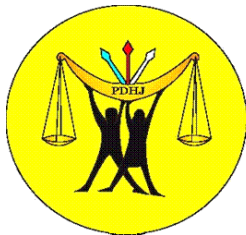*Empowered lives.*
Resilient nations.

Capacity Building of the Provedoria for Human Rights and Justice Project

2nd Quarterly Progress Report

(1 April 2014 – 30 June 2014)

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 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
HRC	UN 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
PMIS	Personnel Management Information System
PSC	Project Steering Committee
SEANF	South East Asia NHRI Forum
SAP	Standard administrative procedure
SOP	Standard operating procedure
UNDP	United Nations Development Programme
UPR	Universal Periodic Review (of the UN Human Rights Council)

Contents

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)
Allocated Budget in 2014	USD 614,315[*]
Sources of Funding for 2014	New Zealand Aid Programme, OHCHR (expected) and UNDP
Executing Agency	United Nations Development Programme
Direct Beneficiary	Provedoria for Human Rights and Justice

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[*] *Includes funds from Office of the High Commissioner for Human Rights which were approved in June 2014 but have not been disbursed to the Project.*

Overview and achievements of the 2nd Quarter 2014

This report provides a summary of the results and activities of the UNDP "Capacity Development of the Provedoria for Human Rights and Justice" Project (Project) for the second quarter (April – June) of 2014.

The Project's 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".[2]

To achieve this objective, the Project activities are designed to deliver four outputs:

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;

Output 4:   Project Management.

At the Project Steering Committee meeting in May 2014, the Project Management, in consultation with PDHJ, identified the need to re-focus, re-prioritise and re-align the Project's activities based on the lessons learned from the Project's mid-term evaluation report and the PDHJ's own Strategic Plan, Annual Work Plan and key priorities. The Project Management also identified the need to focus on ensuring full completion and sustainable handover of the electronic case management system and requested a reallocation of resources to support this approach.

The Project Steering Committee approved these recommendations in principle. The Project began implementing the draft Revised Annual Work Plan (RAWP), pending formal approval. The Project considers that this approach will give the best opportunity to achieve the required results before the Project ends on 31 December 2014.

Consequently, in the 2nd quarter there is incomplete alignment between the Project's results and those projected in the original Annual Work Plan. The report does not follow the usual format of reporting against indicators, rather it highlights the results achieved against the Project outputs and these results are consistent with the revised Annual Work Plan. This anomaly will be rectified in the 3rd quarter report.

The focus of the Project in the 2nd quarter has been strengthening the management and coordination of PDHJ, building the capacity of PDHJ Human Resources staff to develop and implement Standard Operating Procedures (SOPs) to improve internal coordination and

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[2] *UNDP Timor-Leste, Country Programme Action Plan 2009-2014 (extended to 2014), (Output 1.4)*

oversight, and to work with the Human Rights and Good Governance Departments to train and mentor on monitoring techniques and report writing skills.

Highlights of the 2nd quarter include:

- the increased capacity of PDHJ staff to design and implement **human rights and good governance monitoring** activities and the improving quality of work in each element of the field monitoring process;
- the development by PDHJ of its first **results-based organisational plans**, the *Annual Action Plan 2015* and 3 year *Strategic Development Plan* (2015 – 2017), with the support of the Project. The plans set results-based targets and indicators to guide PDHJ towards delivery of results that benefit the intended target groups.
- PDHJ also continued to implement **human resources standard administrative procedures SAPs** (which were supported by the Project in the first quarter of 2014) and laid the ground work for further standard operating procedures to regulate and formalise the performance evaluation process and orientation programme.

Output 1: Applied Human Rights Knowledge and Concepts

> PDHJ staff are knowledgeable about Human Rights concepts and understand 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.

Progress Summary for Output 1

(i) Staff in the Human Rights Directorate identified treaty reporting and advocacy on the Convention Against Torture (CAT) and economic, social and cultural rights as areas for *capacity development* to support the implementation of the PDHJ's strategic priorities;

(ii) PDHJ is *training and monitoring based on the Human Rights Handbook* including training PNTL new recruits and monitoring on the issue of reproductive health rights;

(iii) Extensive *testing of the proposed monitoring system* prior to finalisation of the SOPs, including:

- ➤ Deployment to the field of *7 PDHJ monitoring teams* to undertake a week long field-based monitoring exercise based on proposed monitoring system supported by monitoring mentor and national technical mentor;
- ➤ *Field based monitoring activities* including security forces, maternal and reproductive health and public works monitoring;
- ➤ Development of an *individual and institutional monitoring capacity assessment framework*. The baseline has been completed by Chiefs of the Monitoring Departments with assistance from the Project's monitoring mentor. The baseline assessment will form the basis for assessment of monitors capacity in the second half of 2014 and beyond;
- ➤ Increased ability to design and implement *impartial and effective monitoring surveys* based upon questionnaires directly linked to human rights or good governance indicators;

- Continued mentoring support for the *online human rights sensitization training* (which is open to all PDHJ staff at national office) supported by the Project's human resources mentor. The training is targeted at the Administration and Finance Directorate, following the mid-term evaluation recommendation that all staff at PDHJ should be aware of human rights and good governance issues. Two PDHJ staff have successfully completed the training and the mentoring will continue throughout 2014; and

- Consultations continue with PDHJ regarding *sustainable staffing* of the Legal Advisory Unit and the Project is supporting PDHJ to include advices and other relevant documents in the knowledge management database.

Mentoring support on monitoring techniques

Following the Project's capacity development strategy, trainings on the use of the Provedoria monitoring system framework have been completed and the first, pre-monitoring stage, of the system is now being implemented by human rights and good governance staff for the following areas: border security, access to maternal and reproductive health, the use of state assets and access to public services (business licensing procedure). These areas are consistent with the PDHJ's own Activity Plans, the Project's Revised Annual Work Plan and the new monitoring management committee's approval processes. Results are now being tracked against these subject areas rather than eviction, policing, right to food and child labour (as contained in the Project's Annual Work Plan). The indicators will be re-aligned with PDHJ's approved monitoring topics and these indicators will be included revised Annual Work Plan for approval by the Project Steering Committee at the next meeting.

Field monitoring

In the first quarter of 2014, the PDHJ monitoring team implemented the new urgent monitoring system for the first time to monitor PNTL and security forces' actions against two proscribed organisations (KRM and CPD-RDTL) with technical assistance from the UNDP Project. The Project continued to work with PDHJ during this reporting period to finalise the urgent monitoring report and to encourage its publication and dissemination.

The PDHJ's monitoring departments have now progressed to the second stage of the proposed monitoring system (field monitoring), with the support of the Project's monitoring mentor and national technical mentor. The PDHJ staff, with the help of these mentors, undertook field monitoring in the areas of border security, reproductive health, the State's district development programme, business licensing services, through the use of the urgent monitoring system (as noted above).

The Project developed evaluation tables to assist monitoring officers to identify areas for improvement. These evaluations are now being distributed to monitoring officers before and after each field monitoring activity and are completed as both a self-evaluation and assessment exercise to generate a 360 degree evaluation. Based on the mentors' evaluation, they have noted an improvement in several key areas as a result of over three weeks of field monitoring mentoring, specifically the approach to interviews, using the questionnaire and data collection methodology. The Project's mentors worked with monitoring staff to ensure impartiality when conducting monitoring, interview techniques and questionnaire data entry. Improvements were achieved towards the end of the quarter after intensive mentoring during several monitoring field trips.

Based on the mentors' evaluation, the 3 monitoring officers responsible for questionnaire development received an average score of 3.3/10 (average quality) for field monitoring activities held in the 2nd quarter.[3] This will be the baseline from which improvements for the monitoring departments are measured in the future.

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[3] 0= no knowledge 1-3 = Poor Quality, 4-6 = Average quality, 7-9 = Good Quality, 10 = no further mentoring needed

Questionnaire design

During the 2nd quarter the Project's mentors assisted with the design and implementation of 8 questionnaires based on current monitoring system guidelines for use in monitoring field work. During the reporting period the mentors have built the capacity of monitors to design their own questionnaires after participating in 2 workshops on questionnaire development. Mentors assisted the monitors to link questions in the questionnaires to human rights or good governance indicators in the MAP, to systematise questions based on the data required and to incorporate human rights based approaches including gender sensitivity, into the questionnaire design. As a result of this effort by the monitoring teams the monitoring activities are now being conducted in a more systematic, effective and uniform manner.

Human Rights Standards and Violations Manual

The *Human Rights Standards and Violations Manual* has now been revised, expanded and edited and will be translated into Tetum and published by PDHJ in the 3rd quarter.

The Manual contains a simple explanation of human rights standards, based on national and international law, the identification of the obligations of the State regarding each of the standards and examples of violations of such obligations.

Parts of the Manual are already being used by staff and applied in their work. For example, monitors incorporated the information from the Handbook into proposals for monitoring health issues for consideration by the first Monitoring Management Committee meeting in June 2014. PDHJ trainers of PNTL new recruits are also incorporating information from the Handbook into their human rights training curriculum pending finalisation of the specific human rights training manual.

At this stage, the Manual is for internal use at PDHJ and will not be distributed more widely. However, in the future PDHJ may wish to publish the Manual on the website and distribute it to civil society organisations.

Gender mainstreaming

The Project is providing mentoring support for the process of mainstreaming gender into PDHJ practices and procedures. All mentors are working with staff to encourage gender sensitivity in the work of PDHJ, for example in recruitment, investigations and monitoring. This is being supplemented by the mainstreaming of gender into standard administrative and operational procedures at PDHJ developed with the support of mentors in 2014.

In addition to this mentoring and mainstreaming approach, the Project is supporting increased knowledge on gender within PDHJ by mentoring a human rights monitor and a human rights investigator through the 'Human Rights and Women' course offered by the Raoul Wallenberg Institute. The training was based around participatory approaches and included modules to measure the number of gender mainstreaming tools in use by the PDHJ. Both the staff members who are enrolled in the course passed their training course in the 2nd quarter after regular and intensive mentoring. Successful completion of this training course meant the staff were eligible to participate in a training course in Malaysia where they formulated plans to improve gender mainstreaming in the PDHJ. These plans include gender mainstreaming tools in the PDHJ's prison monitoring activities and measuring the number of women using the PDHJ's complaints system. The Project will continue to provide mentoring support for these skills in the 3rd quarter.

Output 2: Efficient and effective institutional systems and management structures

> PDHJ has effective and efficient institutional structures and management systems

Progress Summary of Output 2

- The PDHJ convened the first meeting of the *Monitoring Management Committee* (KJM) to evaluate and select human rights and good governance issues for monitoring by PDHJ. All monitoring projects approved by the KJM are now being implemented. Other monitoring activities that commenced prior to the establishment of the KJM are also continuing.
- The PDHJ developed its first *results-based organisational plans*, the Annual Action Plan 2015 and 3 year Strategic Development Plan (2015 – 2017), with the support of the Project. The plans set results-based targets and indicators to guide PDHJ towards delivery of results that benefit the intended target groups.
- PDHJ also continued to implement *human resources standard operating procedures* (which were supported by the Project in the first quarter of 2014) and laid the ground work for further standard operating procedures to regulate and formalise the performance evaluation process and orientation programme.
- *Professional development policy* is being implemented.

Monitoring Management Committee (KJM)

The first meeting of the Monitoring Management Committee (KJM) was held on 6 June 2014. As the practice and procedure of the KJM and skills and experience of the monitors develops, the KJM plays a critical role in the evaluation and selection of human rights and good governance issues for PDHJ to monitor.

At the inaugural meeting, the KJM approved three monitoring projects after consideration of presentations by principal monitors, supported by the Project's monitoring mentor. The Project's targets and indicators for monitoring activities will be revised in the proposed revised Annual Work Plan to reflect the activities approved by the KJM in accordance with the PDHJ's Strategic Plan.

The KJM considered the standard operating procedure (SOP) for the monitoring system. The KJM also requested the Project's support to develop SOPs on the role of the regional offices in monitoring and the role of the KJM and support will be provided by the mentor to assist PDHJ to develop these SOPs in the 3rd quarter. Lessons learned from the first KJM meeting will inform the SOP on the role of the KJM prior to final approval by the Provedor. For example, it is now recognised that the KJM process will need to be flexible enough to respond to time, budgetary and logistical constraints facing the PDHJ in its daily work.

The KJM practice and procedure is still a work in progress and the members are gaining experience in the monitoring process and management of monitoring activities. The Project considers that the approval of three activities by the KJM has stretched the capacity of the Human Rights Directorate but has provided ample opportunities for PDHJ monitoring staff to gain significant field experience with the support of the monitoring mentor and the national technical mentor and to develop their skills and capacity in field work and data collection techniques and analysis.

The inaugural meeting of the Monitoring Management Committee (KJM), PDHJ Library, 6 June 2014

Human Resources Procedures

The Project assisted the Human Resources Department to develop a standard administrative procedure (SAP) on the Staff Orientation Program. The new staff orientation program has been developed by the PDHJ with the support of the national human resources mentor, to orient new staff in relation to the PDHJ, its mandate, functions and powers and internal procedures. The orientation program will be implemented on the next round of new recruits in September 2014.

The standard administrative procedures *Nomination of Staff to Participate in Courses or Trainings* and *Employee Leave* were developed with Project support in the 1st quarter. These procedures are now being fully implemented by PDHJ with the support of the Project's national human resources mentor. The PDHJ has applied the Nomination procedure to nominate 2 candidates to attend overseas training and more than 15 staff members to attend in-country trainings. Staff are now reporting on the outcome of trainings; 19 reports have been received in this quarter. For example, the 'Nomination of Staff to Participate in Courses or Trainings' SAP was applied in the 2nd quarter by PDHJ to select 2 candidates to attend an overseas training course. One of these competitively selected candidates was ultimately selected as one of two representatives from the south-east Asia region to attend a research fellowship programme in Sweden. The successful candidate will develop a training curriculum proposal for PDHJ to use to train senior police officers to supplement the human rights training curriculum currently being developed for new recruits.

Support to strengthen knowledge management and skills - Annual and strategic planning processes

With the support of the Project, the PDHJ developed their *Annual Action Plan 2015* and 3 year *Strategic Development Plan (2015 – 2017)*. The Project supported the PDHJ to apply a human rights based approach and results based methodology for the first time in PDHJ's strategic planning processes. Of 21 attendees from PDHJ at the strategic planning session, 8 were women. This gender disparity is a consequence of the gender composition at PDHJ at senior management levels.

The development of the *Annual Action Plan* and *Strategic Development Plans* was highly participatory and considered human rights principles (including gender mainstreaming). The *Annual Action Plan 2015* implements PDHJ's Strategic Plan (2011 – 2020) and identifies appropriate outputs and indicators. It is hoped that this approach will encourage PDHJ to plan activities in accordance with strategic goals and facilitate improved results based reporting for the organisation. The approach will also help PDHJ to revise these documents to reflect PDHJ's final budget allocation for 2015.   This mentoring will be supplemented in the 4th quarter by the Project to coincide with the PDHJ's budget review process. Results based management training for senior management will take place in October. The Project's human resources mentor will work with PDHJ to develop standard reporting templates for use by PDHJ in the future.
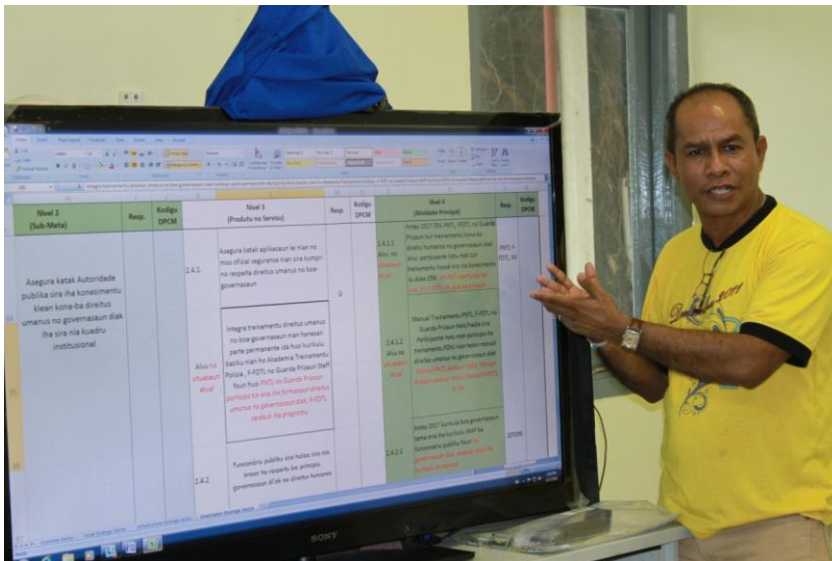
Deputy Provedor Human Rights, Sr Silverio Pinto Baptista facilitating discussion at the PDHJ's Planning Day, UN Compound, 27 June 2014. Photo credit: Felisberta Moniz da Silva/UNDP

Monitoring Capacity Assessment Framework

The Project has developed individual and institutional capacity assessment frameworks for the human rights and good governance monitoring teams in conjunction with the Monitoring Chief Departments.

The capacity assessment has 49 steps divided into 8 key areas and can be used to assess either individual staff members for their yearly professional evaluation or to measure the capability of the monitoring departments to implement the new monitoring systems.

Five of the 6 monitoring activities supported by Project mentors in the 2nd quarter were

developed using a preliminary monitoring assessment plan (MAP) as required in the new monitoring system. The MAP is a proposal for a monitoring exercise which includes desk-based research, proposed questionnaires and indicators, identified vulnerable groups and other analysis required to be done before a monitoring proposal can be approved by the Monitoring Management Committee (KJM).

Monitoring mentors presented their MAPs to the KJM for approval for the first time this quarter. Of the 5 MAPs developed in this initial stage, 4 were of average quality and one was of poor quality. The PDHJ monitors require further skill development in the following areas; researching the monitoring topic, choosing indicators based on significant issues facing Timor-Leste and linking the data collection with the indicators and desk-based research. The Project's mentoring support will continue to ensure that monitors' skills are strengthened in these areas.

Now that the baseline has been established, the capacity assessment framework will be used to begin assessing progress of individual monitors against each of the indicators and results will be reported in the 3rd quarter report.

Electronic Case Management System

The Project resolved numerous technical issues pertaining to the electronic case management system (e-CMS). The systems underwent several technical improvements and a number of new 'features' were developed as per PDHJ staff requirements, in particular new forms as part of the case management system.

The Project wrote a manual for users of the e-CMS and for system administrators in the 2nd quarter. These manuals will form the basis of further training and mentoring for PDHJ staff in the 4th quarter and will be finalised in the 4th quarter to reflect learnings from that training.

The Project identified that use of the e-CMS by PDHJ staff reduced when they began to experience technical problems with the system. Staff reverted to using a paper-based system pending resolution of the technical issues. The Project has identified this as a major risk to the sustainability of the system and therefore gave this issue greater priority and resources in the revised Annual Work Plan.

The Project will recruit an e-CMS mentor in the 4th quarter to develop a training plan for each individual staff member and to mentor staff according to that plan on an individual basis until competency is achieved. The Project will also address the underlying issue of technical problems with e-CMS by liaising with the maintenance contractor in the 3rd quarter to arrange an audit of the system and resolution of all remaining technical problems.

The Project will also support the inclusion of PDHJ in the maintenance contract for the Ministry of Justice's electronic case management systems, so that ongoing maintenance can be provided under that contract at no cost to PDHJ.

Structure of Directorates

The PDHJ has four Directorates; human rights, good governance, public assistance and administration and finance. The PDHJ is required by law to develop and publish "organics" which define the structure and functions of the Directorates of the PDHJ. The draft organics

for four directorates of which were first prepared in 2011, have been revised and updated by the Project.

The Project has now translated the four organics and in the 2nd quarter began facilitating discussions among staff and leadership at PDHJ about the appropriate structures for the PDHJ Directorates. The Project will continue to support finalisation of the organics in 2014, however it is possible the timing of approval of the organics will be affected by the appointment of a new Provedor who may institute a different organisational structure. Even so, work on the organics is proceeding because a clear organisational structure is essential for the effective management of the PDHJ. The drafting and translation of the organics and the broad discussion by PDHJ staff will inform any new organisational structure that may be determined by the incoming Provedor.

Output 3: PDHJ has effective information management systems

Output 3
PDHJ has effective information
management systems
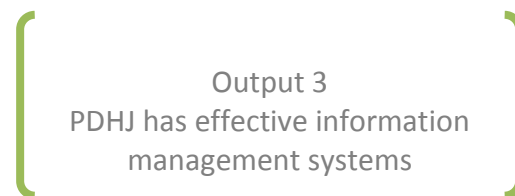
Progress Summary of Output 3

- The library has **acquired a range of new books and resources** in Tetun; Indonesian and Portuguese.
- **All library materials are stored in the library catalogue system** including the new books and materials received this quarter.
- The groundwork has been laid for the PDHJ information management system by **collating and cataloguing knowledge materials** to be included in the database.

Website

The Project has been supporting the development of a PDHJ website. The objective of the website is to disseminate information on PDHJ's work and its activities, to share human right laws and treaties and to raise awareness on human rights issues in Timor-Leste. At the request of PDHJ, the website has been drafted in three languages - Tetum, English and Portuguese.   During the annual planning process, the PDHJ planned to recruit an interpreter and translator to allow it to continue to publish website updates in the 3 languages, and also to allow greater participation in international meetings where language can be a barrier to inclusion.

The PDHJ has now approved the website design.   The Project has produced a manual for PDHJ staff on the how to maintain and update the website and is mentoring staff who will be responsible for updating the website to ensure they are familiar with the processes of uploading documents, creating and editing content and maintenance of the site.

Although the PDHJ intends to launch the site in the 3rd quarter, the timing of the launch may be affected by delays in finalising the host for the site, which must be processed through the government's processes.

Education, Training and Promotion Database

The Training and Education database working prototype has been developed and will be tested by PDHJ in the 3rd quarter.

The database is a resource management system which consolidates information about the production and distribution of material produced by PDHJ, specifically for education, training and promotion activities of PDHJ.

It is a simple tool that allows reports and statistics to be generated about education, training and promotion activities conducted by PDHJ. It is anticipated that results based reporting (including accurate data generated by the database) will support improved monitoring and evaluation of these activities and an evidence base to support an increased budget allocation for these activities in the future.

Library Plan and Knowledge Management system

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 this quarter, the national human resources mentor supported the PDHJ library staff to collect as much Tetum language material as possible with links to human rights or good governance issues through cooperation with state institutions, UN agencies and local and international NGO's.

The library has acquired 127 materials from the United Nations, including reports, manuals and human rights materials (Tetum and Indonesian). The PDHJ also received 50 penal code books in the Tetum language from the Government of Timor-Leste and 5 books from the Civil Service Commission, covering public sector governance legislation (Portuguese and Tetum).

In the 3rd quarter, the Project will work to support the final approval of the library Regulation by the Provedor. One risk to the success of the library has been the re-assignment of the librarian who was trained by RWI, to other duties at PDHJ. Nevertheless, staff will be encouraged in 3rd and 4th quarters to familiarise themselves with the resources in the library and to use these resources in their work.

The Project also conducted an audit of all PDHJ's policies, procedures, guidelines and knowledge management materials. The results of this audit will inform the development of the knowledge management system which will be developed, tested and launched in the 4th quarter.   All PDHJ's knowledge management materials will be catalogued in a knowledge management system using software which will increase staff's access to and use of the PDHJ's policies, procedures and guidance materials.

Output 4: Project Management

Revised Annual Work Plan

A Project Steering Committee meeting was held on 28 May 2014 and was attended by PDHJ, UNDP, OHCHR, the New Zealand Aid Programme, the Project and civil society organisations.

The PSC meeting provided an opportunity for the new Project Manager to present the results from the first quarterly report (2014), to identify challenges and opportunities facing the Project and to propose a revised Annual Work Plan which would focus on activities consistent with both the PDHJ's 10 strategic priorities and the recommendations from the Project's mid-term evaluation report (2013).

After receiving endorsement from the PSC to revise the Annual Work Plan, the Project Manager consulted PDHJ and OHCHR and revised the Annual Work Plan and budget which will be implemented from the 3rd quarter.

Financial Information

As of 30 June 2014, the Project has spent approximately US $233,141.00 from the US $614,315 budget allocated for 2014. The amount represents about **38**% of the allocated budget.

Project Funding Source (Donor)	2014 Annual Work Plan Budget	Expenditure at 30 June 2014
NZAID	US $ 519,315.00	US$ 218,786
OHCHR*	US $ 45,000.00	US $ 0.00
UNDP TRAC	US $ 50,00.00	US $14,355
TOTAL	**US $ 614,315.00**	**US $233,141**

Funds from Office of the High Commissioner for Human Rights which were approved in June 2014 but have not been disbursed to the Project.

Project Expenditure Details per Project Output

Project Output	Project Budget 2014 per Project Output	Expenditures per Project Output as of 30th June 2014
Activity 1 Human Rights Knowledge	US $228,018.00	US $88,232.00
Activity 2 Institutional Structure and management	US $117,850.00	US $16,422.00
Activity 3 Information and knowledge management	US $36,220.00	US $14,804.00
Activity 4 Project Management	US $232,227.00	US $113,683.00
TOTAL	**US $614.315.00**	**US $233,141.00**

Challenges and the Way Forward

The challenges facing the Project in this quarter have primarily been logistical and budgetary. The PDHJ has experienced regular (almost daily) and lengthy power cuts (with no backup generator) which has affected productivity. The PDHJ was also affected by significant on-site building works during the second quarter, necessitating re-location of several Departments within the PDHJ main building, leading to overcrowding and scarcity of resources. Building works are expected to be complete in 2015. Project staff are able to access power and internet at the UN Compound and the Project has facilitated PDHJ's access to UN meeting rooms as a temporary measure. The Project is also encouraging PDHJ to budget for repairs to the generator but PDHJ is constrained by government budgetary regulations.

Parliament has yet to approve the appointment of a new Provedor. The current Provedor's appointment expired in March 2014. The Project continues to plan activities on the basis of approval by the Provedor knowing that re-approval may also be required when the new appointments are made. While many activities can continue at officer level during this period (for example monitoring mentoring and human resources mentoring and training activities), several activities designed to strengthen the coordination of management and reporting processes have been deferred to early in the 4th quarter when it is anticipated that a new Provedor will commence in the role.

Fund transfer from OHCHR has also been an issue. The OHCHR cash transfer was stopped pending adoption of the new GMS rate (2014). UNDP is waiting for approval of this new rate by OHCHR and has escalated the issue to senior management levels

At the time of writing this report, the Project is entering the final 6 months of a 5 year Project, which was itself an extension of an earlier Project. PDHJ welcomes a further extension of the Project, however resource mobilisation remains an ongoing challenge. In the meantime, the project management strategy is focused on ensuring sustainability of the Project's inputs beyond the closure of the Project.

The key activities scheduled for the 3rd quarter include:

- Continuation of the training and mentoring support for PDHJ's monitoring teams;
- Further development and implementation of essential human resources procedures and dissemination of those procedures to the Regional Offices;
- Training for the Human Rights Directorate on report writing and advocacy on the Convention Against Torture;
- Testing by PDHJ of the website and training, education and promotion databases;
- Support to increase the number of PDHJ publications and public dissemination of human rights information by PDHJ.