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Capacity Building of the Provedoria for Human Rights and Justice Project 2010-2015

FINAL REPORT

June 2015





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Acronyms and Abbreviations

APF	Asia Pacific Forum of National Human Rights Commissions
CAT	Convention Against Torture and Other Forms of Cruel, Inhuman and Degrading Treatment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPD-RDTL	Popular Resistance Committee of the Republic of Timor-Leste
DAP	PDHJ Directorate of Public Assistance
DBG	PDHJ Directorate for Good Governance
DDH	PDHJ Directorate for Human Rights
DMA	PDHJ Monitoring and Advocacy Department
ECMS	Electronic case management system
ESCR	Economic, social and cultural rights
HRAU	Human Rights Adviser's Unit
HRC	United Nations Human Rights Council
KJM	Monitoring Management Committee
KRM	Revolutionary Council of Maubere
MAP	Preliminary monitoring assessment
NGO	Non Governmental Organization
NHRI	National Human Rights Institution
NZAID	New Zealand Aid Programme
OHCHR	Office of the High Commissioner for Human Rights
PDHJ	Provedoria for Human Rights and Justice
PED	PDHJ Promotion and Education Department
PSC	Project Steering Committee
SEANF	South East Asia NHRI Forum
SAP	Standard administrative procedure
SOP	Standard operating procedure
UNDP	United Nations Development Programme
UNMIT-HRTJS	United Nations Integration Mission in Timor-Leste – Human Rights and Transitional Justice Section
UPR	Universal Periodic Review (of the UN Human Rights Council)

Project Data

Project Name	Capacity Development of the Provedoria for Human Rights and Justice
Project Number	00073841
Duration of the Project	2010 - 2015
Total contribution	USD 3,401,974.41
Executing Agency	United Nations Development Programme
Direct Beneficiary	Provedoria for Human Rights and Justice

Funding

Partner	USD
Irish Aid	165,262.89
Government of Ireland	67,987.55
New Zealand Aid Programme	1,124,571.20
OHCHR	545,000.00
	1,221,443.91
UNDP	277,708.86
Total	3,401,974.41

Introduction

Project Background

The UNDP “Capacity Development of the Provedoria for Human Rights and Justice” Project (the Project) objective is to “improve the institutional capacity of the Provedoria for Human Rights and Justice (PDHJ) to serve the public and promote public institution’s actions in line with human rights principles and standards”. Project activities are designed to deliver four outputs, human rights knowledge and skills, strengthened institutional and management structures, effective information and knowledge management and project management.

The Project is a 5 year Project (2010 – 2014). At a meeting of the Project Steering Committee (PSC) on 11 November 2014, the PSC agreed to a no-cost extension of the Project until April 2015. While funding from OHCHR will end in 2014, the New Zealand Aid Programme approved the carry forward of unspent funds to 2015, which will be supplemented by additional core funds from UNDP.

Report format

This report begins with an overview of 2010-2015 Project activities followed by an overview of key achievements of all project activities and results by each output. The financial report and staffing structure follow and the report concludes with a summary of the key challenges and the way forward.

Overview of the 2010 – 2015 Project

The Provedoria for Human Rights and Justice (PDHJ) was established in 2004 through the National Parliament’s Law No. 7/2004. The PDHJ is Timor-Leste’s national human rights institution (NHRI) and Ombudsman office. PDHJ has a dual mandate in respect of both human rights and good governance with a mandate to review complaints, conduct investigations, monitor human rights and good governance issues and develop recommendations for public entities. Until 2010, the PDHJ also had a mandate to address corruption, but in 2009 that jurisdiction was re-located to the Anti-Corruption Commission which was established the following year. The PDHJ is a member of the International Coordinating Committee (ICC) of national human rights institutions (NHRIs) and has been accredited with ‘A’ status within the ICC Framework.

The first UNDP capacity building project for the PDHJ (2007 – 2009) focused on building the capacity of PDHJ to conduct its human rights mandate during the nascent stages of the institution’s development. In 2007 most staff had no background in human rights and few relevant skills required for their work. The first project provided a basic grounding in human rights and training for staff in the skills required to carry out its functions.

In 2009 a mid-term project evaluation recommended that a project evaluation mission be carried out to identify capacity gaps at PDHJ. This assessment was conducted between August – November 2009 and formed the basis of the project document for the UNDP / OHCHR Project (2010 – 2014) for Capacity Development for the Provedoria for Human Rights and Justice (PDHJ). Recommendations from the

assessment included focusing capacity building on the rights of particular vulnerable groups (e.g. women and children) on particular thematic areas (e.g use of force) and specific skills (e.g legal analysis, investigations).

The 2010 – 2014 Project outcome is “Improved Institutional Capacity of the Office of the Ombudsman for Human Rights and Justice to serve the public and promote public institutions’ actions in line with human rights principles and standards.” The Project was structured around 3 outputs designed to deliver this outcome;

Output 1a: PDHJ staff are knowledgeable about human rights concepts and understand how these concepts are applied in their work.

Output 1b: PDHJ has a workforce skilled enough to implement the institution’s human rights mandate, including the ability to conduct legal analysis.

Output 2: PDHJ has effective and efficient institutional structures and management systems.

Output 3: PDHJ has effective information and knowledge management systems.

The Project extended the scope of the previous project beyond individual human rights knowledge and skills to institutional knowledge and management. The Project was designed to provide PDHJ with support for its human rights mandate, its public assistance functions and the establishment of 4 new regional offices as well as institutional planning and management. The Project also expanded beyond the initial targeted human rights focus by supporting the Good Governance Directorate in relation to skills development (complaint handling, investigation, monitoring, public relations, mediation and following up recommendations). In 2012, the Project Document was amended to accommodate the emerging needs which aim to ensure the capacity development activities are maximised to benefit PDHJ in a more holistic way, beyond the human rights mandate. The Project extended its support to establish the case management system in 2012 and provided training skills to both Human Rights Directorate and the Good Governance Directorate on investigations, monitoring and advocacy.

The Project was implemented through a capacity development approach, by supporting PDHJ staff and management to undertake work without performing line functions of the PDHJ. Some of the capacity development methodologies used included trainings, study tours, internships, mentoring and coaching, film sessions, discussion sessions, peer-to-peer learning, training of trainers, development of Standard Operational Policies and Procedures and development of knowledge products such as manuals, fact sheets, textbook etc. The Project was granted a no-cost extension until April 2015 to, among other things, cover PDHJ’s institutional capacity assessment which took place in early January 2015, to assist PDHJ to formulate its future programme.

This report provides an overview of the key achievements of the Project by output including the challenges faced and lessons learned. Details on each activity can be obtained from the final reports for each year of the Project. A short film that captures some of the key results of the Project from 2010-2015 can be viewed online at <https://www.youtube.com/channel/UCpOKpnYjRjAlMzhAokzgc2Q>

OVERVIEW OF KEY RESULTS & CHALLENGES

Output 1 – Human rights skills and knowledge; legal analysis

The focus of Output 1 was to build on PDHJ's Human Rights Directorate staff's basic understanding of human rights to ensure a deeper knowledge of specific thematic human rights issues and the ability to analyse and apply national and international human rights standards in their daily work. In addition, the 2009 capacity assessment revealed that PDHJ had limited capacity to conduct legal analysis and research due to human resource constraints and the presence of only a few staff at PDHJ with a legal background.

The capacity development strategy was based on providing specific trainings, mentoring, study tours, internships and formal study, discussion sessions and the development and publication of human rights information and knowledge products in Tetun language.

Applied human rights knowledge

- Human rights analysis and report writing skills training was conducted in 2010 for 24 PDHJ staff which, along with regular mentoring has increased the quality of reports written by PDHJ investigators.
- The Project supported PDHJ staff to write an annual human rights public report in 2010. The Provedor subsequently presented this report to the Annual General Meeting of the Asia Pacific Forum of NHRIs (APF).
- The Project provided significant support for the legal analysis and report writing for the Universal Periodic Review (UPR) and international human rights treaty reporting obligations. For example, in 2010 the Project provided significant support to the PDHJ and its NGO partners to prepare the first UPR report for Timor-Leste. The UPR is a process through which Timor-Leste will be held accountable to the international community for its human rights record. The Project facilitated a workshop for PDHJ staff and NGO partners to raise awareness of the reporting mechanisms and to provide feedback to formulate the PDHJ report which was submitted to the Office of the High Commissioner for Human Rights in 2011.
- The Project supported training on a range of human rights issues including Discrimination (2011), Human Rights and Elections (2012), Training of Trainers on Human Trafficking (2012), case management (2012), NGO Network training on Human Rights in the Community (2012).
- For example, PDHJ incorporated knowledge gained from the training on human trafficking into the training of community leaders. PDHJ training staff were able to develop quality materials and interactive activities for use in their education and advocacy with the Project support. By the end of 2012, the PDHJ had already delivered 4 training programmes to community leaders in Liquica, Los Palos and Manufahi Municipalities which included a 2 hour session on human trafficking.

PDHJ staff also included material on human trafficking into their police training sessions delivered to border police from 2013.

- **Increased knowledge in economic, social and cultural rights** as a result of a 3 day introductory training conducted by the United Nations Human Rights Adviser's Unit (HRAU) with support of the Project. Following this training, PDHJ finalised a monitoring plan for the school feeding programme (which addresses the rights to food and education) and developed its own plans for further economic, social and cultural rights training in the future. Economic rights trainings were focused on relevant development projects in Timor-Leste such as Tasi Mane Project and the Oecusse Special Economic Zone.
- PDHJ, with support from the Project and the HRAU, **trained 21 PNTL trainers** to train cadets and police officers using the new PDHJ Human Rights Training Manual for Police. The trainers were selected by the PNTL from 13 Municipalities (20 male and 1 female) and trained at a 5 day workshop in March 2015. The PNTL trainers already began training new cadets using the PNTL Manual at the March 2015 cadet intake. PDHJ together with New Zealand Police trainers were planning scale up and train 440 community police officers using the Human Rights Manual and training manual for PNTL produced. This is an important step forward for PDHJ in mainstreaming human rights in public institutions in a sustainable way and it provides a model for the development of future training materials for the public sector and collaboration between PDHJ and other stakeholders or partners in Timor-Leste.

Human rights and good governance investigations

- The Project provided forensics training in 2010 to 25 PDHJ staff to increase their knowledge of different forensic investigation techniques, collection and documentation of evidence and the ability to apply forensic knowledge and analytical skills in their evidence gathering and report writing. Training was supplemented by intensive mentoring for all investigations staff. For example, in 2010 the Project's investigations mentor provided daily support and on-the-job training to PDHJ investigators investigating cases of excessive use of force and unlawful killing by national security forces. This increase in capacity has been a focus of the Project, in particular through the Investigation mentor, who over the past 18 months accompanied and provided advice to staff on a daily basis. The mentor has held discussions with PDHJ investigators in relation to over 90 preliminary investigations to identify relevant human rights violations, provided regular comments to investigation plans, observed and provided feedback to approximately 160 investigation interviews (including 9 field trips), and provided comments and discussions in relation to 21 final investigation reports. There are now a number of areas in which the PDHJ capacity is almost fully developed and currently no further support is required. For example, the investigators regularly prepare good quality interview plans which are implemented correctly. Staff have the confidence and skills to conduct impartial and effective interviews with alleged victims and respondents of human rights violations. As a result, effective capacity development interventions carried out by the project have resulted into enhanced national ownership throughout investigations processes.

The mentor also provided management advice to the Head of the Department in relation to reduction of case-backlogs and information management. To support the sustainability and consistency of the PDHJ investigation work, additional human rights analysis factsheets have been developed, and a final reporting format for investigation reports (common to human rights and good governance) has been developed with staff and approved by the Provedor.

- In 2011, PDHJ finalized its Protocol on handling of forensic evidence which outlines procedures for Dili and four regional offices which receive evidence related to complaints lodged with the PDHJ.
- The quality and timeliness of PDHJ human rights investigation reports have improved since 2009. The Provedor has recognized the increase in quality of legal analysis and structure. The Project has provided daily mentoring to human rights investigators for an 18-month period during 2010-2011. The skills and knowledge of the human rights investigators are assessed to now be at a satisfactory level where such intensive international support is no longer required.

By 2012, the PDHJ had increased capacity to identify relevant human rights violations during a preliminary assessment of complaints and investigation reporting. This was the direct result of the development of violations categories for human rights and good governance and violations training by the Project. In 2014, the Project developed these categories further and developed a Human Rights Manual for use by PDHJ staff and supported the updating of the PDHJ' Good Governance Manual to include additional violations.

The average number of investigations concluded by investigators increased from a baseline of 14 investigations (or 1.1 concluded investigations per investigator) in 2009 to 116 reports (more than 8 concluded investigations in 2012).

The Project provided intensive mentoring support for the writing of quality investigation reports. Reports are approximately 20 – 25 pages long comprising 6 parts including procedures followed in PDHJ, information gathered, a factual summary, identification of proven facts, analysis of the violations under investigation (including national and international law), a conclusion and recommendations on how to redress the violation. Due to substantial investigation mentoring support, the quality of 60% reports written after mentoring support was good, showing a substantial improvement in factual and violation analysis. The focus on quality of reports over quantity was important to ensure the reputation of PDHJ as a credible NHRI and to encourage the implementation of recommendations.

By 2013, PDHJ was confidently reporting in its Annual Report the types and numbers of human rights and good governance violations and analysing and reporting data on the public entities committing the violations. In 2013 there were 57 cases of alleged human rights violations with the main issues being torture, cruel and inhuman treatment allegedly committed by the PNTL. In 2013, 8 human rights investigations reports were issued including to the Secretary of State for Security and the PNTL General Commander to take disciplinary action and to the Public Ministry to conduct criminal proceedings. In the same year, the Good Governance Investigations Department processed 152 good governance cases, with 37 cases resulting in recommendations being forwarded to public institutions for them to implement in accordance with the law. An additional 16 cases resulted in suggestions being made to public entities to improve internal systems.

Some investigations staff resisted the intensive mentoring on report writing and the expectation of increased report production. The reasons cited by staff include low salaries which are a disincentive to

increased work outputs. This sentiment was echoed in the 2015 PDHJ Capacity Assessment report, which recommended several reforms to PDHJ to increase staff morale and commitment.

Human rights and good governance monitoring

One of the key successes of the Project was the development and implementation of a human rights and good governance monitoring system with PDHJ which resulted in the submission of several good quality monitoring reports on human rights issues to Parliament in 2014.

In 2010 the Project conducted a basic training on human rights protection, monitoring and fact finding for 10 PDHJ staff and 8 members of civil society organisations (CSOs). The training was the start of a long-term process to build awareness of human rights monitoring by PDHJ staff.

In 2012, the PDHJ leadership and staff received positive feedback from election bodies, the Public Service Commission and civil society organisations on the quality of its election monitoring report. The PDHJ was able to write a quality report on the Parliamentary elections based on quality information collected through systematic and methodological monitoring. The report included recommendations to relevant institutions to redress the human rights and good governance violations and to publicly express PDHJ's opinion on the main challenges encountered in the area of its mandate. The report received good publicity in national media (for example *Jornal Independente*, March 22 and May 2, 2012; *Diario Nacional*, March 8 2012).

The election monitoring skills development supported by the Project had a broader effect than just the Human Rights Directorate, also reaching the Good Governance Directorate and Civil Society Organisations.

In 2012, the PDHJ Human Rights Monitoring and Advocacy Department successfully piloted a research programme which included data collection and methodology training. This initiative provided the baseline for further discussions on a new monitoring system at PDHJ in 2013.

In 2013, the Project together with PDHJ designed a monitoring system for use by the PDHJ's two monitoring departments. This system aims at ensuring that the PDHJ meets commitments made in the Strategic Plan 2011-2020, specifically that the PDHJ has the capacity and independence to implement its mandate as well as increasing state compliance with human rights and good governance principles. The monitoring system designed includes the development of the standard operational procedures for monitoring and the roles of regional offices and 13 templates developed to be used in monitoring process. Progression of trainings were provided to PDHJ staff on **skills required for the monitoring system** including desk research, identifying relevant documents and stakeholders, and new skills in tablet programming, questionnaire development and data analysis. PDHJ staff have already used the new technology and skills in their monitoring work to improve the quality of data collection and reporting.

In 2014, **4 PDHJ Monitoring teams conducted monitoring** on the topics of border security, maternal and reproductive health, use of state vehicles and the business license application system, border security and the SISKA health care programme and school feeding programme in accordance with the new monitoring system; **PDHJ responded to urgent human rights issues:** The urgent monitoring system enabled the PDHJ to respond to monitor the State actions taken against two specific groups, *Konselhu Revolusaun Maubere (KRM)* and *Conselhu Popular Demokratiku – Republika Demokratiku de Timor-Leste (CPD-RDTL)*. In 2014, PDHJ produced two monitoring reports. These reports are the result of monitoring exercises in relation to

the joint operation of security forces in the east of Timor-Leste in 2014 and people missing during the 1975- 1999 conflict. The reports were presented to Parliament and other relevant entities and PDHJ has since followed up the recommendations in those reports.

One recommendation for PDHJ in the future is to publish and disseminate the monitoring reports more widely including publication in the PDHJ website developed by Project. Several reasons have been raised for the limited distribution of reports so far. These include concerns about privacy and confidentiality and the need for legal review of all monitoring reports prior to distribution. The Project supported the development of a confidentiality framework for PDHJ mediation and conciliations in 2014 and in the future this may be adapted for use in the monitoring system.

Recognising the need for PDHJ staff to use technology to support their data collection and analysis, the Project conducted two trainings in 2014 on the Statistical Package for the Social Sciences (SPSS) which is a tool for data tabulation and data analysis. Training in SPSS helps PDHJ staff to analyse data and produce faster and more accurate results (whether for monitoring or other activities such as the perception survey). The training included developing databases for questionnaires; inputting data into a database; cleaning, importing, exporting and merging data; transforming variables; data analysis and developing charts to graphically represent results using excel. The Project's technical mentor also mentored staff through each of these areas until they were competent. The result of the trainings was that PDHJ staff were able to conduct the perception survey and their monitoring field work using the technology and knowledge acquired from the Project's technical mentor.

The Project also trained staff to use the new Samsung Galaxy 3 tablets for field monitoring data collection. One advantage of electronic data collection over paper-based methods is the ability to monitor the data collection in real-time online through GPS and to verify data. This will contribute to data integrity, increase the credibility of PDHJ monitoring reports (and the perception survey). One limitation PDHJ experienced with using electronic tablets is that programme downloads were seriously affected by power outages at PDHJ which cut access to the internet and the slow internet speed. Access to reliable power supply and high speed internet are issues the Project has recommended should be addressed by PDHJ as soon as funding permits.

A summary of the capacity of monitoring staff in technical skills follows:

Although progress in technical monitoring skills has been strong this year, there are several areas that would benefit from additional support in the future:

- Report writing including a report writing template;
- Legal review of each monitoring report prior to publication;
- Follow up / advanced training in tablet programming and chart development.

Human rights education and training

The Project supported various activities to strengthen PDHJ and their partners' skills in conducting effective human rights education for the police and military in Timor-Leste.

In 2010, the Project supported the participation of a PDHJ staff member of the Education and Promotion Department and a human rights trainer from the HAK association to attend an international human rights training programme in Canada.

Public awareness of PDHJ and human rights

The Project supported a range of initiatives designed to increase public awareness of PDHJ's mandates, human rights principles and dispute resolution options.

Initiatives included:

- Developing two 20-minute videos on the mandate and work of the PDHJ including dramatisation of complaints to PDHJ and of PDHJ activities. The video was screened on national television in 2011 and is regularly used by staff in their education and promotion work and a link to the video is also available on PDHJ's website <http://www.pdhj.tl>
- In 2011, the Project provided financial support to the printing of 200 PDHJ Human Rights Community Leader's Manuals, and distribution of 200 copies of the human rights compilation (CD and book form)
- In 2014, the Project supported the re-development of a PDHJ website (<http://www.pdhj.tl>). The website has been launched and is accessible to public. The Project's national technical mentor has mentored the Chief Department Public Relations to update the website with news and documents. The PDHJ website is now updated by PDHJ regularly without assistance from the Project.

Peer to peer learning / discussion sessions

Throughout 2010 – 2013 the Project facilitated regular discussion sessions to increase PDHJ's staff human rights and legal knowledge to improve the effectiveness of their work. Topics were chosen in consultation with PDHJ and included a wide range of issues for example (evictions, human trafficking, domestic violence, gender analysis, HIV / AIDS, UPR process, interviewing skills and the prevention of torture, violence in schools, child nutrition, business and human rights, the Parliamentary system).

In 2010, 16 sessions were held with high attendance of over 80% with an average knowledge increase of 23%. In 2012, 7 discussion sessions were held with an average knowledge increase of 25%. The discussion sessions generated a range of results in the work of PDHJ. For example, based on the session on the use of force by security forces, the PDHJ was able to use the correct legal framework in its investigation reports in 2012. In 2014 the PDHJ was empowered with the knowledge required to conduct an investigation into the joint operations of security forces and the PDHJ issued its report to Parliament and publicised its monitoring work on this issue at a SEANF meeting in India. In 2015, the PDHJ continued its work monitoring actions by security forces during the joint operation in Baguia. The discussion sessions also increased critical thinking among PDHJ staff and ensured they were updated on social, political and legal developments in Timor-Leste.

In the first year of the Project, 75% of the sessions were facilitated by the Project or external providers. Over time, PDHJ staff increasingly facilitated the discussion sessions until by the close of the Project in 2015 PDHJ had entrenched into its own internal skills development programme a weekly peer to peer learning process which were entirely arranged and facilitated by PDHJ staff. Sessions were held weekly throughout the first quarter of 2015 for all PDHJ staff.

Perception survey

The Project's national technical mentor provided technical support for PDHJ staff to conduct a perception survey in 4 Municipalities in 2014. After conducting extensive mentoring and training in skills required to conduct a perception survey, the Project's technical mentor supported PDHJ staff to conduct their own perception survey in 4 Municipalities in November 2014, by monitoring data collection and providing advice to survey supervisors.

The survey sample size was calculated based on the population of adults (over 17 years of age) in each of the four target Municipalities of Baucau, Bobonaro, Manufahi and Oe-cusse. The sample was taken from the total population across all four Municipalities (316,396) using a margin of error of 4% and confidence level of 95%. The resulting sample is 600 people, of which 584 agreed to participate.

The survey canvassed a range of issues including knowledge and awareness of human rights and the role of PDHJ and preferences in terms of receiving information, training and education. For example, the survey revealed that:

- Of those who consider human rights violations to be "serious" or "very serious", ill treatment by the Police (31%) and military forces (14%) were identified as the most serious human rights violations in Timor-Leste;
- In relation to domestic violence, 44% either agree or strongly agree with the proposition that husbands have a 'right' to hit their wives. Amongst those surveyed, more women than men supported this notion.

The Project provided further support for a survey conducted in Dili in 2015 and provides a comprehensive baseline data for use by PDHJ, government and civil society. As a result of the Project's technical support for the design of the perception survey and questionnaire, the perception survey results will provide a solid basis for PDHJ programming, a baseline against which to measure the impact of future activities by PDHJ and a useful advocacy tool. The data will be a valuable resource for government and non-government organisations that are working on human rights or good governance issues in Timor-Leste.



PDHJ staff pre-testing questionnaires with PDHJ's new Samsung Galaxy tablets (Caicoli, Dili August, 2014, photo credit Masako Yokoyama)

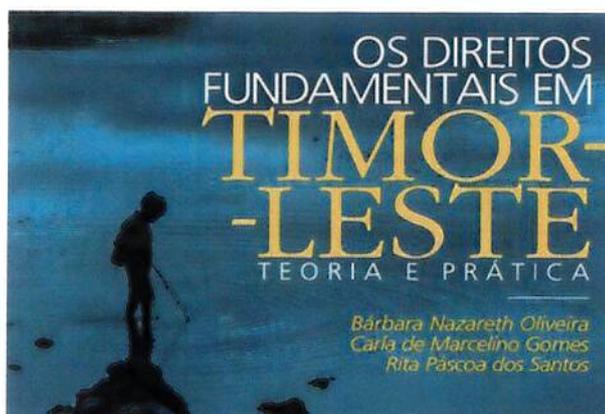
Human rights publications

- Launch of the **PDHJ's Human Rights Training Manual for the PNTL**. This Manual covers all key issues relating to human rights and policing, including a CD with handouts, the relevant law and other training materials. The package will form the basis of a train-the-trainer programme for PNTL by PDHJ with a view to PDHJ phasing out direct training for PNTL over time, and moving to a support or advisory role. By agreement between the New Zealand Police and PDHJ, 440 community 'suku' police officers will be trained by using the Human Rights Manual and human rights booklet for PNTL produced by the Project. The Project has also developed a Human Rights Training Booklet for the PNTL for in-class use by new cadets.
- The PDHJ's human rights training manual for the PNTL was launched on Human Rights Day, 10 December 2014, in Same Municipality. The Manual was developed with technical support from the Project (principal author and editors) and the Human Rights Adviser's Unit. The launch was the culmination of a long collaboration between PDHJ and PNTL to test and verify the Manual. A



- *PDHJ, Project and HRAU team finalising the PNTL Manual, December 2014*
 - *(photo credit: Flavio Bonito)*
- The manual is written in Tetun and consists of 4 modules; police duties and human rights; policing and the use of force; arrest and detention and policing and vulnerable peoples. The manual includes an up to date legal analysis of relevant laws that apply to human rights and policing in Timor-Leste and sets out this information in a simple way that relies heavily on practical exercises. It includes lesson plans, suggested topics for discussion, revision points and assessment templates. The manual includes a CD containing training materials; an electronic version of the Manual, relevant law, power-points and handouts and training videos.
- Earlier in 2014, the Project supported a PDHJ human rights education officer to apply for and receive 3 months training in developing police training curricula at Raoul Wallenberg Institute in Sweden. He returned from Sweden in time to contribute to the final version of the PNTL Manual and support the TOT training in 2015.

- The PDHJ used the draft Manual in its training of PNTL cadets in 2014. The draft manual then was then validated by PNTL at a workshop on 4 November 2014 by over 40 PNTL inspectors and taskforce members.
- The Human Rights Manual was launched on Human Rights Day on 10 December 2014. The PDHJ's **Human Rights Manual** contains a simple explanation of the main human rights in Timor-Leste and the relevant law from a national and international perspective. It provides simple analysis tools so that staff can easily identify a human rights violation, be directed to the relevant national and international law and understand how violations are often inter-related. This Manual is being used as a reference for internal use by human rights investigators and monitors but is also publicly available on PDHJ's website and for distribution by PDHJ to civil society as required.
- A new **legal textbook on Fundamental Rights in Timor-Leste** was completed (in Portuguese language). This book was launched on 24 June 2015 in Dili and published as the result of collaboration between the Project, PDHJ and the University of Coimbra in Portugal. It is the first textbook on fundamental rights in Timor-Leste. The more than 500-page open access legal reference material written in Portuguese, one of the two official languages of Timor-Leste - deals with a number of legal issues related to the protection and judicial enforcement of fundamental rights as guaranteed by the Timorese Constitution. It is aimed at those with a legal background – court actors, lawyers, legal professionals and law students – to support their access to academic level reference on the legal perspective of human rights as they relate to the Timor-Leste legal context. The innovative approach which the book takes in integrating international human rights treaties throughout its different topics can also support the increased application of international human rights law by the national courts.



Cover of the new Legal Textbook on Fundamental Rights in Timor-Leste

- **Training in human rights treaty reporting and advocacy** on the Convention Against Torture and other Forms of Cruel and Unusual Treatment (CAT), conducted by the UN's Human Rights Adviser's Unit and the Project, which resulted in PDHJ convening a meeting with civil society to discuss a process for writing a treaty report and writing its own CAT report and a human rights monitor developing an advocacy strategy for PDHJ to address the issue cruel treatment in prison detention.

- The **Human Rights Compilation** (compilation of international human rights instruments and select comments from Committees) in Tetun and Portuguese (hard copy and database accessible via the PDHJ website).



*Provedor Dr Silverio Pinto Baptista launching Tetun-language human rights texts
Human Rights Day, 10 December 2014, Tutuluro, Same, Timor-Leste
[photo credit: Aleixo Barros Mota Smith]*

In 2014, PDHJ produced two monitoring reports which effectively integrated human rights:

- The report on the joint PNTL and FFDTL operations which contained a human rights analysis;
 - The report on Timorese children missing during the 1975 – 1999 conflict which addressed the right to privacy and the right to family;
- In 2014 more than 20 investigation reports were finalised by the Human Rights Directorate which effectively integrate human rights issues;
 - PDHJ distributed over 60 Tetun language Human Rights Treaty Compilation books to government officials, CSOs and UN agencies involved in the seminar on the preparation of Timor-Leste's first national human rights action plan;
 - PDHJ staff supported PDHJ's international junior advisers to develop proposals for treaty reports for CEDAW, CAT and CRC and the UPR draft report.

Case management

The case management system at PDHJ consists of 3 key stages; intake (receipt of complaints, preliminary assessment and investigation). One of the Project's key contributions to PDHJ has been to develop and strengthen the case management system. A significant turning point in PDHJ's capacity to manage its case flow occurred in 2012 as the result of case management training facilitated by the Project. This training sparked reforms within PDHJ to the management of complaints. The training provided a forum for

discussions about different procedures of the complaint management system and to clarify responsibilities of different staff and departments.

Two important results from this training included improved uniformity in the Complaint Management Committee's decision-making process based on the results of a preliminary assessment of the complaint. Prior to the case management training, decisions made by the Complaint Management Committee were at times not clearly understood by the investigators. Secondly, the training clarified the role of the Department of Public Assistance and regional office staff in obtaining information from the complainant. The training empowered staff to collect required additional information at the earliest stages of the complaint process so that the Complaint Management Committee could make more informed decisions about complaints.

The training also provided the necessary level of consistent understanding and awareness among PDHJ staff of the case management process, which allowed a highly participatory approach to be used to develop the necessary templates, procedures and guidelines to support each stage of the process.

- During 2012 and 2013 the Project supported PDHJ with intensive mentoring support for the complaints and case management process.
- During 2013, the primary focus of the Project was to integrate the new complaint management processes into the electronic case management system (e-CMS). This required extensive and intensive work to create new templates, ensure they matched with the agreed case management system. Significant support was also provided by the Project to develop draft internal procedures in relation to the receipt and assessment of complaints and investigations. PDHJ staff are now regularly collect additional information in relation to complaints brought to PDHJ before submitting the complaint for assessment.
- The Project provided intensive mentoring support for the complaint intake process in 2012 including the key skills for the complaint intake process (report writing, technical knowledge of PDHJ mandate, information gathering and analysis). With the Project's support, complaint intake staff capacity increased from limited skills to moderate and good skills after training.
- In 2014, the Project consolidated work commenced in previous years by completing the **internal procedures for the receipt of complaints, complaint assessment and investigation**. Each phase is supported by a procedure, a guideline and all relevant templates. These procedures were finalised after 18 months of mentoring and guidance on each phase of the complaint and investigation process. As a result of this highly participatory process, staff are very familiar with the procedures and they are already being implemented, having been the subject of a long period of testing and refinement by staff.
- In 2013 the PDHJ had received 241 complaints (149 good governance and 92 human rights complaints) an increase of the 202 complaints received the previous year. These figures demonstrate an increased awareness of PDHJ and its mandate, the effectiveness of decentralising the receipt of complaints (only 33% of complaints were submitted in Dili).
- The Project also provided mentoring support to the Complaints Management Committee during its meetings including ensuring compliance with its internal complaint management system and

supporting the Committee to analyse the violations in accordance with the agreed framework for analysis.

Human rights and good governance investigations

The Project supported the PDHJ to develop materials to identify human rights and good governance violations. Throughout 2012 and 2013, the Project conducted a series of sessions to explain the types of violations that can occur and simulate investigation reports on each kind of human rights or good governance violation. The categories of violations are based on international and domestic law. The violations categories were developed by the Project in a way that considered PDHJ's practices and provided a simple analytical tool for investigators to use in their report writing. This work was consolidated in 2014 when the Project developed the human rights violations categories into a comprehensive Human Rights Manual for PDHJ and extended the good governance categories into a revised Good Governance Manual.

PDHJ staff are now able to apply these analytical skills in their investigation report writing. By the end of 2012 every investigator had attempted to use the violations categories in 2 investigation reports. Now the categories are used in every investigation report and the monitors are also using the Manuals to develop their monitoring plans and to write their human rights and good governance monitoring reports.

Human rights and good governance monitoring

- The Project supported a basic monitoring system at PDHJ between 2010 – 2012 which, over time, evolved into a more comprehensive monitoring system which was finalised in 2014.
- In 2010, the PDHJ also conducted research into violence against children in schools which was monitoring for the first time in relation to a specific target group with a specific timeline and schedule. This monitoring work resulted in detailed discussions with authorities on the issue.
- In 2012, for example, the PDHJ monitoring work focused on the 2012 Parliamentary and Presidential elections.
- In 2014 The Provedor approved all key components of the **new monitoring system** which was designed by the Project with input from PDHJ staff; the standard operating procedures for the monitoring system, the urgent monitoring system and the role of regional offices in the monitoring system, as well as 13 templates for use in the monitoring process;
- Progression of training on **skills required for the new monitoring system** including desk research, identifying relevant documents and stakeholders, and new skills in tablet programming, questionnaire development and data analysis. Staff have already used the new technology and skills in their monitoring work to improve the quality of data collection and reporting;
- **4 PDHJ Monitoring teams conducted monitoring** on the topics of border security, maternal and reproductive health, use of state vehicles and the business licence application system in accordance with the new monitoring system;
- **PDHJ responded to urgent human rights issues:** The urgent monitoring system enabled the PDHJ to respond to monitor the State actions taken against two specific groups, *Konselhu Revolusaun Maubere (KRM)* and *Conselhu Popular Demokratiku – Republika Demokratiku de Timor-Leste (CPD-RDTL)*;

- The publication of the first **two reports from the monitoring system**: These reports are the result of monitoring exercises in relation to the joint operation of security forces in the east of Timor-Leste in 2014 and people missing during the 1975- 1999 conflict. The reports were presented to Parliament and other relevant entities and PDHJ has since followed up the recommendations in those reports;

Engagement with international human rights framework

PDHJ's engagement with the international and regional human rights frameworks flourished during the Project. The Project's support included preparing briefing documents for PDHJ leadership and staff to attend the following meetings on an annual basis:

- International Coordinating Committee meetings;
- Asia Pacific Forum annual general meeting;
- Workshop on the Framework on Regional Cooperation for the Promotion and Protection of Human Rights (2010)
- South East Asian National Forums (SEANF) meeting.
Led joint activities of SEANF in the area of prevention of human trafficking (2011)

The Project also supported several study visits with a view to strengthening bi-lateral and multi-lateral cooperation with other NHRIs. In 2010, the Project supported study visits by PDHJ staff to Indonesian human rights institutions.

PDHJ presented human rights reports at the Asia Pacific Forum in 2010, gender case studies to the Asia Pacific Forum (APF) in 2011. The PDHJ's institutional capacity assessment (2015) recommended that the practice of publishing annual human rights reports resume. Certainly with the successful and regular publication of investigation and monitoring reports, compilation of an annual human rights report should be achievable for PDHJ. At Project closure in 2015, PDHJ has plans to recruit the Project's translator to ensure that reports written by PDHJ can be translated into English and Portuguese for dissemination to a wider international audience.

- The government of Timor-Leste agreed to implement at least 20 positive human rights reforms, of which at least nine of the recommendations were subject to lobbying undertaken by PDHJ and NGOs in the lead-up to the Universal Periodic Review (UPR) of Timor-Leste at the Human Rights Council. The work of PDHJ and NGOs in conducting consultations, writing their UPR report and conducting lobbying was strengthened by the Project's trainings, discussion sessions, editing and technical advice throughout 2010-2011.
- In 2011 the government of Timor-Leste committed to implement at least 20 positive human rights reforms, of which at least nine recommendations were subject to lobbying undertaken by PDHJ and NGOs in the lead-up to the Universal Periodic Review (UPR) of Timor-Leste at the Human Rights Council. PDHJ and NGOs conducted advocacy for the implementation of the recommendations of the PDHJ-NGO UPR report between March and October 2011. A six person PDHJ-NGO delegation, two of whom were supported by PDHJ and two by the Project, travelled to Geneva to continue lobbying efforts. Between the 6th and 11th of October, the delegation met over 30 representatives of Member and Observer States of the Human Rights Council and lobbied for recommendations on human rights issues, which were included in

the joint report that PDHJ and 55 national NGO's submitted in March 2011. They also made presentations to international NGOs meetings to share the experience of PDHJ and Timor-Leste in the UPR process. The experience of the PDHJ staff not only brought immediate positive developments in human rights but it also gave staff excellent experience and confidence in conducting high level advocacy in an international forum.

- The work of PDHJ and NGOs in conducting consultations, writing their UPR report and preparing lobbying tools was strengthened by the Project's trainings, discussion sessions, editing and technical advice throughout 2010-2011. Since 2010, Project Mentors and the UNMIT Human Rights and Transitional Justice Sections (HRTJS)TJS provided over 10 capacity development activities related to the UPR process for PDHJ staff and NGOs. This support was intensive and laid a solid foundation for PDHJ's role in both future UPR processes and other international human rights mechanisms.

In 2012, the PDHJ partnered with the Committee for CEDAW, the Ministry of Foreign Affairs, the Secretary of State for the Promotion of Equality and NGOs to convene an international conference on human trafficking. This conference was one of the advocacy strategies initially identified as part of human trafficking training supported by the Project in July 2012.

By Project closure in 2015, PDHJ leadership attended the ICC meeting and 2 treaty Committee meetings in Geneva. By the time of Project closure, the only support PDHJ required from the Project to attend these meetings was the provision of human rights materials for distribution.

Engagement with human rights NGOs in Timor-Leste

In 2012, the Project implemented 2 trainings for the PDHJ's NGO Network on Human Rights in the Community. Many of the training sessions were implemented by PDHJ staff themselves. The Project supported PDHJ to explore possibilities of expanding its NGO network and improving the relationship and information system flows that were already in place. However, the trainings did not result in the desired results in the work of PDHJ.

Although the training resulted in an internal policy proposal to strengthen relationships between the human rights NGO network, by the time of Project closure, PDHJ had taken only a few steps towards exchange of information and strengthening its advocacy work with NGOs. These included:

- Attending all 5 of the human rights NGO meetings facilitated by the UN Human Rights Adviser in 2014 and 2015. While initially junior PDHJ representatives were sent to participate in these meetings, by the time of Project closure the newly appointed Deputy Provedor (Human Rights) was attending, to demonstrate renewed commitment to strengthening PDHJ's relationships with civil society;
- Meeting 5 civil society organisations in 2014 to plan an approach to drafting a report to the CAT Committee;

On a promising note, by the time of Project closure, the Deputy Provedor (Human Rights) was re-establishing the PDHJ's Consultative Committee of NGOs and strategising on ways to encourage better collaboration with civil society.

Legal capacity

The Project supported the recruitment and intensive training of legal officers to allow PDHJ to undertake complex legal analysis in accordance with PDHJ's mandate. In 2010 the Project partnered with the Legal Training Centre to develop an integrated capacity development training programme for PDHJ staff, Parliament staff and justice sector actors. The training plan was finalised in late 2010 and approved by the Legal Training Centre Pedagogic Board for approval in 2011. The PDHJ recruited 3 new legal officers with Project support in 2010. These 3 new legal officers joined 3 existing PDHJ staff with legal qualifications to attend an 18 month training programme.

PDHJ has undertaken legal analysis and advocacy on a range of issues and draft laws and policies, for example:

- Evictions
- freedom of religion (draft law) (2011)
- right to access water (draft laws) (2011)
- children's rights (draft children code) (2011)
- government's resolutions in relation to the judiciary and legal sector (2014)

Based on discussion sessions organized by the Project on the above topics, PDHJ analyzed draft domestic laws against international human rights standards and Timor-Leste's human rights obligations, and made recommendations to the Government and Parliament for alignment with these standards. Though submissions have been made, these draft laws have yet to be debated by Parliament and continued advocacy will be required by PDHJ in 2012 to ensure its recommendations are implemented.

In 2012, 4 out of 6 PDHJ trainees (1 male and 3 female) joined the specialisation phase of the Judicial Training Centre jurists training, having completed the general training. Results from the training course in 2012 were that 4 from 6 PDHJ participants obtained above average results with the remaining 2 staff obtaining slightly under 50%. Four out of the six PDHJ legal trainees were integrated into the permanent structure of the PDHJ and were planned to form the basis of the PDHJ's new legal department as established by the PDHJ's Decree Law 25/2011. The advantage of the PDHJ jurists attending the Legal Training Centre and receiving the same legal training that applies to other legal actors in Timor-Leste was beneficial to PDHJ. The general training offered by the Legal Training Centre was followed by 6 months of specialised training at PDHJ (intensive hands on training) with classes on legal research, legal referencing and legal writing. The Project focused on specific tools which are relevant to the work of the PDHJ to support the legal Department. These included:

- a matrix of the Court of Appeals jurisprudence in relation to fundamental and human rights. The compilation was applied by the trainee jurists in their analysis work (2012); and
- writing a legal textbook on fundamental rights in Timor-Leste (in conjunction with the University of Coimbra in Portugal)

Some of the challenges faced by the legal trainees were:

- attaining sufficiently high levels of Portuguese language skills to enable them to read and analyse the laws of Timor-Leste;
- differences between the legal system in Indonesia and Timor-Leste;
- obtaining a sufficient level of reading materials to be able to complete the legal training course;
- one trainee was absent from the course for 6 months due to pregnancy (but she was supported with intensive one on one training from the Project upon her return from maternity leave);

Language training

The objective of language training was to increase PDHJ staff competency in English and Portuguese language skills to enable them to participate more fully in the international human rights network, to engage a wider network of human rights advocates on a global scale and to enable them to read English and Portuguese texts since when the Project commenced there were very few Tetun language human rights publications.

From 2010 – 2013 PDHJ staff based in Dili were able to attend English classes organised and funded by the Project. In total 50 PDHJ staff attended language classes across 3 levels (3 withdrew during the year). Of the 33 PDHJ staff in the elementary class, 31 passed with an average final grade of 83%. Of the 10 PDHJ staff in the intermediate class, the average final grade was 91%.

From 2011 the language programme was extended to both Portuguese and English classes held both in Dili and in the Districts. In the second half of 2011, participation rates of PDHJ staff in the more advanced English language classes had reduced to an unacceptable rate with over 50% of students not attending 50% of the classes and frequent lateness to class. In response to this, the Project and PDHJ, together with the English language provider, LELI, conducted evaluations and consultations to address the problem. Often the lack of participation could be attributed to competing working commitments and required travel outside of Dili. On the basis of the evaluation a new teacher and combined classes were instituted for the second half of 2011. However, attendance overall remained low despite excellent feedback from students about the teacher and finally resulted in only 4 of 19 students passing the level 5 exam (compared to 15/20 in the level 3 class). Following discussion at the Project Steering Committee, the Project has decided to reassess the provision of English language training and explore a methodology which is more intensive and issue-specific which can be coordinated with staff's visits to the districts.

Although the language training was discontinued in 2012, the PDHJ reported an increased confidence of PDHJ staff to participate in international human rights forums. Finally, in 2010, 5 PDHJ staff (4 women and 1 man) participated in English language online courses.

Output 2 – Institutional structures and management systems

The 2009 capacity assessment revealed that greater institutional cohesion is required for PDHJ to fulfil its human rights mandate to the fullest potential. The Project therefore developed activities to strengthen PDHJ's institutional structures and management systems including strategic planning, integration of strategic objectives into annual planning and budgeting, developing a staffing structure for PDHJ, supporting new Departments, the PDHJ's legal and administrative framework, supporting 4 new Regional offices and the development of a strategic communications plan to strengthen PDHJ's advocacy work.

Capacity development strategies under output 2 included management and leadership trainings, peer to peer training, the development of institutional policies and procedures, monitoring and evaluation frameworks and planning and reporting templates.

Institutional framework

PDHJ has a strong legal framework; it is established in the Constitution of the Republic of Timor-Leste and has supporting law (Law 7 / 2004). However, at the commencement of the Project in 2010, PDHJ was faced with significant institutional challenges due to the re-structure that followed the removal of the

PDHJ's anti-corruption mandate and the need to develop an Organic Law for PDHJ to reflect an effective administrative structure for PDHJ.

In 2010 the Project provided significant technical and legal support to the PDHJ to develop policy papers and strategies and to convene workshops and conduct consultations with staff to develop the PDHJ's new structure and the regulation of its administrative functions.

By the beginning of 2011, the PDHJ had a staffing profile and a draft Organic Law for presentation to the Council of Ministers. The draft Organic Law outlines the structure and internal coordination mechanisms of the PDHJ in implementing its legal mandate. The draft Organic Law institutionalises the division of the Directorates of PDHJ (Good Governance, Human Rights, Public Assistance and Administration). The draft Organic Law entrenches pluralism, participation and accountability by institutionalising the consultative council, providing for PDHJ's decentralisation into 4 Regions of Timor-Leste. The Organic Law also creates a staffing profile which provided a path for the development of increased human resources capacity at PDHJ including regional offices.

- The PDHJ's independence, credibility and management structures have been strengthened through the promulgation of the Provedoria Organic Law (Dekretu Lei 25/2011) in June 2011. The Project provided technical advice and drafting support for the draft Organic law throughout 2010 and 2011.
- On 8 June 2011, the Organic Law of the Provedoria for Human Rights and Justice, decree law 25/2011, was enacted. This pivotal law had been drafted with the substantial technical and legal advice provided by the project in 2010. The transparency and accountability, as well as the independence of the Provedoria, have been strengthened through the enactment of this organic law. The role of the consultative council which will provide guidance to the activities of the Provedoria from a broad range of community representatives is secured in the law. The establishment of the position of director general, a legal office and office of internal inspection will work to ensure PDHJ's own internal procedures meet high standards of good governance. Furthermore, the authority of the Provedor to recruit and discipline staff supports the independence of the office. Over the past 18 months the Project has provided significant support to PDHJ in terms of technical policy advice as well as legal drafting skills in the preparation of the Organic Law. The Project will continue to support the Provedoria in the implementation of the law in the upcoming years.

By the end of the Project, the PDHJ's Head office and 4 Regional offices were staffed and fully operational. The consultative council had met two times and plans were underway for the new leadership at PDHJ to resurrect the consultative council meetings.

Strategic Planning

The baseline for strategic planning in 2010 was that PDHJ was not able to review or plan or report in accordance with a strategic plan which had been developed for the PDHJ by an external consultant in 2007.

A significant focus for the PDHJ in 2010 was the development of a Strategic Plan for PDHJ for 2011 – 2020. The strategic planning process was led by a working group consisting of the Deputy Provedors and the Directors. Consultations were held in Dili, Oe-cusse, Maliana, Baucau and Same, with a wide range of stakeholders including district administrators, police, local authorities, CSO representatives, private sector

representatives and from organisations representing key interest groups (e.g people with disabilities, women and religious groups). The consultation strengthened PDHJ's engagement with civil society and raised PDHJ's profile as well as ensuring that PDHJ's strategic direction was based on a wide range of views and contributions from a broad spectrum of society. The Strategic Plan was finalised after consultations in Dili in 2011 and was developed by PDHJ managers and staff using the human rights based approach (implementing training on the topic conducted by the Project in 2010). This means that the plan was developed in a highly participatory way, with the inclusion of different vulnerable groups.

By 2012, the Project was supporting the PDHJ to integrate the 10 year Strategic Plan into the PDHJ's Annual Action Plan. This support was repeated in 2013 and 2014 during the Annual Planning process to further develop and consolidate the practice of integrating the Strategic Plan into PDHJ's annual planning cycles. The PDHJ reported that the Ministry of Finance had congratulated the PDHJ on a quality results based Annual Plan.

The Project supported translation of the Strategic Plan (Tetun and English) and its sensitisation. Strategies to sensitise staff and management included incorporating the strategic plan into human rights training sessions and discussion sessions. From 2014 an overview of the Strategic Plan was incorporated into the PDHJ's own orientation programme for new staff.

By Project closure in 2015, the PDHJ staff and leadership regularly integrated the objectives and indicators from the strategic plan into their planning and reporting. From 2012 – 2014 all PDHJ Annual Work Plans effectively integrated the indicators and targets in PDHJ's Strategic Plan. The PDHJ's planning and reporting templates also integrate the PDHJ strategic plan indicators and targets because they are based on the PDHJ's Annual Work Plans.

At the Annual Retreat in 2014, PDHJ agreed to update its Strategic Plan in June 2015 and the Project considers that PDHJ is well equipped to do so without additional external support. Further support may be required to develop indicators and targets and monitoring and evaluation frameworks. Although several monitoring and evaluation processes are already well established at PDHJ (case management, training promotion and education database, training pre and post test evaluations) PDHJ managers have requested further support in this area.

One challenge for PDHJ in the future will be to encourage donors and partners to provide support that is consistent with PDHJ's own Strategic Plan and Annual Work Plans. A further challenge for PDHJ is to reach a balance between strategic objectives and new and emerging human rights and good governance issues in Timor-Leste.

Annual retreats

In 2010, the Project supported staff from across all PDHJ directorates (including Regional offices) to attend a 4 day planning and evaluation retreat, followed by evaluation and planning meetings.

By 2014, PDHJ was able to convene its own Annual Retreat, which was held over 2 days in December 2014. The Project provided input into the agenda but the retreat itself was initiated and organised by the PDHJ. PDHJ kept its own minutes of the Annual Retreat using a template developed with the support of the Project. By the time of Project closure, PDHJ had already implemented many of the decisions made at the 2014 Annual Retreat without additional support from the Project.

Administration and Finance

In 2011 PDHJ focused on improving its administration and finance procedures which will allow the PDHJ to set standards within Timor-Leste in the area of good administration. PDHJ, together with a PDHJ consultant, developed a Finance and Administration Operation Manual which covers all aspects of PDHJ's finances, reporting, planning, and administration. The Manual is one of its first for a state Institution in Timor-Leste. The Manual sets a high standard and a clear framework for the PDHJ to ensure all recommendations of external audits and best practices are complied with. As foreseen in the Provedoria Organic Law and the Finance and Administration Operation Manual, PDHJ also sought to develop the role of the internal audit office. To this end the Project a draft framework and working procedures for the internal audit office was prepared by the project to ensure that all aspects of the administrative and finance manual are complied with. These Manuals were finalized in the last quarter of 2011 and training and implementation took place in 2012 with the project support.

Support to new Departments

Mediation and Conciliation Department

- The Project supported the new **Mediation and Conciliation Department** with mentoring, internal procedures for mediation and conciliation and a guideline on mediation and conciliation;
- The Project's mentor supported mediators to **complete its first 2 mediations** (a good governance case regarding discrimination in the workplace and a human rights case regarding perceived intimidation by an off-duty police officer). Both cases were successfully mediated by the mediation team. Two further mediations took place at the end of 2014 and staff are now confident that their skills improved to conduct these mediations;

Follow up Recommendations Department

- The Project supported the new **Follow Up Recommendations Department** with mentoring, internal procedures and a guideline on the procedure to use when following up the implementation of recommendations made by PDHJ to different government departments;
- PDHJ staff are now confident to follow up recommendations in accordance with the law;

Human resources procedures

In 2010 when the Project commenced, human resources capacity at PDHJ was very low. The PDHJ had not determined its ideal staffing and organisational structure. The staffing levels were insufficient in both head office and Regional offices.

Extensive support was provided for the development of human resources procedures in 2014. These include the Nomination of Staff to Participate in Courses or Trainings and Employee Leave. These procedures are now being fully implemented by PDHJ and are even being revised and updated by PDHJ without additional support as required.

The PDHJ has applied the nomination and selection procedure for 100% of staff attending overseas training since May 2014. This procedure requires staff to share their knowledge broadly at PDHJ upon their return from training. The Project supported peer to peer training sessions to facilitate this knowledge sharing. These training sessions are now fully implemented by PDHJ. Topics presented in 2014

included undertaking effective investigations; gender mainstreaming and monitoring; trafficking of women and children in southern Asia and mediation skills. These presentations and training materials will be included in PDHJ's training, promotion and education database (see below for details).

The human resources mentor supported the sensitisation of all staff at PDHJ to human resources standard administrative procedures. All staff in head office and Regional offices have now participated in information sessions about all human resources standard administrative procedures. These include, job descriptions, in-country and overseas training, leave and the orientation program. The mentor modelled information sessions for human resources staff who are now able to organise and execute information sessions which are well-planned and involve active participation by PDHJ staff.

The Human Resources standard administrative procedures which were finalised including:

- **60 job descriptions** were finalised for 96 staff at PDHJ. These job descriptions provide the first clear instructions for PDHJ staff on their job requirements and provide the foundation for regular reporting and management oversight;
- Implementation of the new **orientation programme** for PDHJ received positive feedback from new staff and requests for inclusion in the orientation programme by existing staff;
- The Project's mentor and legal adviser supported the creation of a **new performance evaluation system** for PDHJ so that PDHJ can manage staff performance better;
- PDHJ successfully **completed a large recruitment intake** with mentoring from the Project's human resources mentor and is able to continue the recruitment process to increase staff numbers to the full staffing complement in 2015;
- The Project supported a **range of new human resources procedures** including a leave system, a system for attending training, a correspondence system and procedures for the receptionist;
- Sensitisation of **human resources standard administrative procedures (SAPs)** occurred across the PDHJ (Dili and Municipalities) to improve internal management and coordination;

Management and institutional structures

- With the support of the Project, PDHJ **completed its survey of perceptions of human rights and knowledge of PDHJ** in 4 Municipalities of Timor-Leste (Baucau, Bobonaro, Oe-cusse, Manufahi), surveying almost 600 respondents. The survey provides baseline data for PDHJ to inform its public relations and education programming. The survey included a question to gauge baseline awareness of the national human rights action plan. The perception survey was strongly supported by the Project, with training for PDHJ staff in monitoring skills and techniques, data analysis survey design and technical oversight of the survey in 4 Municipalities. The Project also supported the report writing process by providing the methodology and data to PDHJ's international adviser for inclusion in a report for public distribution. Unfortunately the report was not released publicly by PDHJ. The Project provided further support in 2015 to conduct the survey in Dili so that PDHJ will have national data to distribute publicly about knowledge of human rights in Timor-Leste, and national data to inform its planning, programming and reporting.
- **Increased knowledge of results based management approaches** as a result of a 2 day joint training by UNDP and UN Women. Managers' knowledge in planning and reporting processes increased after the trainings.

- A range of **internal procedures and templates on reporting and planning** developed by the Project were adopted by PDHJ managers in their programmes and activities, planning and reporting processes. PDHJ now has reporting and planning templates for every Directorate, Department and individual;
- The Project supported the development by PDHJ of **results-based organisational plans**, the *Annual Action Plan 2015* and 3 year *Strategic Development Plan (2015 – 2017)*. The plans set results-based targets and indicators to guide PDHJ towards delivery of results that benefit the intended target groups;
- The **Directive Council** and the **Monitoring Management Committee** (two internal management committees) were both convened in 2014 for the first time and met regularly during the year. Project support included developing the standard procedure for each committee and provided mentoring support for the conduct of the meetings and practical templates (for example, meeting minutes templates);
- The PDHJ held its **Annual Retreat 2014** with support from the Project to develop an agenda and programme and mentor on the follow up of actions agreed at the retreat, in this way strengthening internal management at PDHJ.

Gender mainstreaming

Gender mainstreaming was supported by the Project in various ways. Integrating gender-based perspectives into human rights publications:

- The Project provided technical support for a chapter on gender for the PDHJ community leaders training manual (2010);
- The Human Rights Training Manual for the PNTL and the Human Rights Booklet for the PNTL both integrated the rights of women (2014 / 2015). One training module is dedicated to the rights of vulnerable people including women and the training exercises incorporate gender perspectives.

Ensuring gender parity in PDHJ training remained a challenge throughout the Project due to the gender disparity among technical staff at PDHJ. For example, discussion sessions in 2012 were not attended by equal numbers of women and men because at the time 58% of technical staff were male and 42% of technical staff were female.

Specifically focusing on achieving equality of access to PDHJ services:

- More women have utilized PDHJ complaints services in 2011 compared with 2010. 26% of all complaints were from women in 2011, compared with 17% in 2010, which reflects PDHJ's gender awareness in programming which was supported by the UNDP/ OHCHR Project's focus on women's rights in 2010- 2011.

Attention has been paid to achieving gender balance in all trainings supported by the Project. In some circumstances, gender balance has not been achieved. For example, training for PDHJ senior management

(where senior management mainly consists of men) and training for PNTL trainers (which are primarily men).

Institutional capacity assessment

- Support to PDHJ's **institutional capacity assessment** which was conducted over 2 weeks in January 2015 by a team from the APF, UNDP, OHCHR, Komnas HAM and a supporting consultant. The Project supported the capacity assessment process by funding one of the 5 consultants and supporting the PDHJ focal point to coordinate the logistics for the assessment. The Project also translated the report and simplified the recommendations for presentation at workshops for the staff to encourage better understanding and acceptance of the recommendations.
- A **workshop to discuss and finalise a range of standard operating procedures** for PDHJ (including case management, receipt of complaints, preliminary evaluation, investigation, follow up recommendations, mediation and conciliation). The procedures were approved and published in 2015 as a series of internal procedures.
- Publication of the **results-based planning and reporting templates** for all PDHJ Directorates, Departments and individual staff members. The Project supported sensitisation sessions for staff on use of these templates. This should be followed up with continued mentoring support and further training on the development of indicators and targets and report writing.
- The Project provided technical support for **PDHJ's perception survey** which was conducted in Dili District; (questionnaire design, enumerator's training and supervision of data collection and data analysis). The perception survey covered 5 Districts of Timor-Leste and almost 1000 respondents. Publication of the report by PDHJ will provide a good insight into the awareness of human rights and good governance principles and baseline information for PDHJ to plan and target its public information and education activities.
- **Publication and distribution** of the Fundamental Rights in Timor-Leste textbook to legal stakeholders in Timor-Leste took place in May 2015.

Decentralisation

- In line with PDHJ's priority to ensure people in rural areas can access PDHJ services, the monitoring skills, human rights knowledge and resources of the PDHJ regional officers as well as the PDHJ human rights monitoring network were strengthened during 2011. Support included training of regional officers and human rights network partners, mentoring for human rights monitoring in the regions, training of the PDHJ NGO network in human rights, development of human rights resource materials and library spaces in PDHJ's regional offices.
- During 2012, the Project supported a capacity assessment of the 4 regional PDHJ offices to provide a strong basis for the development of job descriptions for different functions at PDHJ and the development of internal systems to improve the effectiveness of PDHJ's decentralisation efforts.
- Data gathered during PDHJ's perception survey at the end of 2014.

Public relations

- Training PDHJ on communicating for behavioural change (for staff of PDHJ and the Anti-corruption Commission) supported by the Project in 2011 led to the generation of ideas for a communications strategy.
- The Project supported the **translation and publication** of PDHJ's Annual Report 2013 in English, brochures on good governance, PDHJ's complaints process and PDHJ's mandate, posters and other promotional material to increase public awareness of PDHJ and its mandate;
- The Project supported PDHJ's attendance at various **international conferences** and human rights fora with support in speech writing and translation and publication of human rights materials for distribution. The Project also provided support for PDHJ's **International Human Rights Day celebrations** which were attended by over 200 people in Same, Timor-Leste.

Output 3: Information and knowledge management systems

The objective of activities under output 3 was to increase the effectiveness of PDHJ's information and knowledge management systems. The capacity development approach under this output included reviewing and assessing current file, case and knowledge management systems and supporting the development and implementation of a knowledge management plan.

The 2009 capacity assessment found that information management across PDHJ and within individual divisions was weak and that institutional memory is affected by limited ability to retain data. Departments had individual case management spreadsheets which were not linked with each other and there was no comprehensive case management system. Precedents, forms, training materials, reports and other information is not systematically organised and computers are not networked.

By the end of 2014, the database management systems were in place, data analysis capacity increased and Staff were trained and mentored in use of the system. It is anticipated that results-based reporting (including accurate data generated by the database) will support improved monitoring and evaluation of PDHJ activities and an evidence-based planning and budget allocation for future activities.

Electronic case management system (e-CMS)

The Project has supported the introduction and implementation of an electronic case management system for PDHJ for several years. As a baseline in 2010, the PDHJ could not track cases across different Departments at PDHJ, for example between receipt of complaint, assessment and investigation.

Initial preparations for the establishment of an electronic case management system (e-CMS) began in 2010. The purpose of the system was to systematise and regularise complaints management using an electronic system which would provide a simple and reliable data generation process for improved complaints tracking and generation of reports.

Significant Project support was provided to develop the system based on PDHJ requirements. The e-CMS contains different stages for each stage of the complaint handling process, from receipt of the complaint,

preliminary assessment through to investigation, mediation and following up recommendations. The Project supported the development of internal procedures and guidelines and templates for each phase of the complaint and investigation system and these documents are all accessible to staff through the e-CMS system (as well as in hard copy).

In 2014, the Project was able to increase the number of regular users of the e-CMS from 2 to 20 regular users by the end of 2014 after intensive mentoring and training by the Project's information technology mentor and resolution of all issues identified during the audit of the system. In an effort to improve sustainability of this training, the Project produced a training DVD for the e-CMS and revised administrators and users manuals for the system. Maintenance cost is one of the ongoing issues for the PDHJ for maintaining the e-CMS system. The programming skills required to maintain the system are not widely available in Timor-Leste. The Project ensured that PDHJ's e-CMS was included in a whole of justice sector maintenance contract with an Indian based IT consultancy firm, however, the contract expired in 2014. The Project has recommended that PDHJ budget for the ongoing maintenance of e-CMS in its annual budget and suggested options including short-term consultancy or inclusion of PDHJ in a Ministry of Justice contract to maintain the e-CMS in other justice agencies. Despite extensive training and mentoring on the use of the e-CMS, use of the system has fluctuated at PDHJ. Reasons provided have included glitches in the system, no demand from managers to use the system and that over time staff have forgotten how to use the system.

The Project has raised the need to maintain the e-CMS system with PDHJ for the inclusion of maintenance cost in the PDHJ's budget proposals for 2015 and beyond. The Project has identified several locally based consultants with experience in e-CMS who may provide support. However, despite these initiatives, in a country such as Timor-Leste where the technical skills to support complex IT systems are limited, the risk is that without a maintenance plan, the system will again fall into disuse. In addition, the IT infrastructure at PDHJ is so weak that all IT systems and equipment are at risk, not just the e-CMS system. PDHJ IT staff do not have the highly specialised skills required to conduct anything more than basic system maintenance. The Project's IT specialist provided recommendations to strengthen PDHJ's IT system in the future for proper budget allocation, management and oversight of the IT systems.

Library

When the Project commenced in 2010, the PDHJ library contained approximately 1700 publications on human rights and good governance topics. The PDHJ identified the need for information management systems to be used in the library to ensure correct cataloguing, document security and to facilitate borrowing by users.

In 2010, the Project installed the Koha Library Management system (an open source, free library cataloguing system) and the Dewey classification system in the PDHJ library. The Project followed up with a three day training for PDHJ library staff in 2010. By the end of 2010, PDHJ had taken over responsibility for the operation of the library and the KOHA management system was working well.

In 2014, support for PDHJ's library was renewed. Project support included development of a library regulation, requesting donations of books from relevant organisations, cataloguing the new books and materials and peer to peer mentoring with the Xanana Gusmao library which also uses the KOHA system. This library is a valuable source of information for the monitors during the desk review and report writing phases of their monitoring work. It is also used by PDHJ staff to prepare for writing human rights treaty reports and to prepare presentations for international conferences and meetings.

The Project, in coordination with Raoul Wallenberg Institute (RWI) and the PDHJ, has taken several steps to ensure a more effective library, archive and knowledge management system. In 2014, the Project supported the revision and finalisation of the library Regulation which has now been approved by the Provedor. The Project supported PDHJ to request additional library materials and to catalogue and store all library materials in 2014.

The main use of the library is by human rights and good governance monitors who use the research materials to prepare the research component of their monitoring plans.



Staff at the training on CAT treaty reporting and advocacy using PDHJ library resources to develop an advocacy strategy (Com, Timor-Leste, September 2014).

The Project also facilitated a field visit between PDHJ's former librarian and interim librarian to the Xanana Gusmao Reading Room, which maintains its library using the KOHA database used by PDHJ. The field visit gave PDHJ staff insight into new cataloguing systems for PDHJ and discussions about improvements that could be made to the library when PDHJ renovations are completed in 2015.

Despite the progress with the library, its scope will be limited unless the following recommendations are implemented by PDHJ:

- Link the library by intranet to PDHJ staff desktops (regional and head office)
- Return the skilled librarian to library duties
- Increase the number of Tetun language materials in the library as these become more widely available
- Continue linkages with the Xanana Gusmao Reading Room for peer to peer support on the KOHA system
- When construction on the new PDHJ office site is complete, the library should be restored to a dedicated library space.

Filing and data management

The baseline in 2010 was that file management systems were in place but needed monitoring to ensure implementation. PDHJ had no knowledge management systems or plan and there were no systems in place to file, store, retain and locate information and resources.

Computer networking

Networking of all computers in the PDHJ was completed at the end of 2011. The PDHJ staff are able to provide effective information sharing, operation of the electronic case management system as well as email service within the PDHJ

Training Promotion and Education database

In 2011, the PDHJ education and public relations staff together with the Project developed a database to record and analyse the results of all of PDHJ's education and outreach activities. The database records all trainings, public meetings, workshops, press releases and other such materials across three different PDHJ departments. The Project provided 2 trainings to the relevant 7 PDHJ staff (3 men and 4 women) as well as additional individual sessions on the implementation of the database. The database has been installed in the computers of relevant staff and is regularly updated by staff, currently recording close to 300 different PDHJ activities. From this database PDHJ is able to analyze where and what activities have been undertaken by PDHJ as well as ensuring that data can be disaggregated by sex.

By 2014, PDHJ requested Project support to develop a new database with improved data analysis capacity to reflect the increased number of education and outreach activities and the stronger emphasis on results based reporting. The Project developed this database which was finalised in 2014 and by Project closure, PDHJ had entered most data into the database.

Website

A first draft website was developed during 2010 with Project support for publications. After 4 years, PDHJ requested an update to its website including a new website address. The Project supported the development of the website in 2014 and it was launched on Human Rights Day 2014 (www.pdhj.tl) and it is accessible to public. The core content of the **PDHJ website** is published in 3 languages (Tetun, Portuguese and English) and includes **several human rights publications in Tetun languages**. Website use increased from 337 new users at the end of the 3rd quarter to 545 new users by the year end, well over the target of 400 new users in 2014. The website was also designed in a way that allows easy access to the Tetun and Portuguese languages compilations of human rights instruments (which were developed with the support of the Project). The Public Relations Department at PDHJ regularly updates the website.

The website includes a tool to allow analysis of users, page views and user demographics, which will enable PDHJ to understand its internet audience and target information accordingly.

Finally, the project recommended PDHJ could consider relocating the website server from Indonesia to Timor-Leste to improve the download speed.

Output 4: Project Management

Project evaluations

The Project's mid-term evaluation report was issued in October 2013. The recommendations in the report were contentious and the subject of considerable feedback from PDHJ, UNDP and other partners. Some of the concerns raised included the evaluators' methodology; the language barrier for 2 evaluators which limited their ability to accurately evaluate Tetun language documents or comprehend Tetun language speakers during interviews; limited consultation with PDHJ staff, PDHJ beneficiaries and other stakeholders and a lack of clarity by the evaluators regarding the scope and purpose of the Project.

Despite these concerns regarding the mid-term evaluation, agreement was reached on a way to incorporate the recommendations into planning and implementation of the Project's activities. The following is a list of those recommendations and the actions taken during the balance of the Project to implement those recommendations.

Recommendation	Implementation
Separate priority plan for the balance of the Project in close collaboration with PDHJ.	The Project's Annual Work Plan 2014 was revised by the PSC in May 2014 to focus on priority issues for PDHJ. Regular consultation throughout 2014 and 2015 ensured that the PDHJ was closely consulted and that PDHJ's priorities were addressed.
Consider a capacity assessment for human rights and develop a training plan.	Rather than a human rights capacity assessment, the Project conducted a focused training needs assessment in 2014 and implemented the relevant training (treaty reporting and economic, social and cultural rights). This was followed by a whole of institution capacity assessment (including the Human Rights Directorate) in 2015 coordinated by PDHJ and the Asia Pacific Forum (APF).
Maximise results from the case management system.	<p>The electronic case management system (eCMS) was a priority in 2014. The Project supported an audit of the system, intensive mentoring and additional training for users and administrators, technical support for refinement of forms and templates, the development of administrator and user manuals and a training DVD.</p> <p>In 2014 and 2015 the Project also supported members of the Directive Council to require complaints reports to be produced using the eCMS to facilitate accurate statistics and quality reporting.</p>
Reduce the number of indicators and identify human rights knowledge targets.	The revised Annual Work Plan 2014 and Annual Work Plan 2015 contained less indicators and targets as recommended.

	This helped the Project to measure progress against the key indicators.
Develop a coordination and communication plan and identify a focal point for coordination and planning.	The Project focal point in 2014 was the Deputy Provedor (Human Rights) who was elected Provedor in October 2014, and the relevant Director for each activity. During 2014 – 2015, the Project supported strengthened management and communications at PDHJ and used these institutional mechanisms to communicate Project activities (for example, the Directive Council meetings, peer-to-peer training processes).
Refocus training to address priority human rights issues (for Timor-Leste and for an NHRI)	Training conducted on treaty reporting (CAT) and economic, social and cultural rights (ESCR). PDHJ produced 5 draft treaty reports and commenced 3 ESCR related monitoring activities in 2014 – 2015.

In November 2014, the PSC agreed to waive the requirement to have an end of Project evaluation, noting the priority to implement the recommendations from the recent mid-term evaluation (completed in late 2013) and the institutional capacity assessment which would be completed in 2015.

The Project supported an institutional capacity assessment of PDHJ in 2015. The capacity assessment was coordinated by the Asia Pacific Forum of NHRIs (APF) together with UNDP, OHCHR and counterparts from 2 other NHRIs in the Asia Pacific Region (Indonesia and the Maldives). The capacity assessment process did not evaluate the UNDP Project, however, the report noted the positive impact of the Project in several areas including supporting PDHJ's public relations, skills building and internal policies and procedures. The final capacity assessment report will provide a solid basis for any future support to PDHJ.

Project closure

The Project developed a project closure strategy together with PDHJ. At the end of 2014, the Project Manager provided a list of all Project activities and outputs (2010 -2014) to the Provedor and agreed to present these to all PDHJ staff for internal evaluation and feedback. The process was rigorous, involving the Provedor, Director General, National Directors and all available Chief Departments and staff. Over a 2 day period, the Project Manager presented results and invited comments and feedback on Project activities.

As a result of these meetings, the Project Manager agreed to several actions prior to Project closure. The Project Manager also emphasised the importance of PDHJ ownership of initiatives such as internal procedures and systems and the eCMS and worked with PDHJ to identify strategies to encourage sustainability.

Financial Information

Expenditure

As at 30 April 2015, the Project had spent **US\$3,401,317.78** out of the total budget **USD \$3, 401, 974.41** allocated for 2010 to April 2015. The details of the contribution from every donors of the project and expenditures against their contribution is presented in the table below:

Project Donor Funding, Budget and Expenditures

Funding

Partner	Budget (USD)	Expenditures (USD)	Balance (USD)
Irish Aid	165,262.89	165,262.89	0
Government of Ireland	67,987.55	67,987.55	0
New Zealand Aid Programme	1,124,571.20	1,124,571.20	0
OHCHR	545,000.00	544,655.11	344.89
Sida	1,221,443.91	1,221,132.17	311.74
UNDP CORE Fund	264,355.94	264,355.94	0
Total	3,388,621.49	3,387,964.86	656.63

Challenges and the Way Forward

The main challenge facing the Project in 2014 was the **delayed in the appointment of a new Provedor** by Parliament. The Provedor's appointment expired in March 2014 and the new Provedor, Dr Silverio Pinto Baptista, was only elected and sworn into office on 31 October 2014. In the future, the Project recommends that PDHJ lobby for reform to the law to avoid a recurrence of this situation.

During the intervening period, many activities (such as human rights training and monitoring mentoring) could continue. However, **several activities had to be deferred** until late in the 4th quarter after the newly elected Provedor commenced in the role. These activities included results based management training and development of results based management templates for planning and reporting and finalisation of all standard operating procedures. It was not possible to finalise the administrative structure of PDHJ ('the organics') in 2014 due to the leadership transition and lack of new Deputy Provedors by the year end.

The Project also identified, during 2014, the risk of duplication and overlap when two development partners (in this case USAID and the Project) are invited to undertake the same activity without the necessary coordination and information sharing under the leadership of the PDHJ. To address this issue, the Project Manager initiated direct contact with USAID to identify their areas of support to PDHJ and to **avoid duplication of funds for a single purpose without transparency.**

The failure of **basic infrastructure** at PDHJ (electricity, internet, water and sanitation) also affected PDHJ staff productivity and impacted on those Project's results which are linked to PDHJ's productivity or to electricity and internet (such as eCMS mentoring and training, website mentoring). The Project

recommends that PDHJ take urgent action to ensure that basic infrastructure needs are budgeted for and procured to ensure the smooth running of PDHJ offices.

The Project considers that employing international advisers to write human rights reports is a setback as the national staff capacity has increased as evidenced by their ability to write reports in previous years. Having internationals perform line functions is an approach that may have the following adverse effects:

- PDHJ national staff ownership of their own duties and responsibilities may be affected if advisers are available to perform line functions;
- Results produced by the international advisers will not be sustainable after their contracts end which may lead to a public perception that standards at PDHJ have declined;
- Accountability of international advisers to PDHJ will be limited until the PDHJ's performance management system is fully implemented in relation to international advisers, there is a national staff member who can oversee the quality of their work and the Inspector General's oversight capacity is increased.

The PDHJ Regional Offices have been established only at four (4) regions: Manufahi, Baucau, Maliana, and Oecusse. Having regional offices established in every district with sufficient basic infrastructure and qualified human resources will help expand citizen access of the systems and mechanisms for filing human rights complaints as well as to have PDHJ service closer to the people.

Finally, the ongoing and continuing challenge of human resource capacity in public institutions is relevant to the work of the PDHJ Project. Several of the Project's focal points at PDHJ were absent for significant periods during the year. Also, the staff's capacity to perform their work as well as contribute to institutional development activities (such as discussion about the administrative structure of PDHJ, the PDHJ annual retreat and the development of planning and reporting templates) has also proved challenging for the staff.

ANNEXES

ANNEX A:

LIST OF PDHJ'S OPERATIONAL AND ADMINISTRATIVE PROCEDURES AND GUIDELINES DEVELOPED WITH UNDP / PDHJ PROJECT SUPPORT IN 2014

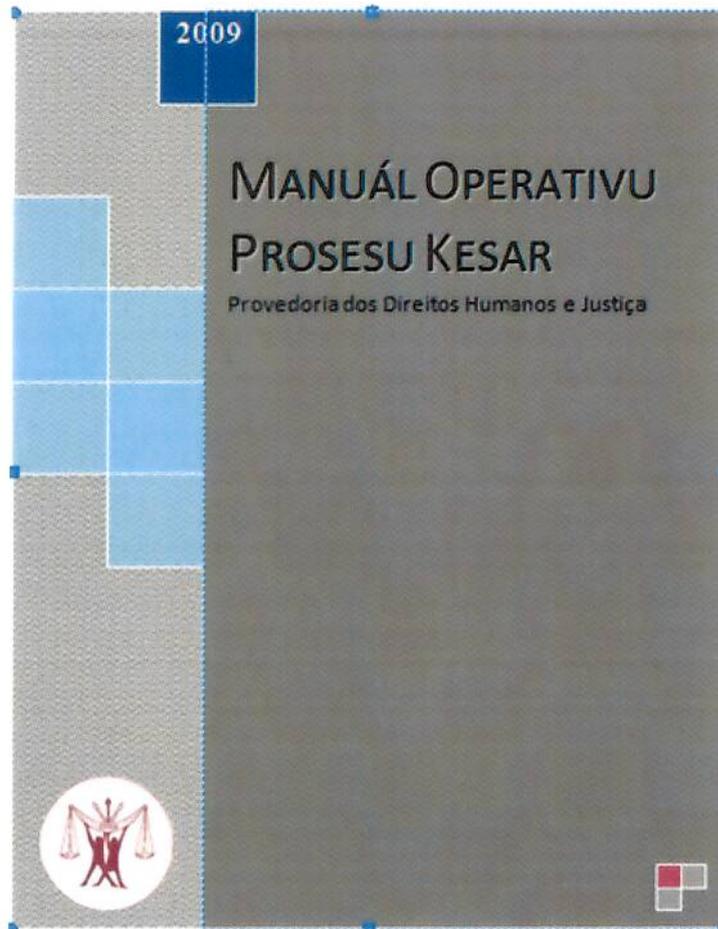
•	Receipt of Complaints (SOP)
•	Receipt of Complaints (Guideline)
•	Preliminary Evaluation of Complaints (SOP)
•	Preliminary Evaluation of Complaints (Guideline)
•	Preliminary Evaluation of Complaints templates
•	eCMS users manual
•	eCMS administrators manual
•	Mediation and Conciliation (Guideline)
•	Mediation and Conciliation (SOP)
•	Mediation and Conciliation templates
•	Investigation (SOP)
•	Investigation (Guidelines)
•	Follow up recommendations (SOP)
•	Follow up recommendations (Guideline)
•	Role of the regional offices in monitoring (SOP)
•	Urgent monitoring system (SOP)
•	Monitoring system (SOP)
•	Monitoring Management Committee (SOP)
•	Role of Regional offices in Monitoring (SOP)
•	Monitoring templates: <ul style="list-style-type: none"> • preliminary research

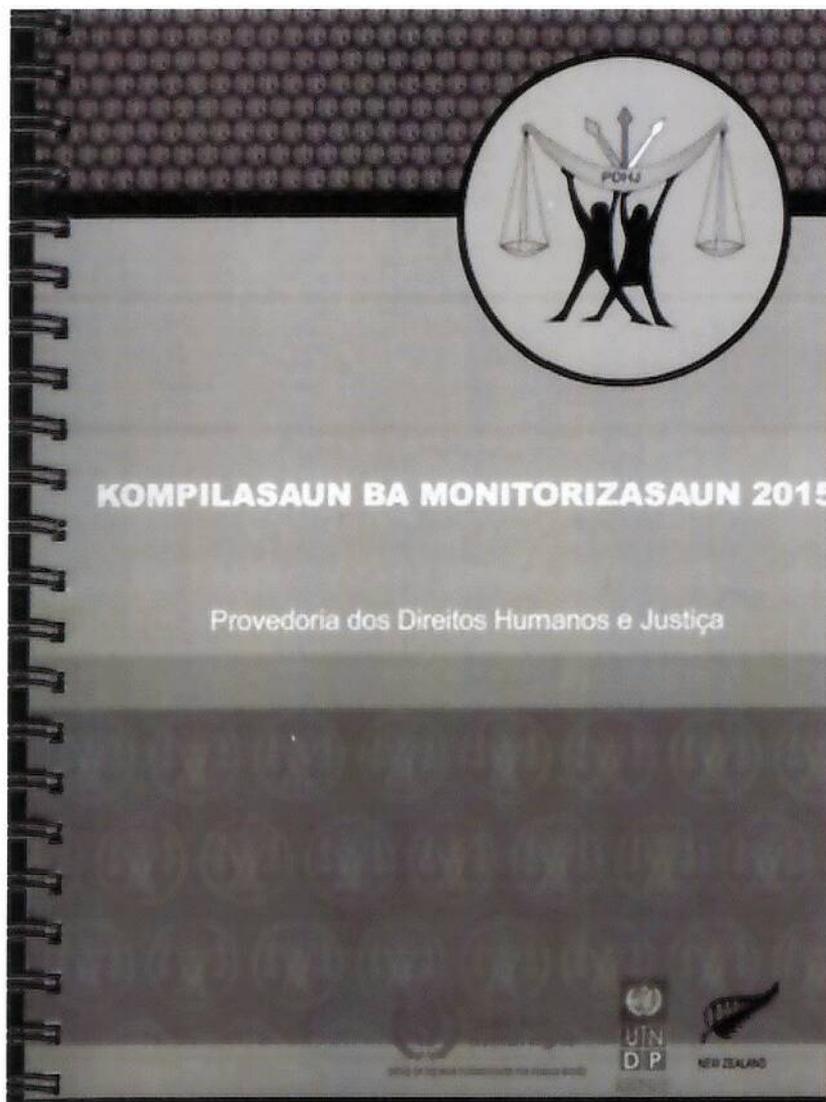
	<ul style="list-style-type: none"> • meeting with civil society • meeting with authorities • list of issues • indicators • target groups • preliminary assessment • urgent preliminary assessment
•	Training promotion and education database (SAP)
•	Website management (SAP)
•	Directive Council (SAP)
•	Correspondence (SAP)
•	Receptionist (SAP)
•	<ul style="list-style-type: none"> • Library Regulations
•	Attendance at training (SAP)
•	Work attendance and leave (SAP)
•	Performance appraisal system (SAP and templates)
•	Orientation package (SAP and Guidelines)
•	Minute taking (SAP)
•	Meeting agenda (SAP)
•	Job descriptions for all PDHJ staff
•	Results based management planning templates <ul style="list-style-type: none"> • Directorate • Department • Individual
•	Results based management reporting templates

	<ul style="list-style-type: none">• Directorate• Department• Individual
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ANNEX B:

INTERNAL PROCEDURES AND GUIDELINES AND KNOWLEDGE PRODUCTS DEVELOPED WITH UNDP / PDHJ PROJECT SUPPORT FROM 2010-2014







ITA BO'OT NIA KESAR
PROTEJE NO PROMOVE
ITA HOTSU NIA DIREITUS UMANUS
NO PROMOVE BOA GOVERNASAUN

EMA HOTSU-HOTSU INILUKI DEFSIENSA, LABARIK NO FETO
 IHA DIREITU ATU HATO O KEIXA BA PDHJ HASORU AUTORIDADE PUBLICU
 NIA HAMALOK NEBEVIOLA DIREITUS UMANUS NO BOA GOVERNASAUN

Ita bota' bota' kontaktu ba PDHJ ho telefona **77304262** ka **3331184**

ka mail direktamente ba sado PDHJ regional nian **Estrada Calcoit, Dili, Timor Leste**

ka online **www.pdhj.tl**

 PDHJ Bauco: Rua Wilhelms Bauco, Dili, Timor Leste, Telp. 7731 8383

PDHJ Same: Rua Pinto Frazado, Suco Lelilabo, Telp. 77332004

PDHJ Maliana: Rua Maliana, Suco Maliana, Telp. 77326066

PDHJ Oe-Cusse: Rua Lame, Oe-Cusse, Suco Oe-Cusse, Telp. 7713 1884



OBJETIVO

Atu deskreve knaan/papel husi funsiunáriu sira husi Sede Rejonál sira iha Sistema Monitorizasaun PDH nian.

ÂMBITU

P.O.P. (S.O.P.) ne'e aplika ba iha âmbito prosedimentu monitorizasaun, advokasia no prevensaun, baseá ba implementasaun husi Provedór nia mandatu atu tau-matan ba operasaun instituisaun públika hodi prevere mal-administrasaun no fó protesau ba direitus umanus (EPDH), artigo 5(3) Nú. 24).

P.O.P. ne'e aplika ba iha funsiunáriu Monitorizasaun husi Diresaun Boa-Governasaun, Diresaun Direitus Umanus no Delegasaun Territorial PDH nian, no funsiunáriu sira seluk PDH nian-ne'e bé hetan responsabilidade específica atu hala'o atividade monitorizasaun urgente.

RESPONSABILIDADE

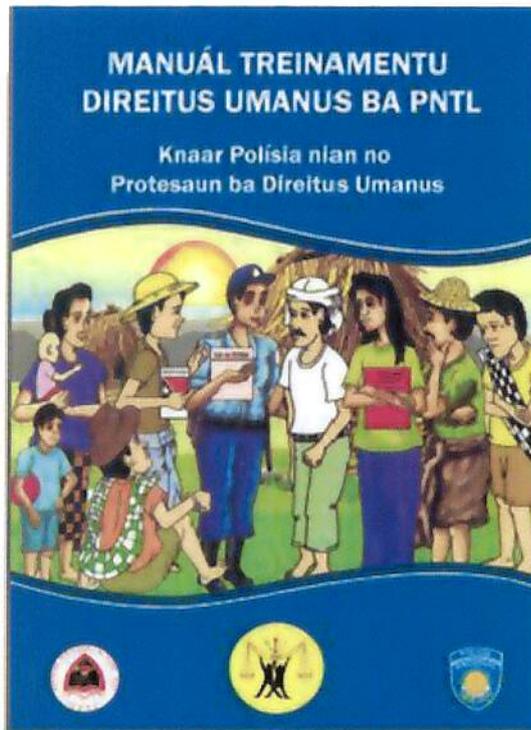
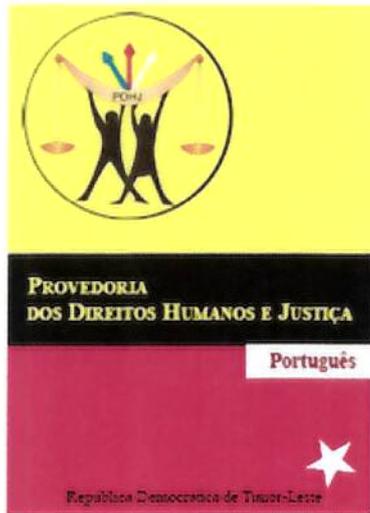
1: Xefe Departamentu Monitorizasaun Boa-Governasaun no Direitus Umanus no mós Diretor sira husi Sede Rejonál mak kae responsabilidade atu garante implementasaun ba P.O.P. husi funsiunáriu sira-ne'e bé posu funsaun relasiona ho sistema monitorizasaun no sistema monitorizasaun urgente.

2: Xefe Departamentu Monitorizasaun Boa-Governasaun no Direitus Umanus no mós Diretor sira husi Sede Rejonál mak kae responsabilidade atu garante funsiunáriu sira-ne'e bé posu funsaun relasiona ho sistema monitorizasaun iha koñesimentu kona-ba prosedimentu monitorizasaun no prosedimentu monitorizasaun urgente.

PROSEDIMENTU

Área prinsipál sira-ne'e bé Sede Rejonál sira tenke participa iha sistema monitorizasaun mak hanesan tuirmai ne'e:

- (1) Fase pré-monitorizasaun
- (2) Fase monitorizasaun
- (3) Audiénsia/Enkontru Públiku
- (4) Fase monitorizasaun halo-tuir (segimentu/akompañamentu)
- (5) Intervenssaun Direta sira
- (6) Sistema monitorizasaun urgente
- (7) Koordinasaun entre Sede Nasionál no Rejonál sira.



Dezenvolvimentu Kestjonáriu ba Monitorizasaun

Ivo Rangel

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Dezenvolvimentu Kestjonáriu ba Monitorizasaun.....	1
Molok dezenvolve kestjonáriu.....	2
Tipu informasaun.....	2
Tipu pergunta sira.....	2
Erru komún sira bainhira dezeña (planeia) pergunta sira.....	4
Hili opsaun sira resposta nian.....	5
Kestjonáriu nia formatu.....	6
Pré-teste ba iha kestjonáriu.....	8
Sumáriu / Rezumu.....	9

 Timor-Leste Complaint and Case Management System User's Guide v2	Complaint and Case Management System User's Guide Introduction..... 4 General Use..... 4 Log into Complaint and Case Management System..... 5 Log Out of Complaint and Case Management System..... 5 Change User Password..... 7 Homepage..... 8 Find Case..... 9 Search by FIR/Complaint ID..... 9 Advance Search..... 10 Initial First Information Report..... 11 Add FIR Information..... 11 Initial Complaint..... 12 Complaint Management..... 14 View Complaint Profile..... 14 View Complaint Details..... 15 View Preliminary Assessment Details..... 22 View Conciliation & Mediation Details..... 36 View Investigation Details..... 42 View Recommendation Details..... 59 View Referral Details..... 69 Parties..... 72 Events..... 80 Documents & Templates..... 82 BPOH Violation..... 86 Forms..... 89 Assigned Cases to User..... 91 Assigned Open Complaints..... 91 Upcoming Investigation Reviews..... 92 Overdue Investigation Reviews..... 93 Recommendations & Follow ups..... 94 Open Recommendations..... 94 Reports..... 95 Case No. Date Of Complaint Lodged, Date Not Sent, Decision Date on PA and Date Not Sent..... 95 List of Closed/Archived Cases..... 96 No. of Cases Filtered Per Investigator..... 97 Open and Closed Complaints..... 98
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Last Revised: January 31, 2013
Prepared by: xFact, Inc.

**PDHJ Operations Manual
for Monitoring detention
and Prison**

**Provedoria dos Direitos Humanos
e Justiça (PDHJ)**



**PROVEDORIA DOS
DIREITOS HUMANOS E
JUSTIÇA**

POP # Mediasaun no Konsiliaesaun	
Versaun #	1
Loron Hahu Implementasaun:	13 Marsu 2015
Loron Aprovasaun:	13 Marsu 2015
Aprova husi:	Provedor

Númeru Totál Pájinu: 21

Títulu POP

Mediasaun no Konsiliaesaun (DMK)

OBJETIVU

Halo deskrisaun ba iha prosesu MEDIASAUN NO KONSILIASAUN hanesan faze ida husi sistema jersiamentu kesar husi PDHU.

ÁMBITU

P.O.P. ne'e aplika ba iha âmbito mediasaun no konsiliaesaun, bazeia ba implementasaun Provedór nia mandatu atu halo mediasaun ka konsiliaesaun (EPDH, artigu 2, n. 3, no 38).

P.O.P. ne'e aplika ba Funisionáriu husi Departamentu Mediasaun no Konsiliaesaun, inklui Xefe Departamentu no Ofisial Mediasaun no Konsiliaesaun ("OMK") husi Diresaun Asisténsia Públika, no funisionáriu sira seluk PDHU nian ne'ebé hetan responsabilidade espesifika hodi hala'o mediasaun no konsiliaesaun.

OMK ida ne'ebe mak atu fasilita prosesu mediasaun ka konsiliaesaun sai nu'udar mediadór ka konsiliadór.

P.O.P. ne'e hetan hakerek antezde ezbosu Lei kona-ba Mediasaun hetan aprova husi Parlamentu Nasionál. Bainhira lei ne'e hetan aprova tiha ona, maka P.O.P. ida-ne'e presiza refere no apar ho artigu sira-ne'ebé hetan hakerek iha Lei Mediasaun nia laran.

Nota: Iha P.O.P. ida-ne'e, kuanu uza ilafuan "mediasaun" ka "konsiliaesaun", sempre refere ba prosesu "Mediasaun ka Konsiliaesaun" rua ne'e hotu, tuir definisaun iha Matadalan Mediasaun no Konsiliaesaun PDHU nian (fulan-Abril tinan-2014).

P.O.P. ida-ne'e bazeia ba definisaun no prosesu iha Matadalan Mediasaun no Konsiliaesaun PDHU nian (fulan-Abril tinan-2014).

Hodi komprende kona-ba prosesu no kritériu husi tipu kazu ne'ebé bele tama ba iha mediasaun bele refere ba Matadalan Parte II Mediasaun no Konsiliaesaun PDHU nian (fulan-Abril tinan-2014).

PDHJ nia Manuál Operasaun ba
Monitorizasaun Detensaun no
Prizaun nian

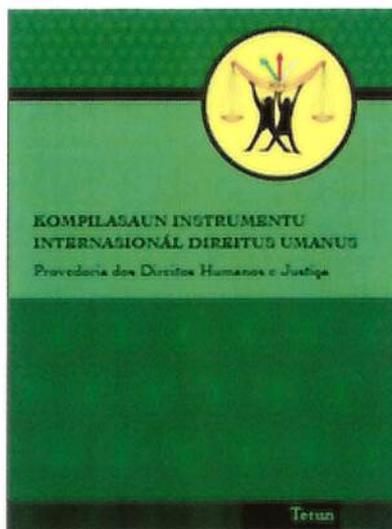
Provedoria dos Direitos Humanos
e Justiça (PDHJ)

Matadalan Mediasaun no Konsiliazaun



Abril 2014

Provedoria dos Direitos Humanos e Justiça
Rua da Assembleia, 100 - 1.º andar
Praça da República, 100 - 1.º andar
1000-000 Lisboa, Portugal



MANUAL METODOLOJIA PESKIZA NIAN

Haherek husi
Eduardo Soares - Kiera Zen
Osso Bal, DS
Tuarika 2014

