR will be consulted on substantive elements of the project and will be consulted in the selection of project personnel, where practical. Where possible and appropriate, the expertise of OHCHR staff will be provided. OHCHR staff will also serve on the Project Steering Committee.

### Role of the PDHJ

The Provedoria for Human Rights and Justice (PDHJ) will be the main **partner**. The PDHJ will host the Project Management Team (PMT) in its premises and provide the office space and equipment necessary for project implementation. The PDHJ will:

- provide for close coordination between the Project and the Human Rights Director and other staff where necessary to ensure Project's integration with PDHJ activities and ability to respond to needs of the PDHJ.
- ensure the availability of relevant national staff for in-country and international capacity development initiatives.
- ensure coordination of capacity development activities by other partners with the Project.
- effectively manage its expenditures for staffing, premises and administrative costs to remain at an annual level appropriate to the size of the institution, and continue to be committed to its mandate to the highest standards of operational integrity and ensure the accessibility of its services to the people of Timor-Leste.
- make available relevant information about their work, including reports, educational materials, results of monitoring, publications, access to case management committee meetings and other relevant information, data and materials as required to facilitate the capacity development process and PMT's monitoring of the Project outputs and outcomes, subject to PMT and other project staff's agreement to maintain confidentiality.
- in coordination with the Project will recruit PDHJ national legal officers (as described in activity 1.5 in the RRF) who will be paid by UNDP for two years and from year 3 onwards of the Project, PDHJ will fully fund these positions.

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<sup>3</sup> UNMIT's mandate is expected to end in 2012, however it is anticipated that if UNMIT closes, OHCHR will continue to maintain a presence in Timor-Leste.

- undertake the necessary planning and advocacy to ensure legal officers can be integrated within the PDHJ as permanent staff.
- lead the Project Steering Committee.

### **The Project Management Team (PMT)**

Day-to-day project management will be delegated to a **project management team (PMT)** consisting of the **Project Manager (PM)**, **Project Associate (PA)**, **Project Language Assistant and Project driver**.

- The **PM** will be responsible for overall project implementation, including the development of annual work plans, and preparation of quarterly project progress reports as well as the annual progress report in close consultation with the project partners. The PM in consultation with the PDHJ and partners is to ensure capacity development initiatives are specifically tailored to PDHJ needs, the context of Timor-Leste, maximise sustainability objectives and consider aspects of age, gender and diversity mainstreaming. The PM will closely monitor project activities against the desired outputs/results and advise the PSC on required management actions. The oversight of project implementation will not only focus on progress made towards the achievement of stated outputs and project goals, but will also look at possible alternative implementation strategies, as well as possible changes in the institutional environment of the PDHJ and the development of standards and good practices applicable to NHRIs. The Project Manager is required to ensure the implementation of decisions made by the PSC. The PM is expected to transfer knowledge and skills to PDHJ staff, especially the PDHJ Human Rights Director, throughout the course of the project.
- The **PA** will assist the PM with financial, administrative and recruitment activities that are being carried out under the project in accordance with UNDP rules, guidelines and procedures.

Overall, the **PMT** will be responsible for preparing and revising work plans, planning and organizing project review meetings, ensuring that project activities are carried out within the financial limitations of the budget, supervising project personnel, and coordinating project activities with other stakeholders. The PMT will work closely with counterparts from UNDP, OHCHR and the PDHJ. While UNDP will be accountable for the effective use of project resources, the PM will be accountable to the Project Steering Committee for the effective and successful implementation of project activities.

**The PMT agrees to maintain confidentiality with respect to details contained in PDHJ materials used or accessed in the course of capacity development activities and project monitoring and evaluation.**

### **The Project Steering Committee (PSC)**

A **Project Steering Committee (PSC)** consisting of representatives from UNDP, OHCHR, PDHJ and NGO representatives will be lead by the Provedor. The PSC will be the overall authority over the project. The PSC will be responsible for the initiation, direction, review and eventual closure of the project, providing guidance and making key decisions. The PSC will ensure that project implementation remains relevant to the stated objectives, and be responsible for risk management and change control. In this regard, the PSC may add or subtract from existing project components to enhance the effectiveness of project implementation, as long as such decisions remain in line with the overall objectives of the project.

The PSC will convene at least quarterly, to evaluate project implementation on the basis of regular and exceptional reports submitted by the project management team. The Project Manager shall be responsible for maintaining minutes and records of PSC meetings.



### **Adjustments and Revisions**

Specific project activities may be subject to revision by the Project Steering Committee. This will include the annual revisions of the project as required through UNDP DEX project management procedures. Non-substantive budget revisions will be valid if signed by UNDP and the PDHJ. For substantive revisions of the budget, all partners to the project (UNDP, OHCHR, PDHJ) will need to sign or at least indicate formal endorsement of the proposed substantive revisions.

### **Fundraising and Donor Relations**

UNDP will have the primary responsibility to raise funds for this project, and organize donor updates and briefing as necessary. HRU/UNMIT and OHCHR Geneva may also support fundraising activities and the identification of donors with interest.

### **Capacity Assessment**

A full scale capacity assessment was completed in anticipation of the project. The assessment focused on the capacity of the organisation as it relates to its Human Rights mandate. The Capacity Assessment ascertained that staff skills and knowledge in area of Human Rights is developing, but still needs to be further developed and refined. Legal analysis capacity is an area of urgent need. PDHJ's role in leading advocacy is limited and the institution still needs to work on its visibility both in the community and when advocating on key Human Rights issues. Management across the institution to develop institutional structures, policies, procedures and planning needs to be developed, including management of the four new PDHJ regional offices. Information Management across the institution is weak as is institutional memory. NGO partners are calling for greater support from PDHJ to carry out their human rights monitoring, advocacy and education work. (*Detailed Results of Capacity Assessment available at discretion of PDHJ.*)

### **Collaborative Arrangements**

The UNDP Governance Unit portfolio includes support the Justice Sector, Parliament and other relevant Government Ministries such as the Ministry for Foreign Affairs as well as the Civil Service Commission. Technical advisers, especially legal advisers, from these Projects will be made available to assist during discussion and training sessions with the PDHJ. Legal advisors from the Parliament and Ministry of Justice, for example will be utilised in relation to discussions on draft and new laws. In addition to the two UNMIT Human Rights Officers placed within the Provedoria, other UNMIT HRTJS Officers will contribute specific technical expertise to discussion sessions and trainings. Collaboration with the UNDP Justice System Project (JSP) will be sought in conducting intensive legal training for PDHJ legal offices.

The UNDP JSP and UNMIT HRTJS also have regional offices and the Project will seek to strengthen links with new PDHJ regional offices.

UNDP's Communication for Empowerment Project focusing on civil society organisations will likely commence during 2010. Possible collaborations with that project will be explored to further boost support to civil society organisations working with PDHJ. In addition in 2010 UNDP will continue support to the Ministry of Social Solidarity's peace building unit. Possible collaborations with that project, particularly in the context of support to PDHJ's mediation and conciliation function will also be sought.

## VI. MONITORING FRAMEWORK AND EVALUATION

As this is a capacity development project, the list of indicators is necessarily high. It is necessary to assess both work undertaken, and impact of that work inasmuch as the latter is possible. The design team acknowledges the outcomes may not be fully driven by the Project, but that the Project is a guiding system for these. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored as follows:

### Within the annual cycle

**Internal monitoring** will be performed through the regular **project management team (PMT) meetings**, to which end the PMT will keep records of the minutes of all meetings conducted. The Capacity assessment document can be considered as a baseline document, for the project and its indicators. The project will also be assessed through periodic project evaluation sessions by all stakeholders through the **Project Steering Committee (PSC)** meetings. In order to provide further validation of the monitoring results by PDHJ management, “capacity progress” will be added as an agenda item to be discussed at every second PSC meeting. The minutes of these meetings will provide an ongoing record of agreed developments and identified gaps.

On a quarterly basis, a **Project update**, prepared by the **PMT** and incorporating a **quality assessment** shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. PDHJ staff will also be given the opportunity to conduct an assessment of the Project and Project staff on a biannual basis.

An **Issue Log** shall be activated in Atlas and updated by the **PMT** to facilitate tracking and resolution of potential problems or requests for change. Based on the initial risk analysis submitted (see annex 1), a **risk log** shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

### Annually

An **Annual Report** shall be prepared by the **PMT** and shared with the Project Steering Committee. An **annual project review** will be conducted by the **PMT** during the fourth quarter of the year or soon after, to assess the performance of the project and develop the Annual Work Plan (AWP) for the following year in conjunction with PDHJ planning. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Other

An independent **mid-term evaluation** and a **final evaluation** will take place at the beginning of Years 3 and 5 respectively to assess the progress made and produce recommendations on effective project implementation. External stakeholders including donors will be given the opportunity to contribute to this process.

A **capacity assessment** of PDHJ will be conducted in conjunction with the **final evaluation** to analyse change in PDHJ capacity since the beginning of the project and to identify continuing gaps and to provide a basis for further project design if required. It is hoped that PDHJ will be involved in design and implementation of the capacity assessment process, towards sustainability.

### Use of PDHJ M&E by Project

Development of **PDHJ's** (see activity 3 Knowledge Management) and **monitoring and evaluation systems** (see activity 2 Institutional Management) will also assist in measuring the impact of the Project. Development of PDHJ's M&E will be supported throughout the project, including through external stakeholders (for example client inputs, surveys) from Year 3. Data collected by PDHJ for their internal M&E will also be used in the monitoring of this project.

PDHJ staff and management will be involved in the validation of the project's monitoring and evaluation, as much as possible. This will have the effect of increasing PDHJ ownership of project activities and is also an important step towards sustainability.

**Quality Management for Project Activity Results (based on Annual Work Plan activities)**

<b>OUTPUT 1: Human rights knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened</b>			
<b>Activity Result</b> 1.1 (Atlas Activity ID)	<b>Discussion sessions to analyse topical human rights issues and laws in Timor-Leste</b>		Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	Understanding deepened and broadened of HR issues and instruments applicable in Timor-Leste		
<b>Description</b>	<i>Regular discussions sessions arranged</i>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
• Number of discussions sessions held	Participants lists and discussion sessions database	Quarterly reports	
• Number of discussion sessions facilitated by external expert	Discussion sessions database	Quarterly reports	
• Number of discussion sessions facilitated by PDHJ staff	Discussion sessions database	Biannual	
• % women/men participating in discussion sessions	Attendance lists	End of each training	
• %of women actively participating in discussion session	Monitoring of the discussion session notes by PMT	During the discussion session	
• Number of discussion sessions resulting in PDHJ action.	Monitoring by PMT	Biannual	
• Number of discussion sessions including pre and post test	Discussion sessions database	Quarterly reports	
• % increase in knowledge on discussion session subject	Pre and post test	Start and end of the discussion session	
• Number of discussion sessions after which staff complete Discussion Session Feedback Form	Discussion sessions database/Discussion session feedback form	Quarterly Reports	
• % of staff who assess discussion session as satisfactory or good	Discussion Session Feedback Form	End of discussion session	

<b>OUTPUT 1: Human rights knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened</b>			
<b>Activity Result</b> 1.2 (Atlas Activity ID)	<b>Training on human rights and skills to apply human rights knowledge in work</b>		Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	Knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened		
<b>Description</b>	<i>The project will arrange formal HR trainings in priority areas identified by the PDHJ</i>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	

	<i>been met?</i>	
• Number of trainings held.	Participants lists and PDHJ training database	Quarterly reports
• % of women/men receiving training.	Attendance lists	End of each training
• % of women actively participating in training.	Monitoring of the training notes by PMT	During the training
• %increase in knowledge on training subject based on pre and post test scores	Pre and post test	Before and after the training
• Number of times information from trainings is applied in PDHJ work	PDHJ reports, procedures and monitoring by PMT, Mentor Reports	Biannual
• % of participants that strongly agree or agree with the training methodologies	Participants evaluation questionnaire	End of the training
• % of participants that strongly agree or agree with the training materials	Participants evaluation questionnaire	End of the training
• % of participants that strongly agree or agree with the expertise of the trainer	Participants evaluation questionnaire	End of the training
• % of participants who increase their human rights knowledge in PDHJ trainings	Pre and post test. Participants evaluation questionnaire	Before and after the training

**OUTPUT 1: Human rights knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened**

<b>Activity Result 1.3 (Atlas Activity ID)</b>	<b>Mentoring to improve skills to apply human rights knowledge</b>	Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	To improve skills to apply human rights knowledge	
<b>Description</b>	Mentoring	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
• Number of quarterly mentoring plans and capacity update report produced by mentor	Mentoring reports/Capacity Update Report	Quarterly report
• Number of workshops conducted by mentors with follow up mentoring on identified issues	List of attendance	Quarterly report
• % of PDHJ reports subject to quality assessment process	Report Quality Analysis Form	Quarterly report
• % of PDHJ reports or materials including good or satisfactory	Mentoring reports/Report Quality Analysis Forms	Quarterly report
• %reduction in length of human rights investigations	Mentoring reports and investigators database	Biannual
• Number of times templates or	Mentoring reports	Quarterly report

procedures from complaints and monitoring manuals are used		
• Number of recommendations subject to PDHJ strategic follow up	Mentoring reports	Quarterly reports
• % PDHJ training materials assessed as good or satisfactory	Mentoring reports	Biannual
• Mentor Assessment conducted by relevant PDHJ staff	PDHJ Mentor Assessment	Biannual
• % of staff who assess mentor performance as good or satisfactory in Mentor Assessment	PDHJ Mentor Assessment	Biannual

**OUTPUT 1: Human rights knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened**

<b>Activity Result 1.4 (Atlas Activity ID)</b>	<b>Human rights learning materials to facilitate human rights knowledge</b>	Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	To develop human rights learning materials to facilitate human rights knowledge	
<b>Description</b>	The project will assist developing materials	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
• Number of HR learning materials produced	Number of publications	Quarterly report
• Number of HR learning materials distributed	Sign distribution list	Moment of distribution
• Number of publications distributed to PDHJ library	Library database	Quarterly report
• Number of human rights materials produced by PDHJ staff	Number of publications	Quarterly reports

**OUTPUT 1: Human rights knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened**

<b>Activity Result 1.5 (Atlas Activity ID)</b>	<b>Develop legal capacity of PDHJ</b>	Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	PDHJ legal officers knowledge in human rights law and analysis developed	
<b>Description</b>	Assistance of legal officers and trainings	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

<ul style="list-style-type: none"> <li>Number of Legal officers recruited for PDHJ</li> </ul>	Legal officers	Quarterly report
<ul style="list-style-type: none"> <li>LTC human rights and legal analysis curriculum developed based on the needs of PDHJ</li> </ul>	LTC human rights and legal analysis curriculum/Evaluation by Legal Officers	End year 1
<ul style="list-style-type: none"> <li>Number of laws/draft laws/government policy etc analysed from HR perspective</li> </ul>	PDHJ legal analysis	Biannual
<ul style="list-style-type: none"> <li>Number of submissions on laws/draft laws/government policy etc made to government/parliament.</li> </ul>	PDHJ submissions to parliament	Biannual
<ul style="list-style-type: none"> <li>% of submissions made on legislation etc in relation to requests</li> </ul>	PDHJ submissions to parliament	Biannual
<ul style="list-style-type: none"> <li>Number of PDHJ interventions in international forum including international reporting</li> </ul>	PDHJ international interventions and reports	Biannual
<ul style="list-style-type: none"> <li>% of submissions made which have good or satisfactory application of human rights principles</li> </ul>	Mentor Reports	Biannual

**OUTPUT 1: Human rights knowledge deepened and broadened. Skills to apply human rights knowledge in daily PDHJ work strengthened**

<b>Activity Result</b> 1.6 (Atlas Activity ID)	<b>Language Skills Developed</b>	Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	To strengthen the language skills in English and Portuguese	
<b>Description</b>	English and Portuguese classes	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Number of PDHJ participants at English classes</li> </ul>	List of attendance	Quarterly
<ul style="list-style-type: none"> <li>% of relevant PDHJ staff that progress through standardised English testing levels</li> </ul>	Tests	At the end of each level
<ul style="list-style-type: none"> <li>% of relevant PDHJ staff that progress through standardised Portuguese testing levels</li> </ul>	Tests	At the end of each level

**OUTPUT 2: Institutional Structures and Management Strengthened.**

<b>Activity Result</b> 2.1 (Atlas Activity ID)	<b>Support to comply with international NHRI framework</b>	Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	That the PDHJ continues acting conform the international NHRI framework	

<b>Description</b>	The Project will support the PDHJ		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>NHRI orientation program held (Y/N)</li> </ul>	Attendance list	After the program	
<ul style="list-style-type: none"> <li>Number of ICC, APF meetings PDHJ actively participates in.</li> </ul>	Post meeting report submitted to project	Quarterly reports	
<ul style="list-style-type: none"> <li>Number of interactions between PDHJ and another NHRI.</li> </ul>	Meetings, trainings, collaboration/ Records	Quarterly reports	
<ul style="list-style-type: none"> <li>PDHJ maintains its "A" status as an NHRI. (Y/N)</li> </ul>	ICC record	End of year 1	

<b>OUTPUT 2: Institutional Structures and Management Strengthened.</b>			
<b>Activity Result</b> <b>2.2</b> <b>(Atlas Activity ID)</b>	<b>Institutional Structure Strengthened</b>	Start Date: January 2010 End Date: December 2010	
<b>Purpose</b>	To strengthen the institutional structure		
<b>Description</b>	Support to develop the strategic plan and the organic law		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>Strategic plan for PDHJ produced (Y/N)</li> </ul>	Strategic plan	End of first quarter	
<ul style="list-style-type: none"> <li>Strategic plan integrated into annual activity plans. (Y/N)</li> </ul>	Annual activity plans	End of first quarter	
<ul style="list-style-type: none"> <li>At least one review session of annual plan held by PDHJ.</li> </ul>	Attendance lists of review session	After the session	
<ul style="list-style-type: none"> <li>PDHJ plan integrated into CB Project plan</li> </ul>	CB Project Plan	End of first quarter	
<ul style="list-style-type: none"> <li>Organic law produced (Y/N)</li> </ul>	Organic Law	End year 1	
<ul style="list-style-type: none"> <li>Number of internal policies and procedures produced by PDHJ</li> </ul>	PDHJ Records	End of year	
<ul style="list-style-type: none"> <li>Number of trainings for staff on internal policies and procedures for PDHJ</li> </ul>	Training attendance lists	End of year	

<b>OUTPUT 2: Institutional Structures and Management Strengthened.</b>			
<b>Activity Result</b> <b>2.3</b> <b>(Atlas Activity ID)</b>	<b>Activity 2.3 Support to strengthen management knowledge and skills</b>	Start Date: January 2010 End Date: December 2010	
<b>Purpose</b>	To strengthen management knowledge and skills		

<b>Description</b>	Trainings		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>Institutional management training held (Y/N)</li> </ul>	Development of management training	After the training	
<ul style="list-style-type: none"> <li>% of management staff participate in institutional management trainings</li> </ul>	Attendance list	End of the training	
<ul style="list-style-type: none"> <li>% increase in knowledge about management practices as evaluated by pre and post training test scores.</li> </ul>	Pre and post test	Before and after the trainings	
<ul style="list-style-type: none"> <li>Number of times action is taken by management to implement existing policies and procedures</li> </ul>	Mentoring reports Management survey	quarterly	

<b>OUTPUT 2: Institutional Structures and Management Strengthened.</b>			
<b>Activity Result</b> 2.4 (Atlas Activity ID)	<b>Activity 2.4 Support to strengthen institutional communications and public relations</b>	Start Date: January 2010 End Date: December 2010	
<b>Purpose</b>	To strengthen institutional communications and public relations		
<b>Description</b>	Support		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>Number of publications about PDHJ produced</li> </ul>	Publications	Quarterly report	

<b>OUTPUT 3: Information Management across PDHJ strengthened</b>			
<b>Activity Result</b> 3.1 (Atlas Activity ID)	<b>Development of Case Management System</b>	Start Date: January 2010 End Date: December 2010	
<b>Purpose</b>	Support the improvement of the Case Management System, in order to improve the report and management of data		
<b>Description</b>	The Project will support the PDHJ in the activities related.		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>Plan for case management system developed (Y/N)</li> </ul>	Development of plan	End of year 1	



<ul style="list-style-type: none"> <li>Case management system developed (Y/N)</li> </ul>	Existence of the case management system	End of year 3
<ul style="list-style-type: none"> <li>Case management system used by institution to manage cases (Y/N)</li> </ul>	Cases managed with the case management system	Quarterly report
<ul style="list-style-type: none"> <li>% of accurate entries into case management system</li> </ul>	Case management system database	Quarterly report

<b>OUTPUT 3: Information Management across PDHJ strengthened</b>			
<b>Activity Result</b> 3.2 (Atlas Activity ID)	<b>Support to PDHJ Knowledge Management</b>		Start Date: January 2010 End Date: December 2010
<b>Purpose</b>	To strengthen PDHJ knowledge management		
<b>Description</b>	The Project will provide support		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>Knowledge management plan developed (Y/N)</li> </ul>	Knowledge Management plan	Quarterly reports	
<ul style="list-style-type: none"> <li>Knowledge management plan implemented (Y/N)</li> </ul>	Knowledge management plan	End year 1	
<ul style="list-style-type: none"> <li>Training database is developed (Y/N)</li> </ul>	Training database	End of first quarter	
<ul style="list-style-type: none"> <li>Training database is regularly updated by PDHJ (Y/N)</li> </ul>	Training database	Quarterly report	
<ul style="list-style-type: none"> <li>Training materials are integrated into and catalogued in PDHJ library (Y/N)</li> </ul>	Training materials database	Quarterly report	
<ul style="list-style-type: none"> <li>Computers are networked to facilitate case and knowledge management (Y/N)</li> </ul>	Computers networked	End of year 1	

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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Timor-Leste and UNDP, signed on 20 May 2002.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

**Risk Analysis.** Risk Log attached

**Capacity Assessment:** Results PDHJ Capacity Assessments available upon request.



## OFFLINE RISK LOG

<b>Project Title:</b>	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Government to increase PDHJ permanent staffing so that it can absorb the new legal officer positions in Year 3 of the project.	During the project formation phase	Environmental Organizational Political	<p>If PDHJ cannot create permanent staff positions for legal officers this will affect the sustainability of the project inputs.</p> <p>Probability=3</p> <p>Impact =5</p>	<p>Support to PDHJ to develop strategic planning and organic law to try to remove barriers to increasing PDHJ permanent staff numbers.</p> <p>Support advocacy by partners to national institutions to ensure adequate staffing levels of PDHJ.</p>	Project Manager and PDHJ			
2	PDHJ staff not on permanent contracts (majority of PDHJ staff) and therefore there is a risk that they may leave their jobs and their knowledge will be lost	During the project formation phase	Environmental Operational Organizational Political	<p>Staff turnover will mean that knowledge gained during trainings and other project activities will be lost to PDHJ and will affect the sustainability of the project and its overall objective.</p> <p>P =2</p> <p>I = 4</p>	<p>Support to PDHJ to develop strategic planning and organic law to try to remove barriers to increasing PDHJ permanent staff numbers.</p> <p>Support advocacy by partners to national institutions</p>	Project Manager, PDHJ, UNMIT.			

					to ensure adequate staffing levels of PDHJ.  Focus on institutional memory, knowledge management and TOT skills for PDHJ staff built into the project to counter risk of loss of knowledge.				
3	New Provider requests a change or additional support from UNDP.	During the project formation phase	Operational Organizational Political	If the PDHJ requests additional support from UNDP the project in its current form will have to be redesigned, restructured and expanded.  P =4 I = 5	PMT and PSC to monitor levels of support to other areas of the institution and PDHJ's position on this issue.	Project manager and PSC.			