



Timor-Leste

ANNUAL REPORT 2013

**Human Rights Capacity
Building of the Provedoria for
Human Rights and Justice**

March 2014

ACRONYMS AND ABBREVIATIONS

APF	Asia Pacific Forum of national human rights institutions
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMC	Case Management Committee
CPLP	Community of Portuguese Speaking Language Countries
DAP	Directorate of Public Assistance
DBG	Directorate for Good Governance
DDH	Directorate for Human Rights
DMA	Monitoring and Advocacy Department
DPA	PDHJ's Department of Public Assistance
E-CMS	Electronic Case Management System
ICC	International Coordinating Committee of National Human Rights Institutions
HRC	UN's Human Rights Council
Irish Aid	Government of Ireland's programme of assistance to developing countries
NGO	Non Governmental Organization
NHRIs	National Human Rights Institutions
NZAID	New Zealand's International Aid & Development Agency
OHCHR	Office of the High Commissioner for Human Rights
PDHJ	Provedoria for Human Rights and Justice
PED	Promotion and Education Department
PMIS	Personnel Management Information System
PSC	Project Steering Committee
SEANF	South East Asia NHRIs Forum
UNDP	United Nations Development Programme
UNMIT	United Nations Integrated Mission to Timor-Leste
UPR	Universal Periodic Review (of the UN Human Rights Council)

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PROJECT DATA

Project Name	Capacity Development of the Provedoria for Human Rights and Justice
Project Number	00073841
Duration of the Project	5 years (2010-2014)
Expenditure in 2013	USD 742,315.57*
Sources of Funding of Project	SIDA, New Zealand Government, OHCHR, UNDP and PDHJ
Implementing Agency	United Nations Development Programme
Direct Beneficiary	Provedoria for Human Rights and Justice

* Financial expenditure is provisional, as certified financial data will only be available in June 2014

Overview of the Main Achievements and Challenges Faced

This Annual Report provides an overview of the fourth year of the Capacity Development Project (2010- 2014) to support the institutional capacity of the Provedoria for Human Rights and Justice (PDHJ). This report focuses on the impact of the interventions made in order to build substantive, technical and functional capacities of the PDHJ to deliver its human rights mandate as well as to strengthen the PDHJ's legal and institutional frameworks.² At the start of each output there is a results-based matrix which details the results of the Project in relation to identified targets and indicators for 2013 along with a brief description of the main activities implemented in relation to the output.

Key results obtained by the PDHJ with Project support include:

- ***PDHJ has maintained its ICC “A” status;*** following evaluation by the International Coordinating Committee for NHRI's (ICC), the PDHJ has been reaccredited with the ICC's highest status; clear recognition of the PDHJ meeting the standards outlined in the Paris Principles and the ICC's rules and procedures.
- ***Increased awareness of the PDHJ in local communities; % of women complainants has increased in 2013:*** In 2013, a total of 72 complaints were received by PDHJ Regional Offices (RO), compared to 47 in 2012. Complaints received by the PDHJ's Regional Offices have now increased from 23% of the PDHJ's total number of complaints in 2012 to 30% in 2013. Baucau RO has more than tripled the total number of complaints received (from 9 in 2012 to 32 in 2013). The number of complaints made in Same also doubled (from 10 in 2012 to 22 in 2013). The number of complaints received from women has also increased by 5% in 2013 with 25% of complaints overall being made by women. The PDHJ has worked closely with nearly 2,000 community members through awareness raising activities in 2013 compared to 2012's outreach activities which only reached 549 community members.
- ***PDHJ clearance rate of investigated cases in the 2013 was about 141% (with 87 cases opened for investigation and 122 concluded investigations from January to December 2013).***
- ***Investigators productivity increased to an average of 9.3 concluded investigations per investigator:*** This shows an increase in staff productivity by 11% from the average of 8.2 in 2012.
- ***PDHJ promotes gender balance in management positions with 42% of female representation in its total staffing profile:*** the overall percentage of female PDHJ staffing is more than 10% above the national average for the public service³. With the Project support towards gender mainstreaming

² These are achieved through the three Project outputs: Output 1: PDHJ staff has knowledge and skills necessary to implement PDHJ's human rights mandate; Output 2: PDHJ has effective and efficient institutional structures and management systems; Output 3: PDHJ has effective information and management systems.

³ The Public Service Commission gender balance rate is approximately 30% female (Public Service Commission Annual Report 2013, filed with the Project). The latest CFP report publicly available is

activities, the PDHJ is now moving towards its expected result of gender balance as identified in its Strategic Plan.

Some specific capacity development results to which the Project has directly contributed includes:

- ***Increased ability of PDHJ to identify relevant violations:*** There is a substantial increase in staff capacity to identify relevant violations during the preliminary assessment stage of the complaints and case management system (CMS). This has resulted from PDHJ staff regularly using the Project-developed violations categories for human rights and good governance which were presented and explained to PDHJ staff through several trainings throughout 2012 and 2013.
- ***More and better quality information is being collected by complaints intake staff; investigation strategies are of a higher quality due to increased capacity of investigators:*** quality and capacity of staff in collecting information has increased in 2013 with more than 80% of complaint intakes and 60% of investigation strategies being recorded as good quality by Project evaluators.
- ***The quality of PDHJ investigation reports has improved:*** in 2013, the quality of investigations reports had improved with more than 42% of factual and violation analysis were written in a good quality.
- ***Integration of the PDHJ's Strategic Plan into the PDHJ's Annual Action Plan 2014:*** with technical support from the project, the PDHJ was able to integrate its Annual Action Plan with the 10 year Strategic Plan. The Prime-Minister's office, in their assessment of public institutions AAP's, provided positive feedback to the PDHJ for their detailed and results-based activity plan.

The Project was not able to reach the target results identified in its 2013 Annual Work Plan for outputs 1.3 and 2.3. The main challenges faced by the Project which impacted on its results were:

- ***Limited recording, monitoring and evaluation by the PDHJ of the results and impact of their work:*** Gaps in the PDHJ's recording of results and impact of specific work activities were due to the lack of internal systems in place for recording and reporting on PDHJ results. Therefore, the basic monitoring and evaluation training was conducted in 2013 by the project to bring minimum changes.
- ***Challenges remain in ensuring effective internal coordination in the PDHJ:*** The lack of internal coordination within the PDHJ has contributed to the inability of the Project to bring about the expected changes in some of the Project results, particularly in measuring results from the monitoring system and the use of the e-CMS.
- ***Staff turnover of Legal Advisory Office:*** Two out of four staff who completed legal trainings left the PDHJ. Turnover of legal staff affected the work of Legal Advisory Office in 2013 and PDHJ is reliant on international Advisors for legal advice.

2011 at http://www.cfp.gov.tl/images/pdf/relatorio_anual_portugues_versaun_20032012.pdf ((accessed 15 February 2014). The rate of female representation has remained generally the same from 2011 to 2013 at around 30%.

- ***Delays in the recruitment of new staff by PDHJ:*** By the end of the year, PDHJ recruitment had not been ***formalized by the Public Service Commission for*** two of the PDHJ's newly established departments, i.e., Mediation and Conciliation and Recommendations Follow Up. The project capacity building programmes were not conducted in 2013 due to the delay in the establishment of these two departments.
- ***Language skills:*** staff ability to effectively participate in international meetings is extremely limited due to general lack of English language skills.

The Project will minimize the risk of similar challenges in 2014, with increased support to strengthen internal coordination mechanisms as well as support for the establishment of internal systems to ensure regular reporting on results as identified in PDHJ strategic plan.

Output 1: Overview of Results, Achievements and Challenges

Outputs

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

1.1 Knowledge Increase

Target

At least 70% of relevant PDHJ staff have increased knowledge and are able to use the knowledge gained through the training in their work (with special focus to PDHJ female staff)

About 88% of PDHJ staff had increased knowledge in areas covered in the project trainings - 52 staff participated, 6 did not pass post training test .

About 70% of relevant staff (12 out of 17 staff, out of which 9 were women) have used knowledge gained through training in their work.

Indicators

% of women participants actively participate in trainings

% increase in knowledge on training subject

Number of PDHJ actions taken to implement knowledge gained

Results

About 75% of women participants actively participated in Project trainings (100% in the Complaints' Intake; 25% in the good governance training sessions and 100% in the National Enquiries , 56% in HIV/AIDS and human rights, 100% monitoring system training)

An average of more than 45% knowledge increase was recorded from Project trainings (20% increased in knowledge on Complaints' Intake training, 78% in HIV/AIDS and Human Rights Training and 45% in the monitoring system training)

At least 23 actions taken by the PDHJ in implementing knowledge gained in trainings of the Project, including delivery of 11 training programmes by PDHJ education staff, 2 papers prepared by PDHJ monitoring staff, 8 human rights investigation reports (using ill treatment, access to justice, arbitrary interference on the home and reputation and arbitrary detention) and 2 technical advice provided by Public Assistance Directorate.

Based on the implementation of 11 training programmes by the Project in 2013, the PDHJ was able to implement their knowledge gained through Project by providing trainings to 949 (105 female participants) professional staff including community leaders, police officers and management and staff from several state institutions

including MSS, MoE and SEFOPE⁴ participated in these trainings. Evidence of the PDHJ's progress in new subject areas covered by the Project includes the development and incorporation of materials covered by the Project training into the PDHJ education and promotion division's trainings, specifically staff incorporating knowledge gained in HIV/AIDS, torture and ill treatment trainings in their trainings to police officers and community leaders. More than 70% of the participants evaluated these PDHJ training as very good. This shows that PDHJ staff are confident in delivering trainings on discrimination, torture, ill treatment and good governance violations areas. In addition, 12 PDHJ staff from Education, Investigation, Public Assistance and Monitoring Departments used knowledge gained through project trainings on at least two different occasions (23 actions registered).

Eight reports from PDHJ human rights investigations also included newly gained knowledge of human rights violations. On two specific occasions, PDHJ staff members were able to counsel the complainant regarding labour rights and land disputes.

1.2 Case Handling and Monitoring/Prevention Work

Target

Increased quality of the investigation and monitoring report by PDHJ, based on the use of Project developed tools

The PDHJ has increased the quality of investigation reports with 42% of investigation reports being considered of good quality.

Indicators

% of PDHJ reports rated as having good quality

% of relevant staff who use Project developed materials/guidelines.

Results

Approximately 42% of investigation reports mentored were of good quality before mentoring (14 out of 31 with combined score of 3.5 and above). 11 additional reports were of adequate standard (combined score between 3 and 3.4).

At least 11 out of 13 investigators used Project developed factsheets and good governance violations handbook regularly.

The annual rate for the conclusion of investigations and production of reports by the PDHJ was 9.4 per investigator in 2013. This shows an improvement over previous years from 1.1 concluded case by investigator in 2009, 3.4 in 2011 and 8.2 in 2012⁵. The increase in staff productivity is also directly related to their confidence in writing quality reports as well as their increased capacity to analyse the information collected through the different steps of the investigation process..

⁴ The low level of women participation in PDHJ training is directly related to the proportion of women representation in their professional groups, including police, management positions in Ministries and community leaders.

⁵ See Project Annual Report 2012.

Actions taken by staff in using the case handling steps were assessed as being of good quality of an average of 60% (Table 1).

Quality of Main Case Handling Steps

Step	Good Quality (combined score of 3.5 above)	Adequate Quality (combined score of 3 to 3.4)
Complaint Intake	87.8%	11.5%
Preliminary Assessment	66.3%	22.5%
Investigation Strategy	63.4%	31.7%
Investigation Report	42.4%	33.3%

Table 1: Quality of Main Case Handling Steps

Based on knowledge gained from Project trainings, staff were able to use the knowledge management tools to support their work. The **complaint intake** stage showed the highest level of quality. This stage is fundamental for completion of a solid and good quality investigation.

The graph below (Figure 1) illustrates overall average of the combined assessed elements for each case handling stage. Improved capacity on investigation reports reflects improvement in **report quality**.

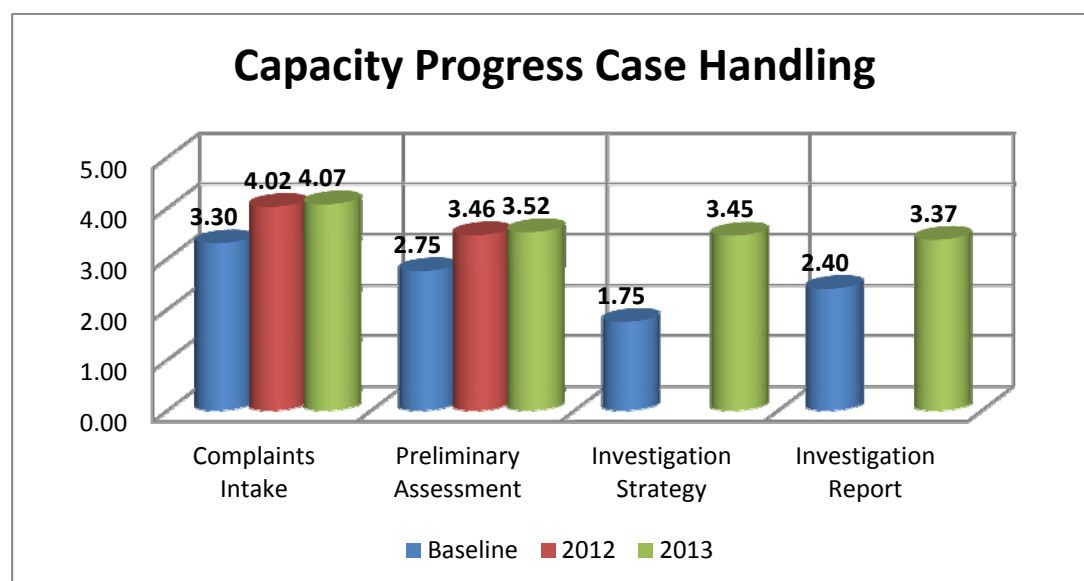


Figure 1: Capacity Progress Case Handling

The overall capacity progress of PDHJ staff improved in the different phases of the case handling process. In 2013, a total of 14 reports out of 31 were considered of good quality while 10 were considered of average quality. In 2012, 6 reports out of 9 were of good quality but only after two rounds of mentoring by Project staff.

The PDHJ quality of investigation reports shows a good progress compared to the previous years in staff member's analytical capacity in relation to human rights and good governance violations. The PDHJ HR and GG Directorates are also concluding investigations within a shorter timeframe. In 2013, 87 new cases were opened for

investigation and 122 investigations were concluded⁶ which gives a **clearance rate of 141%**.

The Project also supported and mentored the PDHJ on designing 41 investigation strategies which focused on violations of good governance and human rights standards. Out of 41 investigation strategies, 26 of them were considered as good quality and more than 63% have a combined rate of 3.5 or above.

The mentoring contributed to improvement in the methods of collecting evidence as shown in the increase from 'limited' skills' to 'moderate skills (Fig. 2). This is evidence that PDHJ investigators have improved knowledge of the main investigative steps to follow.

Assessment Methodology

The assessment is carried out on a first draft written by PDHJ staff following the applicable template established in the case handling system. The assessment allows not

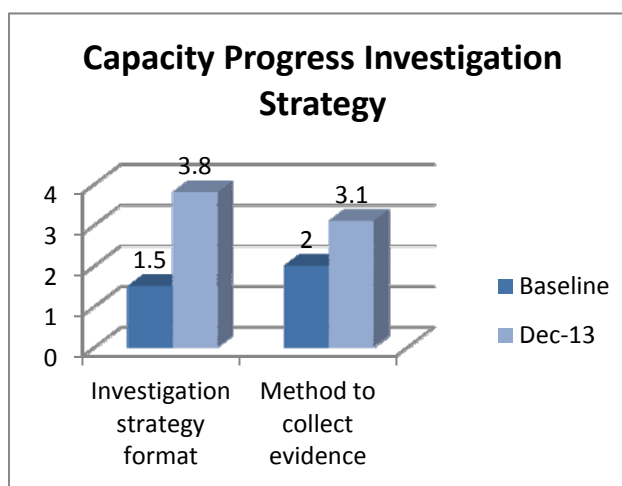


Figure 2: Capacity Progress Investigation Strategy

only the Project to track capacity progress but also helps identify the areas which still need Project support. Through these detailed and uniform assessments, the Project can identify the need to develop new templates or to write new knowledge management products such as specific guidance on the remaining and reoccurring capacity gaps.

Capacity Development Strategy for Case Handling

The capacity strategy employed by the Project include:

- Provision of written comments to documents developed
- Development of specific guidelines for the most common capacity gaps (knowledge management tools)
- Development of analytical tools for reporting analysis (i.e. human rights and good governance violations factsheets)
- Workshops and discussions between staff and mentors
- Identification of common weaknesses, extraction of lessons learned and sharing of these between all investigators (indirect peer capacity development) through joint sessions on specific issues (i.e. choice of report type, investigation strategy, preliminary assessment analysis, etc)
- Reviewing of templates and forms (based on the gaps identified as part of mentoring)
- Analysis of the capacity level of staff using capacity assessment as a monitoring tool to identify capacity progress

The Project also provided mentoring to the Case Management Committee (CMC) during its meetings. In these meetings, the Project provided technical assistance to

⁶ PDHJ database, filed with the Project. The PDHJ only submits its Annual Reporting by the end of the first semester, as required by Law, therefore the Project has to rely in information not yet published in order to identify key achievements during the preceding year.

support the CMC in using the new violations categories. Direct technical support to the CMC is an important activity in order to ensure that the different internal systems are understood and applied by technical staff and leadership.

In order to ensure long term sustainability and support PDHJ middle management in exercising their supervisory functions, the Project is focusing on increasing the knowledge of chiefs of department and directors when giving written instructions. In 2014 this activity will continue with a focus on improving the role of middle management in providing technical supervision for better results beyond the life of the Project.

Background Information on Case Handling System in the PDHJ

The internal case handling system is based on a number of phases which are implemented by PDHJ technical staff (Public Assistance Directorate and investigators) based on the decision making process conducted by the Provedor and the two Deputies. The framework for the identification of these phases is established by the Statute of the Provedoria.

The diagram below identifies the main phases of the case handling process of the PDHJ (Figure 3).

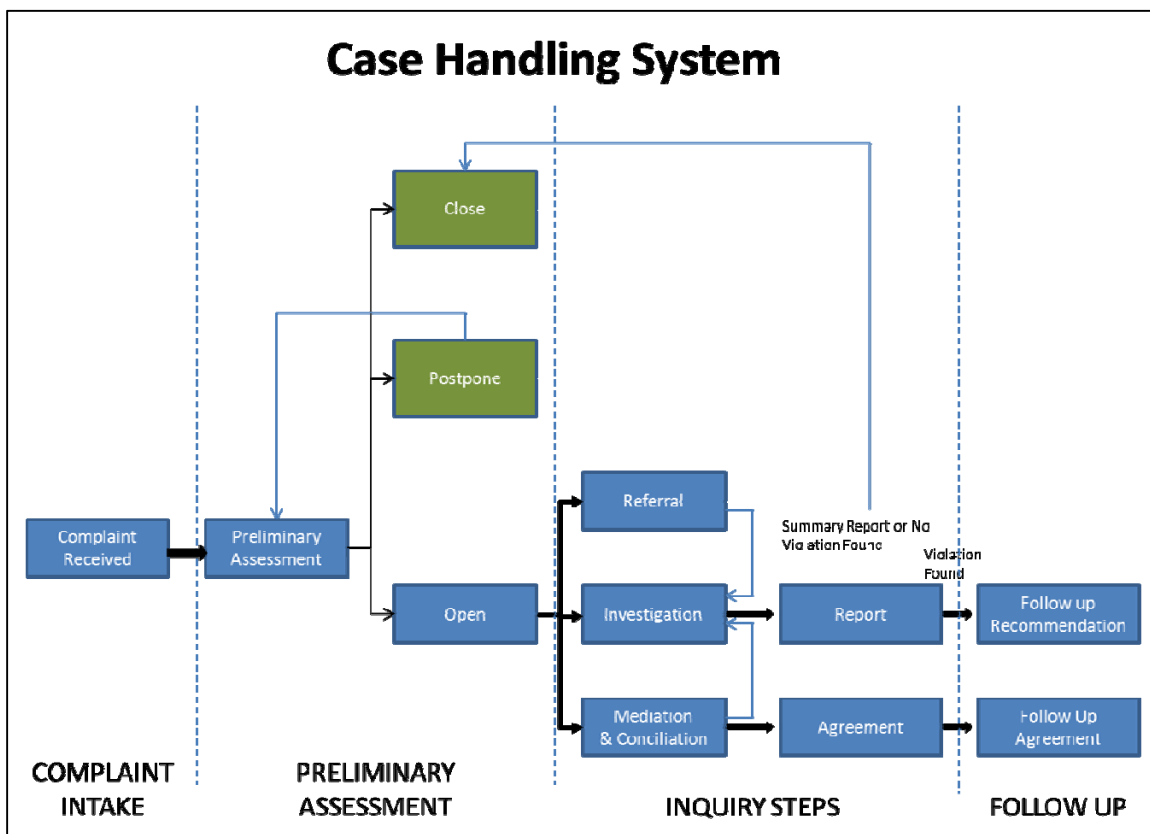


Figure 3: PDHJ Case Handling System

Monitoring System Development

The Project has cooperated with the PDHJ this year in the design of a new 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 Strategic Plan also identified results around the regular publication of reports on key human rights and good governance issues based on its monitoring activities.

The new system has been designed around 4 main stages; pre-monitoring, monitoring, post monitoring and advocacy and follow-up monitoring. Each of these stages comprises several key activities that must be conducted before the Monitoring Team can proceed to the next stage of the process. A fundamental aspect of the system is its result based approach which focus on identifying indicators, highlighting positive and negative trends, publishing report and undertaking follow up monitoring to identify whether the human rights and good governance situation has improved.

3 trainings have been held by the Project to design the new system in conjunction with PDHJ staff who will be involved in using the new system. By the end of 2013 the system had been agreed to and a plan had been put in place to implement the system throughout 2014.

As part of the Project strategy, an evaluation of Monitoring Department's capacity was held and based around the results of this evaluation a capacity development strategy was developed aimed at ensuring that staff have the skills necessary to implement the new monitoring system in 2014. Emphasis will be specifically placed on the internal process involved in ensuring the effective operation of the system including training, mentoring, workshops, system development and drafting of knowledge management tools.

1.3 Legal Department

<p><u>Target</u></p> <p>Results from newly established Legal Department are of satisfactory quality</p> <p>Due to high staff turnover, the Office did not operate adequately and the limited number of outputs from the Department did not allow for any assessment</p> <p><u>Indicators</u></p> <p>% of legal trainees passing specialization course</p> <p>% legal opinions by Legal Department used in PDHJ reports</p> <p>% legal opinions rated as good</p> <p><u>Results</u></p> <p>75% of trainees -4 out of 5 – passed specialization course</p>

Not available

Not available

The departure of 2 of 4 legal staff meant the Legal Department was not fully functional after its inauguration. The limited number of jurists in Timor-Leste who have the required training and Portuguese language skills meant that the PDHJ found it difficult to recruit replacements for the two departing staff members. In fact, the two PDHJ staff who left to accept places in the Judicial Training centre rated in the top 5% candidates for these places. This can be seen as indication of the level of knowledge and skills obtained through the Project implemented trainings.

With the support from the project, PDHJ has identified complementary functions and roles for the four legal officers. The two most capable legal officers – who had the best training results – were responsible for drafting legal opinions and legal documents. The two other staff would provide support roles and would participate in internal discussions to ensure collective analysis of the legal issues. Several attempts were made by the Legal Office staff to implement their functions and provide the much needed legal support to PDHJ staff.

A number of investigators and CMC staff requested the Legal Office to provide legal opinions during 2013. Most of the opinions of the Legal Office were made orally by the Office staff. Only on two occasions did staff write a specific opinion and submitted to relevant PDHJ structure. Due to the limited number of written opinions drafted by the Legal Office, the Project was unable to assess the use of the legal opinions by PDHJ staff as well as the quality of the legal opinion developed.

1.4 Language Classes

Target

Language classes Facilitated PDHJ staff's access to International Human Rights Community

Indicators

At least 60% PDHJ staff participants are able to independently undertake oral presentations in English/ Portuguese

At least 75% of PDHJ staff participating in a language course

Results

No tests were applied during the reporting period to assess PDHJ staff English/Portuguese language abilities. However, **11 staff** showed sufficient aptitude to participate in training conducted in English and to pass English standard tests.

About 80% of Nationally based staff were registered in the language training (with almost 100% of female staff registered). Total average participation dropped from a high of 70% in May and June to a low of about 30% in September. As a result, courses were discontinued and it was agreed with the PDHJ human resources department to discuss the continuation of language courses in 2014.

Following the progress of the language classes during the 2nd quarter, the 3rd quarter has seen a **large decline in the number of people participating in language courses**, from about 70% in June to about 30% in September. Participation numbers were as follows for each of the classes: English intermediate level– 31%, English basic level 56%, Portuguese intermediate level – 33%, Portuguese basic level – 0%.

As a result of the poor participation in language classes, some 45% below the target level, the Project held consultations with the PDHJ’s Human Resources Division and key management staff and it was agreed that the lack of interest in the courses was grounds for stopping the courses. This was, of course, a disappointment for the limited number of staff (under 10) who participated regularly in the language courses.

Management has agreed to hold a review of the decision in conjunction with the project in the first quarter of 2014, particularly in light of the PDHJ’s language needs in order to fulfill their mandate in the area of quality interactions with regional and international human rights bodies.

English language classes in the 4 district offices have been operational since July but showed a limited uptake in all districts with participation rates between 10-15%. As a result, a review was held with human resource staff and the language classes were stopped.

Output 2: Overview of Results, Achievements and Challenges

Output

PDHJ has effective and efficient institutional structures and management systems

2.1 International and Regional Interactions

Target

PDHJ continues quality interaction with NHRI international and regional networks

PDHJ has actively participated – including delivery of interventions – at the ICC, Asia Pacific Forum and SEANF annual and specialised/technical meetings

Indicators

PDHJ status before the ICC

PDHJ actively participates in ICC, APF meetings and SEANF forums

Results

The PDHJ had its status maintained by the ICC as a Paris Principles compliant NHRI with “A” status

The PDHJ successfully chaired the SEANF Annual General Meeting and actively participated in ICC and Asia Pacific meetings held during the year (incl. SEANF Working Group Meeting in February 2013).

The **PDHJ has been re-accredited as an “A” status** institution by the International Coordinating Committee of NHRIs⁷. The re-accreditation represents international recognition that both the mandate and the work implemented by the PDHJ is in compliance with international standards on the functions, independence and impartiality of NHRIs (the Paris Principles). This was the first re-accreditation process of the PDHJ which was initially accredited as an “A” institution in 2007 and was undertaken with Project assistance. The ICC Sub Committee on Accreditation (SCA) has identified three main areas which need to be further strengthened by the PDHJ⁸:

- Increase PDHJ regular publication of reports (i.e. keep the public and stakeholders better informed of PDHJ results and activities)
- Improve interaction with civil society organizations
- Undertake selected legislative amendments (a clarification of a weak drafting in the Law and a proposal on the criteria and procedure for the dismissal of the Deputy Provedor)

The Project provided technical support to the PDHJ for the editing of presentations, speeches, timetables and other documents used during **the South East Asian National Human Rights Institutions Forum Working Group** meeting in March 2013. A total of 5 countries attended the NHRIs meeting including Indonesia, Thailand, Myanmar, The Philippines and Malaysia. The Provedor delivered a presentation on the issues of human trafficking and eviction procedures and processes in Timor Leste.

The PDHJ hosted and chaired the SEANF Technical Working Group meeting in February and the Annual General Meeting in November.. The Project was requested to provide support to the PDHJ and presented the capacity development strategy employed by the Project. The Project also reported the main achievements and results obtained by the PDHJ through Project assistance. During the presentation, SEANF members were impressed with the PDHJ’s improved capacity to deal with its cases, including the clearance rate of more than 141%. The Project also provided technical advice to the PDHJ during the **Asia Pacific Forum** presentations on substantive areas of policing and human rights as well as NHRI’s interaction with NGOs.

Closer relationships between the **NHRI’s in the CPLP** have been strengthened with the official establishment of the CPLP Forum of NHRIs. The prominent role of the PDHJ in this network came about as the result of two factors: its “A” status with ICC and being a NHRI in a developing country with human rights issues common to most African CPLP members. In 2014, the PDHJ will be chairing the CPLP NHRI’s network, mirroring the chairmanship of the CPLP state run network.

⁷ See ICC Sub Accreditation Committee report of November 2013 session at <http://nhri.ohchr.org/EN/AboutUs/ICCAccreditation/Documents/SCA%20NOVEMBER%202013%20FINAL%20REPORT%20ENGLISH.pdf>

⁸ See Ibid., p. 30-32.

2.2 Implementation of PDHJ Strategic Plan

Target:

Strategic plan integrated into annual activity plans and annual reporting

Indicators

% targets and indicators into PDHJ AAP based on Strategic Plan

Number of internal review sessions based on Strategic Plan

Results

100% of targets and indicators of the PDHJ Annual Activity Plan were based on the PDHJ Strategic Plan

One Human Rights Directorate review of the annual plan was held.

For the second year, the PDHJ **Annual Work Plan for 2014** indicators and targets reflected the PDHJ Strategic Plan, showing an increased integration between yearly and long term plans.

The PDHJ Annual Work Plan for 2014 was commended by the Office of the Prime-Minister on its detailed and results based activity plan which aligned with the State long term development strategy. All activities for 2014 have been chosen based on reaching targets outlined in the PDHJ's strategic plan. Based on the content of the AWP, PDHJ management now has a reinforced understanding of how the AWP fits with the Strategic Plan and a greater ability to plan and report on documents through the Strategic Plan framework.

The Human Rights Directorate has undertaken a **mid-year review of its activities** with mentoring support on planning of the review section provided by project to Human Rights Directorate. Some of the conclusions of the review include:

- *Clearance rate of human rights investigations cases:* by the end of 2013, the Human Rights Investigation Department had 87 cases opened and concluded 115 cases. This signifies a 114% clearance rate. This evidence shows the positive results from the investigation department.
- *Results from human rights monitoring, including public reporting, have decreased in 2013:* in 2013 no public reporting concluded while in 2012, there was one public monitoring reporting.
- *PDHJ Police human rights training would benefit from pre-developed detailed training materials:* the training is expected to be continued in the next years based on the agreement between PNTL Academy and the PDHJ.

2.3 Results based Monitoring and Evaluation by PDHJ

Target

PDHJ uses results based analysis as a tool for monitoring and evaluation of PDHJ activities and/or staff performance

Limited use of results based analysis by PDHJ, with only limited examples at the Directorate level; no institutional progress in this area

Indicators

% of PDHJ staff with deliverables identified for their work

Number of Directive Council meetings looking into the results of activities and departments

Number of reports used/disseminated based on information from Communications and Training Database

Results

100% of staff with identified deliverables for their 2014 work

Not available

Not available

The Project supported the design of a template and 22 job descriptions and **every PDHJ staff member now has clearly identified activities targets to reach for 2014**. This has been identified as an essential step for ensuring that the PDHJ is able to monitor its results and to report on them. Every staff member in the PDHJ was consulted and provided comments to the draft job descriptions related to their function. About 70% of the staff (63 out of 90 staff) expressed their satisfaction with the overall quality of the job descriptions with a result-based identified.

Technical support was provided to PDHJ in the development of communication strategy for the **Directive Council**. The Directive Council was unable to fulfil its functions due to limited human resources and internal rules for the functioning of the Council and challenges in ensuring effective internal communications and regular coordination mechanisms within the PDHJ. By the end of 2013, the recruitment had been concluded for this position and it is hoped that the council will provide effective monitoring of the PDHJ in the coming years. Finally, the PDHJ had not yet been able to monitor the distribution of materials due to delays in the procurement of outreach materials and development of the **database for registering and monitoring distribution**. The database is expected to be finalised in the first quarter of 2014 and in use by the second quarter.

Output 3: Overview of Results. Achievements and Challenges

Output

PDHJ has effective information and management systems

3.1 Confidence in regular Use of CMS

Target

Relevant staff regularly use the CMS with increased confidence

About one third of relevant staff use the CMS regularly and show a satisfactory level of confidence

Indicators

% staff use the eCMS regularly

% intake complaints at Regional level are input into CMS

Results

46% (12 out of 26) staff (11 women 15 men) who will use the CMS have undergone training and feel comfortable using the system now.

No complaints have been input directly by PDHJ Regional Office in the regions due to lack of access to internet. 100% of complaints received by PDHJ Regional Office were added to the CMS by the Directorate of Public Assistance (from August 2013).

By the end of 2013, the Directorate of Public Assistance is using the electronic database regularly and showed a good level of confidence in using the electronic case management tool. In less than four months, the Directorate of Public Assistance has already incorporated the new technology into its daily work.

The Project provided mentoring support to the CMS database entry activities to DAP staff and complaints intake staff from the regional offices. Since September 2013, complaints have been entered into the electronic database by the Directorate of Public Assistance. Through a brief evaluation activity, the Project identified 7 entry mistakes out of 20 complaints entered in the database. The minimum number of mistake shows the high level of confidence in using the e-CMS database by the staff. Due to lack of internet access facilities, PDHJ Regional Offices have not been able to input complaints cases directly to CMS. However, data entry trainings on the use of CMS were provided to ensure that they had already knowledge of the CMS from those staff working from headquarters.

The DH and BG Investigation departments were not yet making full use of the CMS. One of the main reasons investigators mentioned related to the need for a transition period where investigators would work both with cases included in the CMS and cases still following the physical paper management system. A training schedule specifically for investigation staff will be made in the first quarter of 2014.

With the establishment of the Department of Recommendations Follow up in 2014, the Directorate of Public Assistance will be able to use the CMS effectively from the start to the concluding point of the case handling system to ensure that the complete process is properly registered in the electronic database.

The entire CMS development process has been undertaken in coordination with a capacity development programme for the PDHJ IT staff. In addition to participation in the Justice Facilities courses, the PDHJ IT staff have received daily on-the-job support to undertake their tasks to fulfil the specific IT needs of the PDHJ as well as for the use of the CMS. However, the Project was not able to reach its targets related to the e-CMS partially due to Project IT staff turnover just before the CMS was concluded. The change in staffing resulted in at least a three month delay for the conclusion of the system.

3.2 Project Knowledge Management Products

<p><u>Target</u></p> <p>PDHJ library and PDHJ Human Rights have stored at least 60% of Project training materials</p> <p>About one third of relevant staff use the training materials regularly and show a satisfactory level of confidence</p> <p><u>Indicators</u></p> <p>% of Project materials stored at PDHJ Library and at PDHJ Human Rights Directorate</p> <p><u>Results</u></p> <p>20% Project materials stored at the PDHJ library. Decision to change of strategy from the Project to ensure sustainability of the filling and depository system</p>

The Project provided support to develop a PDHJ internal communication system where one staff member will have responsibility for coordinating all internal and external communications. This position is expected to be filled by the start of 2014. Training and published materials are stored in PDHJ library for filling and archiving systems. In order to ensure ownership, the Project will provide technical support to staff with specific responsibilities for achievements in 2014 to encourage staff actively engaged in developing the PDHJ's own internal systems.

Project Management

During 2013, the Project was subject to an independent mid-term evaluation mission. The mission, in its final report, confirmed the relevance and efficiency of the Project and identified a number of actions which could be taken to improve Project effectiveness and sustainability while continuing to make use of the Project capacity development strategy.

A number of recommendations were identified, and the Project Annual Work Plan for 2014 ensured it dealt with all recommendations as endorsed by the Project Steering Committee.

4 PSC meetings were held, therefore allowing the Project Steering Committee to contribute to the implementation of the Project and monitoring of its results.

At the end of 2013, the Project Manager resigned in December 2013 and the replacement is expected to be on board in April 2014.

Financial Information

2013 Expenditure

The Project expended approximately USD 742,315.57 during 2013⁹ out of the USD 705,607.00 budget allocated for 2013. The amount represents about **105 %** of the allocated budget in the Annual Work plan.

The preliminary expenditure breakdown per donor is reflected in the table below.

Project Budget and Funding

Project Budget Details of 2013

Project Funding Source (Donor)	2013 Annual Work Plan Budget	Expenditures as of 31st December 2013
NZAID	US \$ 0.00	US\$ 0.00
SIDA	US \$655,607.00	US \$ 692,161.04
OHCHR	US \$ 50,000.00	US \$ 50,154.53
Total Provisional Expenditure	US \$ 705,607.00	US \$742,315.57

Project Expenditure Details per Project Output

Project Output	Project Budget 2013 per Project Output	Expenditures per Project Output as of 31 December 2014
Activity 1 Human Rights Knowledge	US \$353,770	US \$ 382,288.65
Activity 2 Institutional Structure and management	US \$126,213	US \$128,727.46
Activity 3 Information and knowledge management	US \$37,048	US \$ 44,106.15
Activity 4 Project Management	US \$188,576	US \$187,193.31
TOTAL	US \$705,607.00	US \$742,315.57

⁹ These are preliminary figures and final certified accounts will be available in June 2014.

The PDHJ has also contributed through parallel funding to a number of expenses for the implementation of Project activities.

As it relates to payment of Project staff, the PDHJ, based on Letter of Agreements with the UNDP, contributed a total value of USD 73,900 its technical assistance budget, which related to USD 29,000 of costs for investigation mentor, USD 8,000 for human resources national and international mentors, USD 9,900 for costs for IT international staff and USD 27,000 of legal mentor. PDHJ was also responsible for costs related to venue, catering and any PDHJ staff per diem of two workshop and one training which took place in the last quarter of 2013.

Project Budget and Funding

At the end of 2013, the Project had secured substantial funding for the final year of the Project. The Project has received generous support from Swedish International Development Cooperation Agency, New Zealand, OHCHR and UNDP. The current funding for the Project is illustrated in the table below:

Donor	Received/ Committed funds
SIDA	1,221,443.91
New Zealand Aid Programme	1,124,571.20
OHCHR	500,000.00
UNDP	149,843.86
Total Funding	2,851,986.63

E. Project Staffing Grid

No	NAME	TITLE	Contract Period Year 2013													
			J	F	M	A	M	J	J	A	S	O	N	D		
A	Project Management Staff															
1	Barbara Nazareth Andrade de Oliveira	Project Manager	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2	Rozentina Jap Dos Santos	Project Associate	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3	Aleixo Barros Mota Smith	Project Clerk/Driver	x	x	x	x	x	x	x	x	x	x	x	x	x	x
B	Individual contract(IC)															
4	James Patrick Groarke	Human Rights Researcher	x	x	x	x	x	x	x	x	x	x	x	x	x	x
C	LOA contracts															
5	Sara Abrantes Guerreiro	Legal Mentor	x	x	x	x	x	x	x	x	x	x	x	x	x	x
6	Vicente Tilman	Portuguese Teacher for PDHJ Regional office	x	x	x	x	x	x	x	x	x	x	x	x	x	x

		in Manufahi District																		
7	Viriato Dos Santos Fraga	Portuguese Teacher for PDHJ Regional office in Baucau District	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
8	Florindo Jose Cristovao	Language Officer	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
9	Ana Rita Pascoa Dos Santos	Human Rights Material Developer (Factsheet)-Home Based				x	x	x	x											
10	Rishi Aryal	IT consultant					x	x	x	x	x									
11	Ana Luisa Cardoso	Portuguese Intermediate teacher for PDHJ						x	x	x	x	x	x	x	x	x	x	x	x	x
12	Science of Life System (SOLS)24/7	English basic course for PDHJ National Staff in Dili, TL					x	x	x	x	x									
13	Ana Rita Dos Santos Pascoa	Human Right Development Material Officer																	x	x
14	Daniel Scoular	Public Communication Consultant																	x	x
15	Anthony John Franklin	Information Technology Consultant																	x	x
16	Flavio Fefeourli Bonito	National Human Resources Officer																	x	x

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