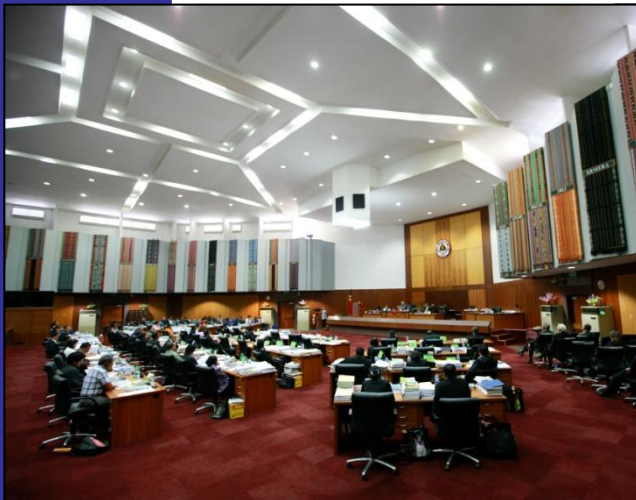




Project Document

# STRENGTHENING CIVILIAN OVERSIGHT AND MANAGEMENT CAPACITY IN THE SECURITY SECTOR

August 2011





United Nations Development Programme

Country: Timor-Leste

Project Document

**Project Title** Strengthening Civilian Oversight and Management Capacity in the Security Sector

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

**Expected CP Outcome(s):** CP Outcome 8.1: By 2012, the capacity of targeted national actors, including women, developed to engage in informed debates which promote four dimensions of security sector reform (civilian oversight, operational management, financial accountability, and policy debate).  
*(Those linked to the project and extracted from the CP)*

**Expected Output(s):** 1. Management and oversight capacity enhanced in the security sector.  
2. Training and research developed in the Security Sector.  
*(Those that will result from the project)*

**Implementing Agency:** UNDP Timor-Leste

**Brief Description**

This project *Strengthening Civilian Oversight and Management Capacity in the Security Sector* builds on support to the Government of Timor-Leste between 2008-2010 under the Security Sector Review/Capacity Development Facility project. It supports National Priority no. 7 on 'Public Safety & Security', the 2030 Strategic Plan of the Secretariat of State for Security, the 2010-2014 Strategic Plan of the National Parliament, and Force 2020 of the Secretariat of State for Defense. The objective of the project is to strengthen Timor-Leste's security sector for sustained peace and stability in the country and for its citizens through: (1) enhanced civilian oversight and management capacity in priority areas identified by national partners, and (2) improved research and training capacity in the security sector. It will provide technical assistance for policy oversight, legal and institutional development and capacity building in the Parliament, the Secretariats of State for Defence and Security; and the Office of the President. In line with UNMIT's Integrated Strategic Framework and Transition Plan (towards expected UNMIT drawdown in 2012), UNDP and UNMIT will work closely together on the implementation of this project. Coordination will be made with related projects, namely the UNDP-OHCHR support to the Provedoria for Human Rights and Justice and the UNDP support to the National Parliament.

Programme Period:	<u>UNDAF 2009 -2013</u>
Key Result Area (Strategic Plan)	<u>3.2 Strengthening Post-Crisis Governance Functions</u>
Atlas Award ID:	_____
Start date:	<u>September 2011</u>
End Date	<u>August 2012</u>
PAC Meeting Date	_____
Management Arrangements	<u>Direct Implementation</u>

Total resources required	<u>1,295,829 USD</u>
Total allocated resources:	<u>739,500 USD</u>
• UNDP BCPR	<u>500,000 USD</u>
• Other:	
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government	<u>239,500 USD</u>
Unfunded budget:	<u>556,329 USD</u>
In-kind Contributions (UNMIT)	<u>398,400 USD</u>

Agreed by (Government): \_\_\_\_\_

Agreed by (Parliament): \_\_\_\_\_

Agreed by (Office of the President): Sessio: SNG

Agreed by (UNDP): \_\_\_\_\_

Agreed by (UNMIT): \_\_\_\_\_



United Nations Development Programme

Country: Timor-Leste

Project Document

<b>Project Title</b>	Strengthening Civilian Oversight and Management Capacity in the Security Sector
<b>UNDAF Outcome(s):</b>	Outcome 1: By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated.
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CP)</i>	CP Outcome 8.1: By 2012, the capacity of targeted national actors, including women, developed to engage in informed debates which promote four dimensions of security sector reform (civilian oversight, operational management, financial accountability, and policy debate).
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	<ol style="list-style-type: none"> <li>1. Management and oversight capacity enhanced in the security sector.</li> <li>2. Training and research developed in the Security Sector.</li> </ol>
<b>Implementing Agency:</b>	UNDP Timor-Leste

**Brief Description**

This project *Strengthening Civilian Oversight and Management Capacity in the Security Sector* builds on support to the Government of Timor-Leste between 2008-2010 under the Security Sector Review/Capacity Development Facility project. It supports National Priority no. 7 on 'Public Safety & Security', the 2030 Strategic Plan of the Secretariat of State for Security, the 2010-2014 Strategic Plan of the National Parliament, and Force 2020 of the Secretariat of State for Defense. The objective of the project is to strengthen Timor-Leste's security sector for sustained peace and stability in the country and for its citizens through: (1) enhanced civilian oversight and management capacity in priority areas identified by national partners, and (2) improved research and training capacity in the security sector. It will provide technical assistance for policy oversight, legal and institutional development and capacity building in the Parliament, the Secretariats of State for Defence and Security; and the Office of the President. In line with UNMIT's Integrated Strategic Framework and Transition Plan (towards expected UNMIT drawdown in 2012), UNDP and UNMIT will work closely together on the implementation of this project. Coordination will be made with related projects, namely the UNDP-OHCHR support to the Provedoria for Human Rights and Justice and the UNDP support to the National Parliament.

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Agreed by (UNDP): \_\_\_\_\_

Agreed by (UNMIT): \_\_\_\_\_

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## I. SITUATION ANALYSIS

The 2006 crisis led to a significant setback in the nation-building agenda but the country managed to recover from the political crisis, which caused widespread population displacement, significant disruption to the social fabric and nation-building activities. As a result of the crisis, key development activities were put on-hold in order to focus national effort on security, stability, and recovery, and to resolve tensions in the society. Four years after the civil unrest, the situation in Timor-Leste has significantly improved. The presidential and parliamentary elections held in April and June 2007 were largely peaceful, free and fair. The progress achieved could be perhaps best illustrated by the fact that despite the serious attacks against the President and the Prime Minister in February 2008, the country did not regress into violence and democratic mechanisms were applied to deal with the difficult period afterwards. The political situation, though fragile, is relatively stable and substantial progress has been made in the return and resettlement of the IDPs. Indeed, all 65 IDP camps in the country were officially closed in September 2009.

The optimism in the country is best summarized by the Government's motto "Good bye Conflict, and Welcome Development". The Prime Minister's Strategic Development Plan (SPD 2011-2030), which will be launched on 12 and 13 July 2011, focuses on economic growth, stability and growing confidence. On the other hand, it is officially recognized that despite significant progress since 2002, Timor-Leste faces many challenges common to post-conflict states, including high levels of poverty and a widening rural-urban gap, fragility, weak public and private sector capacity, poor infrastructure, new institutions with variable capacity, and limited economic opportunities particularly for the youth.

The history of Timor-Leste is yet another testimony to the fact that, there can be no sustainable peace and development without the rule of law. The 2006 rift between the armed forces (F-FDTL) and the national police (PNTL) is yet to be fully mended and their roles clearly delineated. Civilian oversight of the security sector, an effective police force and access to justice extend far beyond the phase of "stabilization" – it is the very foundation for peace-building and development.

In 2008, the UN Secretary General's (UNSG) Report on 'Securing Peace and Development: The Role of the United Nations in supporting security sector reform' emphasised that, in development contexts, an inefficient and unaccountable security sector can be a major obstacle to democratic governance and can undermine the implementation of poverty-reduction strategies. At the same time, security sector reform offers a framework to assist national actors, the United Nations and other international partners in implementing a shared vision of security<sup>1</sup>. International actors can provide technical support across a clearly defined range of areas to develop the capacity of national partners for delivering their mandates efficiently, and to affect civilian oversight mechanisms across security sector components in various state institutions and the civil society.

Reforming the security sector remains a key peace-building priority for Timor-Leste. The National Priority no. 7 on Security and Public Safety<sup>2</sup> reflects the continuing need to develop civilian oversight and management capacity in the security sector. Timor Leste's draft Strategic Development Plan 2011-2030 also highlights the need to strengthen fragile state institutions so that government can provide key services.<sup>3</sup> The underscored institutional and human development dimensions also apply to the security sector. They were prioritised in the Secretariat of State for Defence's (SoSD) 'F2020' strategic planning document and the Secretariat of State for Security's (SoSS) Strategic Plan 2010- 2030.

Along the same vein, the Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste<sup>4</sup> stated that political developments were generally indicative of continuing stability as

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<sup>1</sup> See Report of the Secretary General on 'Security, Peace and Development: The Role of the United Nations in supporting security sector reform', A/62/659 – S/2008/39, [http://www.un.org/ga/search/view\\_doc.asp?symbol=S/2008/39](http://www.un.org/ga/search/view_doc.asp?symbol=S/2008/39)

<sup>2</sup> Timor Leste 2011 National Priorities Matrix (February 2011).

<sup>3</sup> On the Road to Peace and Prosperity: Timor-Leste's Strategic Development Plan 2011 – 2030 [http://timor-leste.gov.tl/wp-content/uploads/2010/04/Sumario-SDP-Final\\_ingles.pdf](http://timor-leste.gov.tl/wp-content/uploads/2010/04/Sumario-SDP-Final_ingles.pdf)

<sup>4</sup> See Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste (for the period from 24 September 2009 to 20 January 2010), 12 February 2010, S/2010/85 [http://unmit.unmissions.org/Portals/UNMIT/UN\\_Documents/SGR10-85E.pdf](http://unmit.unmissions.org/Portals/UNMIT/UN_Documents/SGR10-85E.pdf)

shown during recent elections for local authorities, with continued respect for the democratic process, and the relative stability of the security situation. The Report also noted that under the leadership of the President and the Prime Minister, progress has been made in reform at the sector-wide level, and in the development of F-FDTL and PNTL. However, the Report also noted that significant continued support is needed to advance security sector reform and development at the sector wide level and that ongoing civilian oversight challenges remain.<sup>5</sup> Moreover, while the roles and responsibilities of F-FDTL and PNTL have been legislated, further clarity and delineation are required at the operational level and through a continued engagement at the political level.

## Key Challenges

The key oversight and management challenges mapped by the previous Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste<sup>6</sup> provide an overview of priority issues that would need to be addressed to ensure stable foundations for peace-building and development. The accent on accountability and transparency in delivering security services highlights the fact that in a democratic system security services have to comply with normative societal, democratic and legal standards. They should operate within the rule of law and be accountable to the democratically elected political leaders. Whilst different stakeholders face unique challenges in Timor-Leste, they also share common issues which underscore the need for closer interaction and cooperation.

- **The Government**

The current Ministry of Defence and Security (MoDS) was set up in 2007. Its new Organic Law was adopted in August 2008<sup>7</sup>. The MoDS brought together the Secretariat of State for Security (SoSS)<sup>8</sup> and the Secretariat of State for Defence (SoSD). The MoDS is responsible for designing, executing, coordinating and evaluating policies approved by the Council of Ministers in the areas<sup>9</sup> of national defence, military cooperation, public security, criminal investigation, immigration, oversight and implementation of the Integrated National Security Plan<sup>10</sup>. As outlined in their respective strategic planning documents, both Secretariats face challenges<sup>11</sup> in civilian oversight and accountability mechanisms, management and administration (including procurement, human and financial management), and policy and legal development to effectively implement their mandates. The National Priority no. 7 on Security and Public Safety<sup>12</sup> re-confirms these challenges and lays out the Government's plan for addressing them.

- **The Office of the President**

The President has constitutional oversight functions over the security sector<sup>13</sup>. The President is the Commander in Chief of the Armed Forces<sup>14</sup> and chairs the Superior Council for Defence and Security<sup>15</sup>. He is also responsible for monitoring the activities of the entities that make up the Integrated System of National Security and is also expected to take part in the decision-making processes regarding their joint deployment and control, namely in a crisis<sup>16</sup>. Accordingly, his Office is expected to play a role in the security sector reform process and in reviewing security sector-related legislation and policies. To support

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<sup>5</sup> See above-mentioned report, p. 17.

<sup>6</sup> See Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste (for the period from 24 September 2009 to 20 January 2010), 12 February 2010, S/2010/85  
[http://unmit.unmissions.org/Portals/UNMIT/UN\\_Documents/SGR10-85E.pdf](http://unmit.unmissions.org/Portals/UNMIT/UN_Documents/SGR10-85E.pdf)

<sup>7</sup> Decree Law 31/2008.

<sup>8</sup> Previously the Ministry of Interior.

<sup>9</sup> Ibid, Article 2.

<sup>10</sup> National Security Law 2010, Article 19, paragraph 4.

<sup>11</sup> Prioritized security reform needs are respectively outlined in the SoSD's 'F2020' strategic planning document and SoSS' Strategic Plan 2030, as well as in the National Priorities 2011 on Security and Public Safety.

<sup>12</sup> Timor Leste 2011 National Priorities Matrix (February 2011).

<sup>13</sup> Articles 74, 85 and 86 of the Constitution.

<sup>14</sup> Articles 74 and 85(b) of the Constitution.

<sup>15</sup> Article 86(a) of the Constitution.

<sup>16</sup> Article 21 of the National Security Law no.2/2010 dated 21 April 2010.

the Presidency's oversight role, the 'Casa Militar' or 'Military House'<sup>17</sup> will be established. It is anticipated as a technical unit for supporting the President's oversight role and for advising him on defence and security issues. A reinforcement of the Presidency's legal capacity and expertise for promoting debate on strategic policy issues is needed. This will ensure a wider and well-balanced security governance structure at the national level.

- **The National Parliament**

Democratic oversight refers to the crucial role of the legislature in monitoring and reviewing the actions of security sector institutions in order to ensure systematic accountability and transparency. While its role in times of crisis was successfully experienced in February 2008, its oversight role on the security sector in times of peace is often less understood. It includes active involvement in debates, adoption and monitoring of the National Security Policy, scrutiny of proposed legal developments and relevant international agreements, review of budget allocation and execution of security institutions, and proposal of remedial actions to ensure compliance with national as well as international legal frameworks and commitments. The National Parliament's Strategic Plan (2010-2014) currently foresees the assertion of the Parliament's constitutional functions, of which improved civilian oversight of the security sector is an ongoing challenge, particularly due to the often detailed and inclusive oversight the legislature can perform as part of a wider and well-balanced security governance structure at the national level. The Parliament can only exercise its oversight responsibilities if it has access to information, the necessary technical expertise and the power and intention to hold the government to account. The UNDP Strengthening Parliamentary Democracy in Timor-Leste Project has placed a legal adviser to support Committee B that addresses Foreign Affairs, Defence and National Security. However, the Parliament continues to suffer from institutional capacity constraints preventing it from effectively exercising its democratic oversight role over the security sector in a sustainable manner.

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

The Provedoria for Human Rights and Justice (PDHJ) is a constitutionally mandated independent institution charged with oversight of public institutions. In particular, the PDHJ is required to promote and protect human rights and promote good governance in relation to government entities, the police service, the military and the prison service.<sup>18</sup> The PDHJ has the power to review complaints from the public, conduct investigations in respect of state authorities and forward to the competent organs the recommendations deemed appropriate to prevent or redress illegality or injustice<sup>19</sup>. The vast majority of PDHJ's human rights investigations relate to the Police and a significant proportion are in relation to the F-FDTL. The PDHJ has received 241 and 41 complaints against the PNTL and FFDTL respectively since opening its doors in 2006. However, follow up is not systematically afforded by security sector institutions in investigations. The PDHJ has also powers to assess the conformity of laws, policies and acts with human rights principles. In line with the PDHJ's mandate to promote human rights, the PDHJ undertakes human rights training of police in collaboration with the Police Academy of Timor Leste and training of F-FDTL trainers in collaboration with the F-FDTL and the SoSD. This project will collaborate with UNMIT Human Rights and Transitional Justice Unit (HRTJU) and the ongoing UNDP-OHCHR project supporting the PDHJ to facilitate relationships with the security sector institutions, mainstream human rights issues in trainings and raise awareness on the PDHJ's oversight role.

- **Civil Society**

Civil society's capacity to engage on issues pertaining to the security sector is limited in general. This also applies to the research capacity of the few non-governmental organizations (NGOs) that 'formally' deal with security sector issues. This observation was confirmed by the UN Security Sector Review Capacity

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<sup>17</sup> The scope of the Military House will encompass both defense and security issues.

<sup>18</sup> Article 3 of National Parliament law No. 7/2004.

<sup>19</sup> The PDHJ was established through the National Parliament's Law No. 7/2004 in compliance with the 2002 Constitution of the Democratic Republic of East-Timor stipulating the establishment of an "an independent organ in charge of examining and seeking to settle citizens' complaints against public bodies, preventing and initiating the whole process to remedy injustice". The PDHJ is an independent national human rights institution established in conformity with Paris Principles and granted a status by the International Coordinating Committee of National Human Rights Institutions.

Development Facility, which has allocated small research grants to five civil society organisations<sup>20</sup>. The effective and quality involvement of civil society in security governance debates could broaden national ownership of security sector reform processes and increase public confidence in security institutions. It will also promote evidence-based policy dialogue based on feedback from civil society. Accordingly, the widening of the scope of NGOs involved in civilian oversight debates and the strengthening of civil society's oversight capacities requires significant support to advance security sector reform and development in Timor-Leste. Although direct assistance to civil society (eg in the form of grants) is not envisaged in this project, civil society organisations will be invited to participate in or contribute to activities in policy formulation and oversight, research and outreach, for example, under the National Directorate for Community Conflict Prevention of the Secretariat of State for Security.

### **The Engagement of the United Nations and the International Community in the Security Sector in Timor-Leste**

As per its mandate, UNMIT has four priority areas: review and reform of the security sector; strengthening of the rule of law; promotion of a culture of governance and dialogue; and economic and social development.<sup>21</sup> The UNDP's 2009-2013 programme covers most of these areas, particularly democratic governance, crisis prevention and recovery, poverty reduction and environmental management.

The UN mandate on security sector derives from the Security Council Resolution (SCR) 1704 (August 2006) and subsequent Resolutions, namely, SC Resolutions 1704 (2006), 1745 (2007), 1802 (2008), 1867 (2009), 1912 (2010) and 1969 (2011). The scope of last three resolutions (SC 1867, 1912 and 1969) went beyond assisting Timor-Leste in conducting a comprehensive review of its security sector to confirm the need for supporting reform, including the strengthening of legal frameworks and enhancing civilian oversight and accountability mechanisms of F-FDTL and PNTL.

As such, UNMIT has supported the Security Sector since 2006. UN Police (UNPOL) is UNMIT's single largest component and contribution, starting with an executive mandate for policing in the country but gradually shifting its focus to capacity building as it started handing over responsibilities to PNTL since 2009. In addition, UNMIT's Security Sector Support Unit and since 2008, UNDP have been engaged with the Government in strengthening civilian oversight and governance of the security sector. Other bilateral partners are active in the security sector such as Australia, Brazil, China, France, Japan, Malaysia, New Zealand, Portugal, and the United States, including the International Stabilisation Force composed of Australia and New Zealand.

### **Results and lessons from past UNMIT-UNDP assistance to security sector**

In June 2008, the UNMIT Security Sector Support Unit (SSSU) entered into partnership with UNDP to implement its mandate on security sector review and capacity development. The need for strengthening civilian oversight capacities was addressed by the Security Sector Review project and its corresponding Capacity Development Facility implemented between 2008 and 2010<sup>22</sup>. A range of activities were undertaken including: a public perceptions survey, a series of consultations on national security policy and key security legislation; public lectures, trainings<sup>23</sup> and discussions on security issues; the provision of technical assistance to key oversight institutions (including the SoSS, SoSD, Office of the President and Committee B); fact-finding visits and training on security governance both locally and abroad for clusters of key stakeholders; support to the professionalization of the civilian guards 'Segurança Civil' and proposals for the regulation of Private Security Companies; allocation of grants to civil society organizations for

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<sup>20</sup> The recipient organizations included, Belun (Early warning and early response monitoring analysis), Fundasau Mahein (Veterans), Unidade Feto ba Desenvolvimento (Human security in former conflict areas with a focus on women's security), Democratic Research (Human security and stability in Dili), and Universidade Nacional Timor Lorosae (Community Baseline Survey on Martial Arts Groups contribution to peace and security).

<sup>21</sup> See UNMIT Medium Term Strategy

[http://unmit.unmissions.org/Portals/UNMIT/latest\\_docs/Medium\\_Term\\_Strategy-En.pdf](http://unmit.unmissions.org/Portals/UNMIT/latest_docs/Medium_Term_Strategy-En.pdf)

<sup>22</sup> See Project, 'Security Sector Review in Timor-Leste', June 2008

<http://www.il.undp.org/undp/what%20we%20do/Crisis%20Prevention%20and%20Recovery/On%20going%20projects/SSR/SSR%20and%20its%20Capacity%20Development%20Facility%202010.pdf>

<sup>23</sup> Trainings included topics such as conflict analysis and reporting on conflict triggers and indicators (NDCCP), fire-fighting (Bombeiros); radio communication and maintenance (PNTL and other security institutions); and the President's comprehensive pilot course on security and defense for middle management.

research on security issues; establishment of the National Defence Institute for research and training; and the assessment of response capacity to complex emergencies.

The achievements in the previous projects as listed above need further reinforcement and follow-up. Strengthening civilian oversight and management capacity are key areas requiring significant support to advance security sector reform and development in Timor-Leste.

The main lesson learned through the implementation of the previous project was that security sector reform is a time-sensitive and an inherently political process. It is therefore critical to have political buy-in of the national stakeholders over the objectives and processes, as well as a consensus among them and with the UN and international partners. Considerable time was required to achieve this buy-in and consensus through the Project Management Board mechanism, which in itself turned out to be an important achievement of the project, but this also contributed to the delays in project implementation. Moreover, the change process goes beyond the life span of a single project; it is rather a continuous and complex process influenced by the pace of legal, institutional and human resources development as well as by the national agenda. Thus, the outcomes cannot be expected to evolve in a controlled and linear fashion.

## Gender Equality

There are few women in senior positions in the security sector, which is a predominately a men led sector. The following section presents gender disaggregated data in partner institutions covered by this proposal<sup>24</sup>:

- Of the 51 staff currently working in the Secretariat of State for Defence, 17 are women (7 work at the Directorate of Finance). The first woman at the Director level was appointed in January 2011 as Director of Finance. The staff of the National Defence Institute (NDI) is yet to be recruited.
- The Secretariat of State for Security employs 96 women, representing 8.6% of its staff. The ratio in senior positions has improved, with 4 of the 11 senior management positions, including the Director-General, are occupied by women (36%). The gender statistics in the Directorates covered by this proposal are as follows:
  - In the early stages of recruitment for the National Directorate for Civil Protection in 2002-2003, women were not encouraged to apply, as fire-fighting was thought to require physical stamina and endurance beyond female capability. In February 2010 the National Director stated that: “while most of the women in the NDCP are civilian support staff in the national office, we look forward to recruiting women in the regions in the future.”
  - At the National Directorate for Community Conflict Prevention in Dili, 5 out of 11 staff members are female, including the National Director. It remains to be seen how many of the regional focal points will be women. However, given that part of the NDPCC’s mandate is to “promote gender equity and human rights in the area of its competence”, it is hoped that the ratio will be favourable.
- Of the 170 staff currently working in the Office of the President, 40 are women. Only 1 is a Director (logistics). This ratio does not refer specifically to the security sector as the Casa Militar, which would support oversight on defence and security, is yet to be established.
- Women constitute close to 30% of MPs. Numeric representation is reinforced by a strong public commitment to gender equality. A number of parliamentary bodies are devoted to women's rights and empowerment, including: a women's parliamentary caucus.

Finally, Decision 11/2008 of the Council of Ministers stipulated the establishment of Gender Focal Points in line ministries and secretariats affiliated with the Prime Minister’s Office in order to ensure gender-sensitive planning and legislation. In addition, the Secretariat of State for the Promotion of Equality is also active in National Priorities Planning and provides feedback to the National Priority No. 7 on Security and Public Safety.

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<sup>24</sup> UNMIT Data, December 2010.



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## II. PROJECT OBJECTIVES AND STRATEGY

The objective of the project is to strengthen Timorese state institutions with civilian oversight responsibilities in the security sector for sustained peace and stability in the country and for its citizens. The project has two outputs: (1) enhanced civilian oversight and management capacity, and (2) improved research and training capacity. Details under each output are given below.

Drawing upon the lessons from previous assistance on the importance of ownership and consensus among national stakeholders, intensive consultations were undertaken with the concerned state institutions to determine the priorities and design of the project. The duration and scope of the project is over a one year period prior to the Presidential and Parliamentary elections in 2012, but considerations for sustainability of project results are made in the project strategy, for example, through government cost-sharing of line-function international technical assistance, knowledge-transfer from international TA to national staff, and anchorage of training activities in established national institutions. In line with UNMIT's Integrated Strategic Framework and the Transition Plan, UNDP and UNMIT (Security Sector Support Unit and Political Affairs Unit) will partner to implement the project, complementing UNMIT's support to the security sector outside the scope of this project.

### **Output 1: Management and oversight capacity enhanced in the security sector.**

Technical assistance (advisors and consultants) will be provided to the Secretariats of State for Defence and Security, and the Office of the President to support key priorities identified by these institutions in the areas of security policy, management, administration, and legal development.

- The Office of the President: A short-term consultant will provide technical advice and assistance for the establishment of the 'Casa Militar' - the oversight mechanism and advisory body to the President on defence and security issues. The project will fund the national advisors recruited by the Office of the President to support this work. In addition, an International Legal Advisor will advise the President and staff of the Office of the President on Defence and Security in general and oversight in specific. S/he will revise relevant laws submitted to the Office of the President; prepare legal briefings; bring legal matters of concern to the President's attention; and prepare informative reports, opinions and observations as needed. S/he will also participate in the PDHJ's discussions on legal and Human Rights issues of relevance to Defence and Security; and provide input to the development of the Manual on Human Rights for the Military.
- The Secretariat of State for Security: Building on the work during the last SSR project, institutional capacity building of selected functions of the SoSS will be undertaken. The project will provide two short-term international consultants. The first consultant will support the establishment of an oversight mechanism for private security companies and train relevant staff from the National Directorate for Public Buildings Security (DNSEP) on its application<sup>25</sup>. This activity was prioritised given the fact that private security personnel exceed in numbers the effective of both PNTL and FFDL combined. The second consultant will help strengthen the first responders and rescue capacity through the development of standard operations procedures with the National Directorate for Civil Protection (DNPC) and corresponding training with the National Training Centre of Fire-fighters and Civil Protection. Partnerships and networking with relevant regional institutions will be facilitated.
- The Secretariat of State for Defence: A Legal Advisor will support on legal issues related to Defence. S/he will draft or revise relevant laws; prepare legal briefings; bring legal matters of concern to the SoSD's attention; and prepare informative reports, opinions and observations as needed. S/he will also keep abreast of discussions on human rights of relevance to defence; and be connected to relevant government ministries and institutions, including the PDHJ, and provide input where necessary on

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<sup>25</sup> The Directorate has the mandate to secure the safety and security of public facilities through civilian non-armed personnel, known as *Segurança Civil*, and to regulate private security companies.

discussions on human rights and defence and security issues, including development of the Manual on Human Rights for the Military. Given the key coordination role of the SoSD's Cabinet, an Executive Assistant will provide administrative, management and coordination support, and more importantly, in so doing will also implement measures to ensure sustainability, such as developing an information management system, standard operational procedures and tools for the various business processes in the SoSD's cabinet and train relevant staff accordingly.

## **Output 2: Training and research developed in the Security Sector**

The following activities will be undertaken to develop training and research capacity in the security sector:

- The Office of the President: A modified version of the pilot comprehensive training on Defence and Security implemented in 2010 will be replicated. This pilot training was designed and implemented within the framework of the previous Security Sector Review Capacity Development Facility to develop middle management in the security sector, and promote exchange and joint learning among various security institutions. It included modules on Timor-Leste's strategic environment (including legislative framework, human rights and gender), strategic security analysis and planning, leadership, drivers of insecurity and disrupting factors to the democratic order and political system, as well as general management and analytical thinking skills. Linkages will be strengthened with the PDHJ for mainstreaming human rights issues in the training and raising awareness on the PDHJ's oversight role. Keeping sustainability concerns in mind, the course will be institutionalised in an existing training institution(s) such as the National Defence Institute, the National University, PNTL/FFDTL training centres, the National Institute of Public Administration (INAP) or Dili Training Institute (DTI).
- The Secretariat of State for Security: The National Directorate for Community Conflict Prevention (DNPCC) was established in 2010 with the aim to minimise risks of conflict by collating and analysing relevant information for early warning and by convening governmental and non-governmental partners to ensure that appropriate strategies and responses are developed and implemented to prevent and resolve conflict. It works through a network of focal points in the districts who report on conflict triggers and issues. The project will support trainings for Directorate staff and focal points on conflict analysis and will facilitate discussions building on the analysis to determine coordinated response measures with other stakeholders engaged in conflict prevention and security oversight, namely the Department of Peace Building and Social Cohesion of the Ministry of Social Solidarity, Belun and other NGOs and civil society organisations. Collaboration with Belun and the Okinawa Peace Assistance Centre (OPAC) will be sought in the project's support to the Directorate.
- The Secretariat of State for Defence: The project will strengthen the research and training capacity of the National Defence Institute<sup>26</sup> through the provision and training of national staff and the development of relevant curricula and research projects, including gender and human rights. There will be a national advisor and three NDI staff recruited through the project<sup>27</sup>. The project will also facilitate networking with similar institutions in the region.
- The National Parliament: In order for the National Parliament to effectively play its legislative and oversight role over the actions of the government in the security sector, it needs access to information and technical expertise on the subject. A training package will be developed with the Parliament's Directorate for Research and Information, on security sector oversight for legal analysts and drafters, sectoral specialists and Members of Parliament. It will coordinate closely with the UNDP project on Strengthening Parliamentary Democracy in Timor-Leste, which has a

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<sup>26</sup> The National Defence Institute (NDI) was established by Organic Laws 31/2008 (SoSD) and 12/2010 (NDI specific). It is intended as a semi-public institute that will provide training in strategic thinking for senior military officers and selected civil servants, and research on defense and security issues, in order to inform government policy in the sector.

<sup>27</sup> The four national staff are envisaged to be absorbed as government staff at the end of project.

Legal Advisor assisting Parliamentary Committee B responsible for Foreign Affairs, Defence and National Security.

### **Gender Mainstreaming**

The project will support the government's efforts in promoting gender equality and women's empowerment consistent with national laws, policies and the Government's international commitments. The project will support the Government's approach which is coordinated on a whole-of-government basis to ensure gender mainstreaming across the public administration. These commitments are clearly stated in the Strategic Development Plan 2010-2030 in line with Decision 11/2008 by the Council of Ministers which stipulated the establishment of Gender Focal Points in line ministries and secretariats affiliated with the Prime Minister's Office.

Consideration for gender equality and empowerment of women will be mainstreamed throughout all activities, including: project personnel's terms of reference; collection of sex disaggregated data; measures to expand opportunities for women's involvement and representation in the security sector; consultation with Gender Focal Points; project activities at minimum reflecting the proportion of women in the relevant sector at the targeted level and role; and promotion of international human rights law (e.g. CEDAW) and UN Security Council Resolutions.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <p><i>Outcome 8.1: By 2012, the capacity of targeted national actors, including women, developed to engage in informed debates which promote four dimensions of security sector reform (civilian oversight, operational management, financial accountability, and policy debate).</i></p>
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p><i>More efficient and effective interface between the Government, Parliament and security actors resulting in greater coordination.</i></p>
<p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Crisis Prevention and Recovery</p>
<p><b>Partnership Strategy:</b> Joint supervision and assessments with national counterparts will be undertaken. South-south cooperation and trilateral agreements for secondment of relevant expertise from CPLP or other countries will be explored. An integrated approach between UNDP/ UNMIT SSSU will be adopted for project implementation and oversight.</p>
<p><b>Project title and ID (ATLAS Award ID):</b> Strengthening Civilian Oversight and Management Capacity in the Security Sector</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES <sup>28</sup>	INPUTS <sup>29</sup>
Output 1: Management and oversight capacity enhanced in the security sector.	<ul style="list-style-type: none"> <li>• Security Sector Legal Advisor, Office of the President:               <ul style="list-style-type: none"> <li>- <i>Legal advice to the President on Defence and Security ensured (Y/N)</i></li> <li>- <i>Casa Militar undertaking threat analysis and strategic evaluation (Y/N)</i></li> </ul> </li> <li>• Executive Assistant to SoSD:               <ul style="list-style-type: none"> <li>- <i>Management information system in place (hard/ soft versions) (Y/N)</i></li> <li>- <i>Standard Operations Procedures for SoSD cabinet management and coordination developed (Y/N)</i></li> </ul> </li> <li>• Legal Advisor at SoSD:               <ul style="list-style-type: none"> <li>- <i>Legal advice provided to SoSD on drafting or revision of defence related laws</i></li> </ul> </li> </ul>	1.1. Provide technical assistance to address priority capacity gaps. <ul style="list-style-type: none"> <li>• <i>Provide legal support to the Office of the President on security and Defence in general, and oversight in specific.</i></li> <li>• <i>Provide executive support to the Cabinet of the SoSD and strengthen relevant mechanisms for sustainability.</i></li> <li>• <i>Provide Legal support to the Office of the SoSD on Defence related issues.</i></li> </ul>	UNDP	Legal SSR Advisor (12m)
			SoSD	Executive Assistant (12m)  Defence Legal Advisor (12m)
Output 1:	<ul style="list-style-type: none"> <li>• Oversight mechanisms for private security companies defined (Y/N)</li> </ul>	1.2. Support DNSEP in establishing an oversight mechanism for the security sector	UNDP	<ul style="list-style-type: none"> <li>• International Consultant (6m)</li> </ul>

<sup>28</sup> Responsible party is responsible for mobilizing inputs

<sup>29</sup> Fifty percent (50%) of long-term personnel will be covered by the Project. The remaining 50% will be shared by the hosting national institution.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES <sup>28</sup>	INPUTS <sup>29</sup>
Management and oversight capacity enhanced in the security sector.	<ul style="list-style-type: none"> <li>Responsible staff trained on implementing oversight mechanisms (Y/N)</li> </ul>	<ul style="list-style-type: none"> <li>Review current procedures and undertake a technical needs assessment</li> <li>Define appropriate and gender-sensitive oversight mechanisms for private security companies in close consultation with DNSEP and PSCs</li> <li>Train staff responsible for implementation of oversight mechanisms.</li> </ul>		<ul style="list-style-type: none"> <li>UNMIT SSSU Officer (Part-time, in-kind contribution)</li> </ul>
	<ul style="list-style-type: none"> <li>Trainings for first responders and rescue developed (Y/N)</li> <li>Responsible staff trained on basic procedures for first response and rescue (Y/N)</li> </ul>	<p>1.3. Strengthen DNPC's capacity for first responders and rescue</p> <ul style="list-style-type: none"> <li>Undertake a technical needs assessment for establishing first responders and rescue capacity at DNPC</li> <li>Develop standard gender-sensitive procedures and training modules for first responders and rescue in close consultation with DNPC staff</li> <li>Train relevant staff on basic procedures for first responders and rescue in close consultation with DNPC's Training Unit.</li> </ul>	UNDP	<ul style="list-style-type: none"> <li>International Consultant (6m)</li> <li>Basic training equipment.</li> <li>UNMIT SSSU Officer (Part-time, in-kind contribution)</li> </ul>
	<ul style="list-style-type: none"> <li>The threat analysis and strategic evaluation components of the Casa Militar established (Y/N)</li> </ul>	<p>1.4. Support the Office of the President in establishing its oversight mechanism (Casa Militar) on the security sector</p> <ul style="list-style-type: none"> <li>Undertake a technical needs assessment for establishing the Casa Militar</li> <li>Develop the Strategic Evaluation Unit of the Casa Militar in close consultation with relevant staff at the Presidency.</li> </ul>	UNDP	<ul style="list-style-type: none"> <li>A short-term Consultant (6m)</li> <li>UNMIT SSSU Officer (Part-time, in-kind contribution)</li> </ul>
Output 2: Training and research developed in the Security Sector	<ul style="list-style-type: none"> <li>At least 25 middle management security sector staff involved in the implementation of the Integrated System for Security trained. These 25 will reflect at least the gender balance in middle management or better.</li> <li>Gender-sensitive training modules published (Y/N)</li> </ul>	<p>2.1. Develop middle management capacity in the security sector</p> <ul style="list-style-type: none"> <li>Undertake a baseline evaluation of relevant knowledge among proposed participants</li> <li>Replicate an improved version of the comprehensive pilot training on Defence and Security undertaken in 2010</li> <li>Revise and refine the training modules as needed.</li> </ul>	UNDP	<ul style="list-style-type: none"> <li>Trainings, workshops &amp; conferences costs including facilitation, Interpretation/translation &amp; printing costs</li> <li>UNMIT SSSU Officer (Part-time, in-kind contribution)</li> </ul>
	<ul style="list-style-type: none"> <li>At least 25 DNPCC staff and Early Warning Focal Points trained on research skills and conflict analysis and prevention. These 25 will reflect at least the gender balance in NDCCP staff and</li> </ul>	<p>2.2. Strengthen DNPCC research and analysis capacity</p> <ul style="list-style-type: none"> <li>Implement gender-sensitive trainings on research skills, conflict analysis and prevention to the DNPCC staff and focal points</li> </ul>	UNDP	<ul style="list-style-type: none"> <li>Trainings, workshops &amp; conferences costs including facilitation, Interpretation/translation &amp; printing costs</li> </ul>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES <sup>28</sup>	INPUTS <sup>29</sup>
	Focal Points or better.	<ul style="list-style-type: none"> <li>Facilitate discussions on conflict analysis and response measures with DPBSC/MSS and other stakeholders/civil society.</li> </ul>	SoSS	<ul style="list-style-type: none"> <li>UNMIT SSSU Officer (Part-time, in-kind contribution)</li> <li>National Consultant (12m)</li> </ul>
	<ul style="list-style-type: none"> <li>NDI curriculum and planning completed (Y/N)</li> <li>National advisors results and corresponding indicators to be determined by the curriculum and work plan</li> <li>At least 4 training activities undertaken as per thematic areas defined in NDI work plan (Y/N). Trainees will reflect at least the gender balance in the sector or better.</li> </ul>	<p>2.3. Assist NDI in delivering on its research and training mandate</p> <ul style="list-style-type: none"> <li>Develop and implement the NDI curriculum and planning with gender and human rights sensitive content.</li> <li>Place four national advisors to strengthening NDI human resources</li> <li>Implement trainings and outreach activities on current security sector-related issues and priorities.</li> </ul>	UNDP	<ul style="list-style-type: none"> <li>4 National Advisors (12m).</li> <li>Trainings, workshops &amp; conferences costs including facilitation, Interpretation/translation &amp; printing costs</li> <li>UNMIT SSSU Officer (Part-time, in-kind contribution)</li> </ul>
	<ul style="list-style-type: none"> <li>A least 20 legal drafters and analysts are trained on the basic principles of security sector oversight. The gender balance will reflect at least those of legal drafters and analysts or better.</li> <li>Security sector oversight training module for Parliamentarians developed (Y/N).</li> </ul>	<p>2.4. Develop the capacity of the Parliament's Directorate for Research and Information on security sector oversight</p> <ul style="list-style-type: none"> <li>Undertake a capacity needs assessment to identify training priorities</li> <li>Develop and implement gender and human rights sensitive training modules for legal drafters, analysts and Members of Parliament.</li> <li>Member of Parliament's module tested and validated with the serving committee B.</li> </ul>	UNDP	<ul style="list-style-type: none"> <li>Trainings, workshops &amp; conferences costs including facilitation, Interpretation/translation &amp; printing costs</li> </ul>
		General Project Management and Administration	UNDP	<ul style="list-style-type: none"> <li>International Project Specialist (12m)</li> <li>National Project Assistant (12m)</li> <li>National Monitoring Officer (12m)</li> <li>Sundry and Administration costs</li> </ul>

## IV. ANNUAL WORK PLAN

2011-2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
<p><b>Output 1: Management and oversight capacity enhanced in the security sector.</b></p> <p><b>Baseline:</b></p> <p>1. <i>Technical Assistance:</i></p> <ul style="list-style-type: none"> <li><i>The advisory services for supporting the President's oversight functions on Defence and Security (Casa Militar) are still to be established. There is need for legal support to the President Oversight functions and to establishing the 3 advisory units of the Casa Militar.</i></li> <li><i>Support is needed to ensure efficient management and follow-up in the SoSD's cabinet, which is an essential coordination hub for defence issues.</i></li> <li><i>There is currently one national Legal Advisor on Defence issues at SoSD. More capacity is needed with the planned legal developments (Refr. NPP7)</i></li> </ul> <p>2. <i>Assessment of Private security companies completed in 2010 and relevant regulations proposed.</i></p> <p>3. <i>DNPC includes currently only the National Fire-fighting Service. An assessment of the service was undertaken in 2010.</i></p> <p>4. <i>The conceptual design of the Casa Militar is developed by the Office of the President. 2 national legal advisors and 1 Defence advisor were recruited to assist in implementation. Special assistance is still required on establishing the Strategic Evaluation Unit.</i></p>	1.1. Legal advice, management support and capacity building <sup>30</sup>	X	X				
	• <i>Legal SSR advice to OP (12m)</i>	X	X	UNDP	UNDP	77300 Fixed Term Appointment	90,500
	• <i>Executive support to SoSD (12m)</i>	X	X	UNDP	OoP		90,500
	• <i>Legal advice to SoSD (12m)</i>	X	X	SoSD	UNDP	71200 Intl Consultant	42,000
				SoSD	SoSD		42,000
	• <i>Legal advice to SoSD (12m)</i>	X	X	SoSD	UNDP	71200 Intl Consultant	57,000
				SoSD	SoSD		57,000
	1.2. Establish DNSEP oversight mechanism for the security sector	X		UNDP	UNDP	71200 Intl Consultant	97,167
	1.3. Strengthen DNPC's capacity for first response and rescue	X		UNDP	UNDP	71200 Intl Consultant	84,300
						75700 Trainings, workshops & conferences	17,867
						72300 Materials & Goods	20,000
	1.4. Support OoP in establishing its oversight mechanism on the security sector (Casa Militar)	X		UNDP	UNDP	71200 Intl Consultant	45,000
				OoP	OoP		50,000
				UNDP	UNDP	71300 National Consultant	27,000

<sup>30</sup> Fifty percent (50%) of long-term personnel under this activity will be covered by the Project. The remaining 50% will be shared by the hosting national institution.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
<b>Indicators:</b> 1. <i>Technical Assistance:</i> <ul style="list-style-type: none"> <li>• <i>Legal Advisor to the office of the President:</i> <ul style="list-style-type: none"> <li>- <i>Legal advice to the President on Defence and Security ensured (Y/N)</i></li> <li>- <i>Casa Militar undertaking threat analysis and strategic evaluation (Y/N)</i></li> </ul> </li> <li>• <i>Executive Assistant SoSD:</i> <ul style="list-style-type: none"> <li>- <i>Management information system in place (hard/soft versions) (Y/N)</i></li> <li>- <i>Standard Operations Procedures for SoSD cabinet management and coordination developed (Y/N)</i></li> </ul> </li> <li>• <i>Legal Advisor at SoSD:</i> <ul style="list-style-type: none"> <li>- <i>Legal advice to SoSD on defence related laws (Y/N)</i></li> </ul> </li> </ul> 2. <i>Oversight mechanisms for private security companies in place (Y/N)</i> 3. <i>Standard procedures for first responders and rescue defined (Y/N)</i> 4. <i>The Strategic Evaluation Unit of the Casa Militar established (Y/N)</i>							
<b>Sub-Total Outcome 1</b>							<b>720,334</b>
<b>Output 2: Training and research developed in the Security Sector</b>  <b>Baselines:</b> 1. <i>35 representatives of national security institutions at the level of advisers and middle management completed the training course in 2010.</i> 2. <i>DNPCC was established in 2010 and the first series of trainings undertaken in the last quarter of 2010.</i> 3. <i>NDI established last year but lacks human resources and systems to deliver on its mandate.</i> 4. <i>Security sector is under-represented in trainings relevant to the Parliament's staff and the MPs currently rely on an Internal Legal Advisor for support.</i>	2.1. Develop middle management capacity in the security sector		X	UNDP	UNDP	75700 Trainings, workshops & conferences	80,000
	2.2. Strengthen DNPCC research, analysis (with gender and human rights sensitivity) and coordination capacity	X		UNDP	UNDP	75700 Trainings, workshops & conferences	42,867
		X	X	SoSS	UNDP	71300 National Consultant	25,000
		X	X	SoSD	UNDP	71300 National Consultant	38,400
	2.3. Assist NDI in delivering its research and training mandate	X	X	UNDP	UNDP	75700 Trainings, workshops & conferences	20,600



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
<b>Indicators:</b>							
1. <i>At least 25 middle management security sector staff involved in the implementation of the Integrated System for Security trained. These 25 will reflect at least the gender balance in middle management or better.</i>							
2. <i>At least 25 DNPCC staff and District Focal Points trained on gender and human rights sensitive research skills and conflict analysis and prevention. These 25 will reflect at least the gender balance in NDCCP staff and Focal Points or better.</i>							
3. <i>At least 4 training activities undertaken as per thematic areas defined in NDI work plan (Y/N). Trainees will reflect at least the gender balance in the sector or better.</i>	2.4. Develop the capacity of the Parliament's Directorate for Research and Information on security sector oversight	X		UNDP	UNDP	75700 Trainings, workshops & conferences	100,000
4. <i>A least 20 legal drafters and analysts are trained on the basic principles of security sector oversight with gender and human rights sensitivity. The gender balance will reflect at least those of legal drafters and analysts or better.</i>							
5. <i>Gender/human rights sensitive security sector oversight training module for Parliamentarians developed. (Y/N)</i>							
<b>Sub-Total Outcome 2</b>							<b>306,867</b>
	International Programme Specialist (12m)	X	X	UNDP	UNDP	77300 Fixed Term Appointment	190,000
	National Project Assistant (12m)	X	X	UNDP	UNDP	71400 Service Contract	18,000
	Miscellaneous (communication costs, fuel, office supplies, etc.)	X	X	UNDP	UNDP	74500 Sundry	20,000
	Administration Costs (4%)	X	X	UNDP	UNDP	75000 Facilities & Administration	40,628
<b>TOTAL (USD)</b>							<b>1,295,828</b>
					UNDP		1,056,329
					Government		239,500
					UNMIT (in-kind)		398,400

**2011 (1 July – 30 December)**

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount (USD)
<p><b>Output 1: Management and oversight capacity enhanced in the security sector.</b></p> <p><b>Baseline:</b></p> <p>5. <i>Technical Assistance:</i></p> <ul style="list-style-type: none"> <li><i>The advisory services for supporting the President's oversight functions on Defence and Security (Casa Militar) are still to be established. There is need for legal support to the President Oversight functions and to establishing the 3 advisory units of the Casa Militar.</i></li> <li><i>Support is needed to ensure efficient management and follow-up in the SoSD's cabinets, which are essential coordination hubs for security and defence issues.</i></li> <li><i>There is currently one national Legal Advisor on Defence issues at SoSD. More capacity is needed with the planned legal developments (Refr. NPP7)</i></li> </ul> <p>6. <i>Assessment of Private security companies completed in 2010 and relevant regulations proposed.</i></p> <p>7. <i>DNPC includes currently only the National Fire-fighting Service. An assessment of the service was undertaken in 2010.</i></p> <p>8. <i>The conceptual design of the Casa Militar is developed by the Office of the President. 2 national legal advisors and 1 Defence advisor were recruited to assist in implementation. Special assistance is still required on establishing the Strategic Evaluation Unit.</i></p>	1.1. Legal advice, management support and capacity building <sup>31</sup>				
	• <i>Legal SSR advice to OP</i>	UNDP	UNDP	<i>77300 Fixed Term Appointment</i>	90,500
		UNDP	OoP		90,500
	• <i>Executive support to SoSD</i>	SoSD	UNDP	<i>71200 Intl Consultant</i>	21,000
		SoSD	SoSD		21,000
	• <i>Legal advice to SoSD</i>	SoSD	UNDP	<i>71200 Intl Consultant</i>	28,500
		SoSD	SoSD		28,500
	1.2. Establish DNSEP oversight mechanism for the security sector	UNDP	UNDP	<i>71200 Intl Consultant</i>	57,000
	1.3. Strengthen DNPC's capacity for first response and rescue	UNDP	UNDP	<i>71200 Intl Consultant</i>	30,000
				<i>75700 Trainings, workshops &amp; conferences</i>	5,000
				<i>72300 Materials &amp; Goods</i>	20,000
	1.4. Support OoP in establishing its oversight mechanism on the security sector (Casa Militar)	UNDP	UNDP	<i>71200 Intl Consultant</i>	0
		OoP	OoP		50,000
		UNDP	UNDP	<i>71300 National Consultant</i>	27,000

<sup>31</sup> Fifty percent (50%) of long-term personnel under this activity will be covered by the Project. The remaining 50% will be shared by the hosting national institution.

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount (USD)
<p><b>Indicators:</b></p> <p>5. <i>Technical Assistance:</i></p> <ul style="list-style-type: none"> <li>• <i>Legal Advisor to the office of the President:</i> <ul style="list-style-type: none"> <li>- <i>Legal advice to the President on Defence and Security ensured (Y/N)</i></li> <li>- <i>Casa Militar undertaking threat analysis and strategic evaluation (Y/N)</i></li> </ul> </li> <li>• <i>Executive Assistant SoSD:</i> <ul style="list-style-type: none"> <li>- <i>Management information system in place (hard/soft versions) (Y/N)</i></li> <li>- <i>Standard Operations Procedures for SoSD cabinet management and coordination developed (Y/N)</i></li> </ul> </li> <li>• <i>Legal Advisor at SoSD:</i> <ul style="list-style-type: none"> <li>- <i>Legal advice to SoSD on defence related laws (Y/N)</i></li> </ul> </li> </ul> <p>6. <i>Oversight mechanisms for private security companies in place (Y/N)</i></p> <p>7. <i>Standard procedures for first responders and rescue defined (Y/N)</i></p> <p>8. <i>The Strategic Evaluation Unit of the Casa Militar established (Y/N)</i></p>					
<b>Sub-Total Outcome 1</b>					<b>469,000</b>
<p><b>Output 2: Training and research developed in the Security Sector</b></p> <p><b>Baselines:</b></p> <p>5. <i>35 representatives of national security institutions at the level of advisers and middle management completed the training course in 2010.</i></p> <p>6. <i>DNPCC was established in 2010 and the first series of trainings undertaken in the last quarter of 2010.</i></p> <p>7. <i>NDI established last year but lacks human resources and systems to deliver on its mandate.</i></p> <p>8. <i>Security sector is under-represented in trainings relevant to the Parliament's staff and the MPs currently rely on an Internal Legal Advisor for support.</i></p>	2.1. Develop middle management capacity in the security sector	UNDP	UNDP	75700 Trainings, workshops & conferences	11,069
	2.2. Strengthen DNPCC research, analysis (with gender and human rights sensitivity) and coordination capacity	UNDP	UNDP	75700 Trainings, workshops & conferences	15,000
		SoSS	UNDP	71300 National Consultant	25,000
	2.3. Assist NDI in delivering its research and training mandate	SoSD	UNDP	71300 National Consultant	12,900
		UNDP	UNDP	75700 Trainings, workshops & conferences	20,600

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount (USD)
<p><b>Indicators:</b></p> <p>6. <i>At least 25 middle management security sector staff involved in the implementation of the Integrated System for Security trained. These 25 will reflect at least the gender balance in middle management or better.</i></p> <p>7. <i>At least 25 DNPCC staff and District Focal Points trained on gender and human rights sensitive research skills and conflict analysis and prevention. These 25 will reflect at least the gender balance in NDCCP staff and Focal Points or better.</i></p> <p>8. <i>At least 4 training activities undertaken as per thematic areas defined in NDI work plan (Y/N). Trainees will reflect at least the gender balance in the sector or better.</i></p> <p>9. <i>A least 20 legal drafters and analysts are trained on the basic principles of security sector oversight (with gender and human rights sensitivity). The gender balance will reflect at least those of legal drafters and analysts or better.</i></p> <p>10. <i>Gender/human rights sensitive security sector oversight training module for Parliamentarians developed. (Y/N)</i></p>	2.4. Develop the capacity of the Parliament's Directorate for Research and Information on security sector oversight	UNDP	UNDP	75700 Trainings, workshops & conferences	20,000
<b>Sub-Total Outcome 2</b>					<b>104,569</b>
	International Project Specialist (12m)	UNDP	UNDP	77300 Fixed Term Appointment	90,000
	National Project Assistant (12m)	UNDP	UNDP	71400 Service Contract	5,700
	Miscellaneous (communication costs, fuel, office supplies, etc.)	UNDP	UNDP	74500 Sundry	1,500
	Administration Costs (4%)	UNDP	UNDP	75000 Facilities & Administration	19,231
<b>TOTAL (USD)</b>					<b>690,000</b>
			UNDP		500,000
			Government		190,000
			UNMIT (in-kind)		199,200

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## V. MANAGEMENT ARRANGEMENTS

The overall management of the project will be undertaken by UNDP under the Direct Implementation (DIM) modality in close collaboration with UNMIT. National institutions will be responsible parties for the implementation of specific project activities as indicated in the Results and Resources Framework. A Project Board will provide strategic guidance and oversight to the project and will be represented by the Ministry of Defence and Security (one representative each from the Secretariat of State for Security and the Secretariat of State for Defence), the Office of the President, the National Parliament, UNDP and UNMIT (one representative each from Security Sector Support Unit and Political Affairs Unit). The Project Board will be co-chaired by UNDP and a representative of the Ministry of Defence and Security. Observer status may be granted to another institution or NGO representative either on a regular basis or on an ad hoc basis depending upon the agenda, to be decided by the Project Board. Board meetings will be held every quarter, however, they can also be convened when needed, upon the request of the Project or the Board members. The Board will endorse the annual work plan and budget, monitor results and provide guidance on issues of strategic nature.

The Programme Specialist (ToR in Annex 2) will have the primary responsibility for the management of the project. The Programme Specialist will report to the Project Board on a quarterly basis, also serving as the secretariat, and will present the annual work plan, the status of project implementation and results and critical issues for Board guidance and decisions. Regular supervision of the Programme Specialist will be jointly provided by UNDP through the Assistant Country Director/Crisis Prevention and Recovery Unit and UNMIT through the Deputy Chief/Security Sector Support Unit. The Programme Specialist will regularly coordinate with the national institutions to ensure effective planning and implementation of relevant activities outlined in the work plan, mobilisation of inputs and quality assurance of technical assistance and advice provided to the national institutions. For this purpose, the Programme Specialist will have a supervisory role over personnel funded by the project regardless of their contractual status. S/He will also coordinate with UNMIT officers to the extent of their participation in project activities – see below for details) and will ensure quality and consistency of activities and results, in line with the project document, work plan and Project Board decisions, and in compliance with UNDP rules and procedures. The specific management arrangements between UNDP and UNMIT are attached in Annex 1. The Programme Specialist will be supported by a national Project Assistant.

Three complementary modalities will be used to provide technical assistance, policy advice and capacity development:

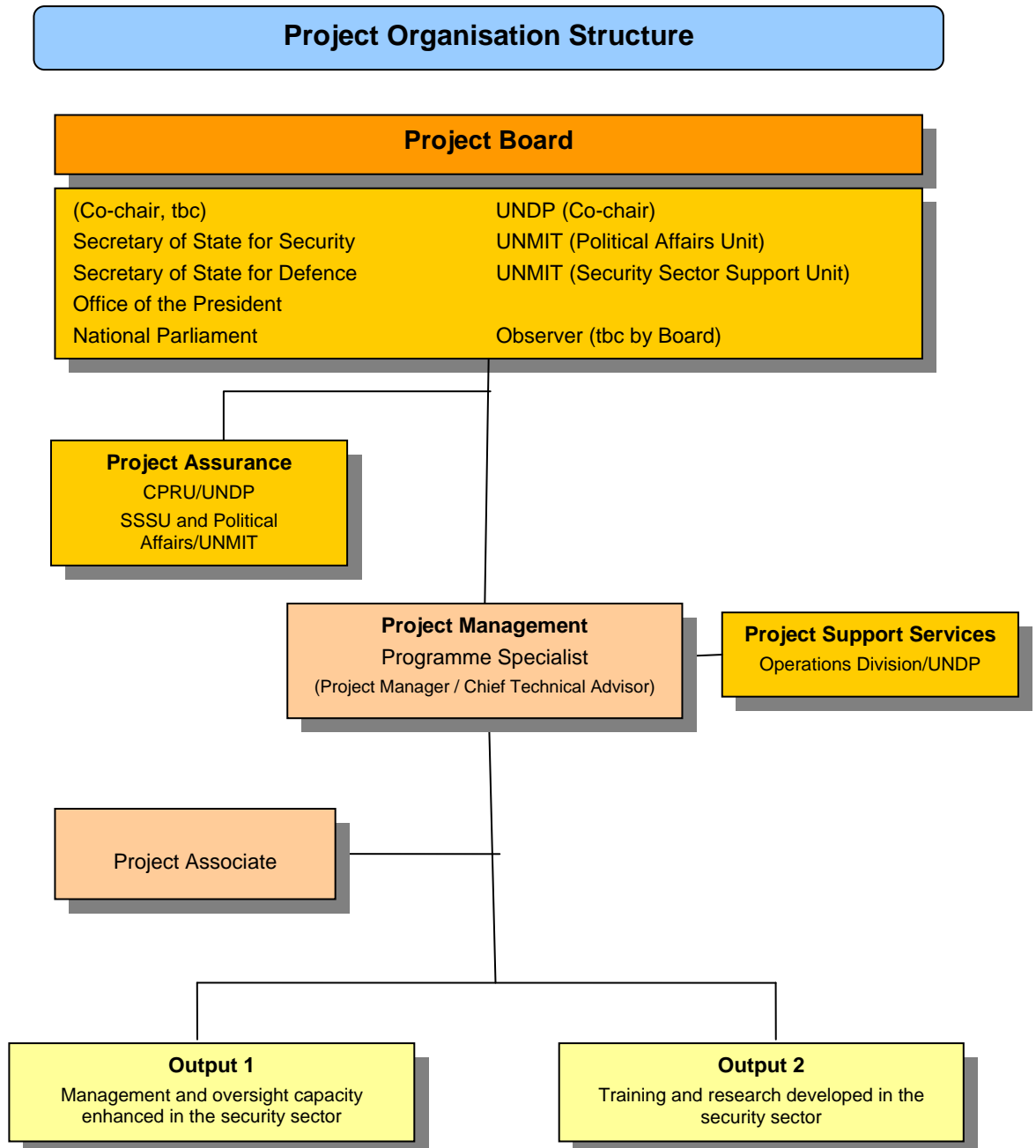
1. The provision of officers from UNMIT SSSU in support of national institutions as in-kind contributions in the areas of defence, finance, policy coherence, and Legal Affairs;
2. The provision of long-term (one year) international personnel cost-shared on a 50:50 basis between the project and the respective host national institution. Except for the Legal Advisor at the Office of the President, all personnel will be recruited and contracted by the Government of Timor-Leste under a Letter of Agreement between the Government of Timor-Leste and UNDP using national recruitment processes, and salary scales;
3. The provision of specific expertise for short term assignments through competitive procurement or through south-south cooperation and trilateral agreements with bilateral partners and others such as the Community of Portuguese Language Countries (CPLP).

A senior staff will be appointed by national counterparts, respectively, to coordinate and work on a regular basis with the Programme Specialist on activities undertaken in her/his institution with the support of the project. S/he will also be responsible for facilitating joint evaluations and assessments of relevant activities, consultants and advisors. Joint monitoring will be undertaken; it will be used as a basis for reporting on progress to the board and proposing adjustments to implementation strategy or approaches as appropriate.

Project assurance will be jointly undertaken by UNDP (CPRU) and UNMIT (SSSU). The UNDP Operations Division (under the Deputy Country Director – Programme and Operations) will provide project support

services such as financial transactions, procurement of services and goods, recruitment of project staff, and security.

Close coordination will be ensured with the ongoing UNDP-OHCHR project supporting the PDHJ and the UNDP Parliament programme to enhance coordination and complementarities among the various actors, as well as the gender focal points of the concerned institutions for promoting gender issues and women participation in project activities.



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## VI. MONITORING FRAMEWORK AND EVALUATION

Monitoring and evaluation activities will take place according to UNDP standard policies and procedures. Monitoring results will be shared with the Project Board on a quarterly basis. Progress reports, incorporating monitoring results, will be submitted to the Project Board and the donor(s) on quarterly as well as annual basis.

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

The project team will actively compile with national partners the data required for M&E purposes comprising across each of the specified activity areas:

- Monitoring progress towards the prescribed indicators and project components on a quantitative basis i.e. the numbers of person trained, activities undertaken, issues addressed.
- Monitoring the achievement of the prescribed targets on a qualitative basis i.e. number of fundamental changes made to prior policies and practices, adoption and implementation of new norms and systems, direct involvement of stakeholders with new skills; acquisition of new skills via the project.

To this end, the project team will monitor each activity component by interacting with participants on a formal basis:

- Quarterly progress reports submitted to UNDP by project Consultants based on a template reflecting both results and inputs.
  - Interacting with designated national coordinators in each activity area to confirm implementation of activities and progress.
  - Interview randomly selected participants from capacity development activities to acquire feedback on the activities.
  - Solicit participants' written feedback on any capacity development activity via a questionnaire. These questionnaires will be anonymous and will incorporate questions relating to the content and the delivery of the capacity development activities.
  - Solicit the project management board's feedback on each activity phase.
  - Monitor the media (press, radio, television, relevant internet sites) for relevant information reflecting the achievement of targets.
  - Where appropriate, data will be triangulated through information collected by other United Nations groups or Non-Government Organizations.
  - The project team will also draw up relevant lessons learned on the basis of their findings as appropriate to shape the next phases of the project, and to evaluate the project in the final instance.
- Based on the initial risk analysis (see annex 1), a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation. This shall be updated by the Programme Specialist on a regular basis to facilitate tracking and resolution of potential problems or requests for change.
  - Based on the above information, a Project Progress Reports (PPR) shall be submitted each quarter by the Programme Specialist to the Project Board through Project Assurance, using a standard report format (ex. Executive Snapshot).

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be updated quarterly to track key management actions/events. This will include the collection of monitoring data as determined in the plan.

### Annually

- **Annual Report.** An Annual Review Report shall be prepared by the Programme Specialist and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of information covering the whole year as well as a summary of results achieved against pre-defined annual targets.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The lessons learnt from monitoring in the previous year will be incorporated into the following year's AWP.

In addition to the ongoing monitoring outlined above, an internal final evaluation will be carried out in accordance with UNDP's results-oriented monitoring and evaluation planning cycle. A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the project.

The table below identifies the potential risks to be monitored in order to mitigate and / or counteract any resulting negative impacts should they materialize.



## Preliminary Risk Log

<b>Project Title: Strengthening Civilian Oversight &amp; Good Governance of the Security Sector</b>	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Poor national ownership		Political	Delays in progress and implementation  <i>Impact: High</i> <i>Probability: Low - Medium</i>	Early involvement in the design phase of the project, continued liaison, and overall close collaboration with concerned parties throughout the project.	TBC	Who submitted the risk	When was the status of the risk last checked	e.g. reducing, increasing, no change
2	Conflicting Interests and agendas among different stakeholders		Political	Poor cooperation and delays in progress and implementation  <i>Impact: High</i> <i>Probability: Medium</i>	Ensure process designed and initiated in a highly participatory manner.  Two forums foreseen for any conflict mediation, namely Project Board, and UNDP & UNMIT regular coordination meeting with high-level decision-makers and key stakeholders.				
3	Unbalanced and non-inclusive selection of participants or beneficiaries		Operational	Poor representation and participation of stakeholders  <i>Impact: Medium</i> <i>Probability: Low</i>	Regular communication and outreach to key stakeholders				
4	Poor representation of women		Operational	Unbalanced and non-inclusive process  <i>Impact: Medium</i> <i>Probability: Medium - High</i>	Involvement of Gender Focal Points in partner institutions in project activities.  Communication and outreach to raise awareness on gender issues and ensure that selection methods are inclusive				
6	Political intervention in		Political	Non-transparent decisions	Ensure transparent procedures are well applied and appraise and ensure				

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	recruitment and selection processes			<i>Impact: Medium</i> <i>Probability: Medium – High</i>	Project Board ownership of final decision-making.				
7	Volatile security situation		Strategic	Failure to implement the project  <i>Impact: High</i> <i>Probability: Medium</i>	Close monitoring of the political situation in the period leading up to the 2012 elections, and of any other serious security incident, and adjustment of implementation strategy accordingly.				
8	Failure to secure relevant resource persons		Organizational	Failure to effectively implement some project components  <i>Impact: High</i> <i>Probability: Low</i>	Resource persons will be identified from a diverse number of sources and geographical areas.				
9	Antagonism between resource persons and stakeholders		Organizational	Failure to effectively implement some project components  <i>Impact: High</i> <i>Probability: Low- Medium</i>	Involvement of counterparts in TOR development and recruitment panels to ensure ownership of recruitment.				
10	Misinformation in the media		Political	Loss of professional reputation and difficulty to maintain good rapport with partners  <i>Impact: Medium</i> <i>Probability: Medium –High</i>	Develop a communication strategy for the project and maintain regular updates on the project (newsletter, press releases, information meetings, etc) in close consultation with the Public Information Office and Political Affairs Office 1of UNMIT				

## Quality Management for Project Activity Results

<b>OUTPUT 1: Output 1: Management and oversight capacity enhanced in the security sector.</b>		
<b>Activity Result 1</b>	Management of the SoSD cabinet enhanced and legal capacity of SoSD and Office of the President increased.	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Enhance management systems and oversight mechanisms in SoSS, SoSD and Office of the President.	
<b>Description</b>	This activity consists in placing four advisors at the SoSS, SoSD and Office of the President to provide technical assistance and policy advice on key priority issues identified by partner institutions Enhance management systems and oversight mechanisms.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<p><b>Office of the President:</b></p> <ul style="list-style-type: none"> <li>Legal advice to the President on Defence and Security ensured (Y/N).</li> <li>Casa Militar is implementing threat analysis and strategic evaluation (Y/N).</li> </ul> <p><b>Executive Assistant at SoSD:</b></p> <ul style="list-style-type: none"> <li>Training plan devised and completed on the management of the diary of the SoSD (Y/N).</li> <li>Standard Administrative Procedures implemented (Y/N).</li> </ul> <p><b>Legal Advisor at SoSD:</b></p> <ul style="list-style-type: none"> <li>Legal advice on Defence ensured (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports based on approved work-plans and milestones (using template).</li> <li>Joint evaluation of advisors' performance.</li> <li>Interviews with counterparts.</li> <li>Copies of department level annual work plans.</li> </ul>	Quarterly.

<b>OUTPUT 1: Output 1: Management and oversight capacity of the security sector enhanced.</b>		
<b>Activity Result 2</b>	Oversight mechanism for Private security Companies established at the National Directorate for Public Buildings Security (DNSEP)	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Support the DNSEP in establishing an oversight mechanism for the security sector.	
<b>Description</b>	This activity consists of the following tasks: <ul style="list-style-type: none"> <li>Review current procedures and undertake a technical needs assessment.</li> <li>Define appropriate and gender/human rights sensitive oversight mechanisms for private security companies in close consultation with DNSEP and PSCs.</li> <li>Train staff responsible for implementation of oversight mechanisms.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Oversight mechanisms for private security companies (with gender/human rights sensitivity) defined (Y/N).	<ul style="list-style-type: none"> <li>Progress reports submitted by the Consultant based on approved work-plan and milestones.</li> <li>Oversight structure developed in close consultation with DNSEP submitted to SoSS for endorsement.</li> </ul>	Monthly
Responsible staff trained on implementing oversight mechanisms (Y/N).	<ul style="list-style-type: none"> <li>Evaluation questionnaires before and after training</li> <li>Interviews with counterparts</li> </ul>	Monthly

	<ul style="list-style-type: none"> <li>Anonymous competency tests.</li> </ul>	
<b>OUTPUT 1: Output 1: Management and oversight capacity of the security sector enhanced.</b>		
<b>Activity Result 3</b>	Basic Capacity for first responders and rescue developed at the National Directorate for Civil Protection (DNPC).	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Strengthen DNPC's capacity for first responders and rescue.	
<b>Description</b>	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> <li>Undertake a technical needs assessment for establishing first responders and rescue capacity at DNPC.</li> <li>Develop gender/human rights sensitive training modules for first responders and rescue in close consultation with DNPC staff.</li> <li>Train relevant staff on basic procedures for first responders and rescue in close consultation with DNPC's Training Unit.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Gender/human rights sensitive trainings for first responders and rescue developed (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports submitted by the Consultant based on approved work-plan and milestones.</li> <li>Training materials submitted for approval.</li> </ul>	Monthly
<ul style="list-style-type: none"> <li>Responsible staff trained on basic procedures for first response and rescue (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation questionnaires before and after training.</li> <li>Interviews with counterparts.</li> <li>Anonymous competency testing.</li> </ul>	At the time of implementing the trainings

<b>OUTPUT 1: Output 1: Management and oversight capacity of the security sector enhanced.</b>		
<b>Activity Result 4</b>	The President's capacity for oversight on the security sector enhanced.	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Support the Office of the president in establishing its oversight mechanism (Casa Militar) on the security sector.	
<b>Description</b>	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> <li>Undertake a technical needs assessment for establishing the Casa Militar.</li> <li>Develop the main components (Finance, Defence, Security, and Foreign Affairs) of the Casa Militar in close consultation with relevant staff at the Presidency.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
The Strategic Evaluation Unit of the Casa Militar established (Y/N).	<ul style="list-style-type: none"> <li>Progress reports submitted by the Consultant based on approved work-plan and milestones</li> <li>The Strategic Evaluation components submitted to the President for approval.</li> <li>Copies of department level annual work plans.</li> <li>Strategic and annual work plans developed for Casa Militar.</li> </ul>	Monthly

<b>OUTPUT 2: Training and research developed in the Security Sector</b>		
<b>Activity Result 1</b>	Middle management capacity developed in the security sector	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Develop middle management in the security sector, and promote exchange and joint learning among various security institutions.	
<b>Description</b>	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> <li>• Undertake a baseline evaluation of relevant knowledge among the proposed participants.</li> <li>• Replicate an enhanced version of the comprehensive pilot training on Defence and Security undertaken in 2010.</li> <li>• Revise and refine the training modules with gender/human rights sensitivity, as needed.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>• At least 25 middle management security sector staff involved in the implementation of the Integrated System for Security trained. These 25 will reflect the gender balance in middle management or better.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports based on approved work-plans and milestones.</li> <li>• Joint evaluation of advisors' performance.</li> <li>• Interviews with counterparts.</li> <li>• Evaluation questionnaires before and after training.</li> <li>• Anonymous competency testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly</li> <li>• At the time of implementing the activity</li> </ul>
<ul style="list-style-type: none"> <li>• Gender/human rights-sensitive training modules published (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>• Modules refined with gender/human rights sensitivity and endorsed for printing.</li> <li>• Number of training materials published.</li> <li>• Modules made available to MoSD staff.</li> </ul>	Bi-weekly

<b>OUTPUT 2: Training and research developed in the Security Sector</b>		
<b>Activity Result 2</b>	Capacity for community conflict prevention enhanced	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Strengthen DNPCC research and analysis capacity.	
<b>Description</b>	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> <li>• Implement trainings on research skills, gender/human rights sensitive conflict analysis and prevention to the DNPCC staff and focal points.</li> <li>• Facilitate discussions on gender/human rights sensitive conflict analysis and response measures with DPBSC/MSS and other stakeholders/civil society.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>• At least 25 NDCCP staff and Early Warning Focal Points trained on research skills and gender/human rights sensitive conflict analysis and prevention. These 25 will reflect the gender balance in NDCCP staff or better.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports based on approved work-plans and milestones.</li> <li>• Joint evaluation of advisors' performance</li> <li>• Interviews with counterparts.</li> <li>• Evaluation questionnaires before and after training.</li> <li>• Anonymous competency test.</li> <li>• Copies of department level annual work plans which include this training.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly.</li> <li>• At the time of implementing the trainings.</li> </ul>

<b>OUTPUT 2: Training and research developed in the Security Sector</b>		
<b>Activity Result 3</b>	The National Defence Institute (NDI) positioned as a research and training institute in the security sector.	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Assist NDI in delivering on its research and training mandate.	
<b>Description</b>	This activity consists of the following tasks: <ul style="list-style-type: none"> <li>• Develop and implement the NDI curriculum and planning.</li> <li>• Place four national advisors to strengthening NDI human resources.</li> <li>• Undertake trainings and outreach on current security sector-related issues and priorities.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>• NDI curriculum (inclusive of gender/human rights) and planning completed (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports based on approved work-plans and milestones (reported using standard template).</li> <li>• Joint evaluation of advisors' performance.</li> <li>• Interviews with counterparts.</li> <li>• Curriculum (gender/human rights sensitive) and planning documents submitted for endorsement.</li> </ul>	Quarterly.
<ul style="list-style-type: none"> <li>• National advisors results and corresponding indicators to be determined by the curriculum and work plan (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports based on approved work-plans and milestones (reported using standard template).</li> <li>• Joint evaluation of advisors' performance.</li> <li>• Interviews with counterparts.</li> <li>• Monitoring framework completed (Y/N).</li> </ul>	Quarterly.
<ul style="list-style-type: none"> <li>• At least 4 training activities undertaken as per thematic areas defined in NDI work plan (Y/N). Gender disaggregated data to reflect sector gender balance or better.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation questionnaires before and after training.</li> <li>• Interviews with counterparts.</li> <li>• Anonymous competency test.</li> </ul>	At the time of implementing the activity

<b>OUTPUT 2: Training and research developed in the Security Sector</b>		
<b>Activity Result 4</b>	The parliament's oversight role on the security sector enhanced.	Start Date: September 2011 End Date: August 2012
<b>Purpose</b>	Develop the capacity of the Parliament's Directorate for Research and Information on security sector oversight	
<b>Description</b>	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> <li>• Undertake a capacity needs assessment to identify training priorities.</li> <li>• Develop and implement gender/human rights sensitive training modules for legal drafters, analysts and Members of Parliament.</li> <li>• Member of Parliament's module tested and validated with the serving committee B.</li> </ul>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>• A least 20 legal drafters and analysts are trained on the basic principles of security sector oversight with gender/human rights sensitivity. These trainees will reflect the gender balance of drafters and analysts or better.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports based on approved work-plans and milestones</li> <li>• Joint evaluation of advisors' performance</li> <li>• Interviews with counterparts</li> <li>• Evaluation questionnaires before and after training.</li> <li>• Anonymous competency test.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly.</li> <li>• At the time of implementing the trainings</li> </ul>
<ul style="list-style-type: none"> <li>• Gender/human rights sensitive security sector oversight training module for Parliamentarians developed (Y/N).</li> </ul>	<ul style="list-style-type: none"> <li>• Gender/human rights sensitive security Sector oversight training module for Parliamentarians submitted for endorsement.</li> <li>• Interviews with counterparts.</li> <li>• Anonymous competency test.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly</li> </ul>

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## VII. LEGAL CONTEXT

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

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

The executing agency shall:

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

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

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



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## VIII. ANNEXES

## Annex 1

### UNMIT-UNDP Project Management Arrangements

UNDP and UNMIT's Security Sector Support Unit (SSSU) and Political Affairs Unit (PAU) will closely collaborate on the implementation of the "Strengthening Civilian Oversight and Management Capacity in the Security Sector" project, to ensure efficient and coherent support to the national institutions under this project. A special management arrangement is agreed between UNMIT and UNDP for the purpose of the project, in the context of the integrated UN mission in Timor-Leste (UNMIT) that optimises the collaboration between the DPKO mission and the UN Country Team.

#### UN Membership in Project Board

The Project Board provides strategic guidance and oversight to the project and is represented by the Ministry of Defence and Security (one representative each from the Secretariat of State for Security and the Secretariat of State for Defence), the Office of the President, the National Parliament, UNDP and UNMIT (one representative each from Security Sector Support Unit and Political Affairs Unit). The Project Board is co-chaired by UNDP and a representative of the Ministry of Defence and Security in order to ensure joint ownership over project results.

#### Supervision of Programme Specialist

The Programme Specialist is recruited under a UNDP contract and has primary responsibility for the day-to-day management of the project. S/He reports to the Project Board on a quarterly basis, also serving as its secretariat, and presents the annual work plan, the status of project implementation and results and critical issues for Board guidance and decisions. Regular supervision of the Programme Specialist is jointly provided by the Assistant Country Director/Crisis Prevention and Recovery Unit/ UNDP and the Deputy Chief/ Security Sector Support Unit/ UNMIT. Periodic meetings will take place between the Programme Specialist, the Deputy Chief of SSSU/UNMIT and the ACD of CPRU/UNDP to which the focal point of UNMIT's Political Affairs Unit will also be invited. A senior level meeting chaired by the Deputy Special Representative to the Secretary General (D-SRSG) for Security Sector Support and Rule of Law, joined by Chief SSSU/UNMIT, Chief PAU/UNMIT and the UNDP Country Director provides strategic guidance and quality assurance within the UN.

#### Relationships between Programme Specialist and other Project Personnel

The Programme Specialist coordinates all project advisors, officers and consultants regardless of the contract modality in the implementation of project activities to ensure timely, quality and coherent provision of services defined in the relevant work plans and ToRs. This includes all UNDP contracted project personnel, Government contracted project personnel (recruited under a Letter of Agreement between UNDP, the counterpart Government institution) and UNMIT officers (only to the extent of their participation in project activities)<sup>32</sup>. The Deputy Chief of SSSU/UNMIT retains direct supervision of UNMIT officers, but ensures full cooperation of UNMIT Officers with the Programme Specialist for work contributing to the project. The Programme Specialist contributes inputs into SSSU/UNMIT's performance evaluation of UNMIT officers for their work under the project. The Programme Specialist coordinates with all the counterpart Government institutions in providing technical supervision of project personnel working with the respective institution and contributes inputs to the performance evaluation of project personnel. The Programme Specialist evaluates the performance of UNDP contracted project personnel with inputs from Government counterparts and SSSU, as relevant. The Deputy Chief of SSSU/UNMIT and the ACD of CPRU/UNDP jointly evaluate the performance of the Programme Specialist with inputs from government counterparts and keep the Programme Specialist informed of other related activities in SSSU and UNDP. UNDP contracted project management and support personnel are directly supervised by the Programme Specialist.

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<sup>32</sup> Contributions include the support DNSEP for oversight mechanism; strengthen DNPC's capacity for first responders and rescue; support the Office of the President in establishing the Casa Militar; develop middle management capacity in the security sector; strengthen DNPCC research and analysis capacity; assist NDI in delivering on its research and training mandate; develop the capacity of the Parliament's Directorate for Research and Information on security sector oversight.

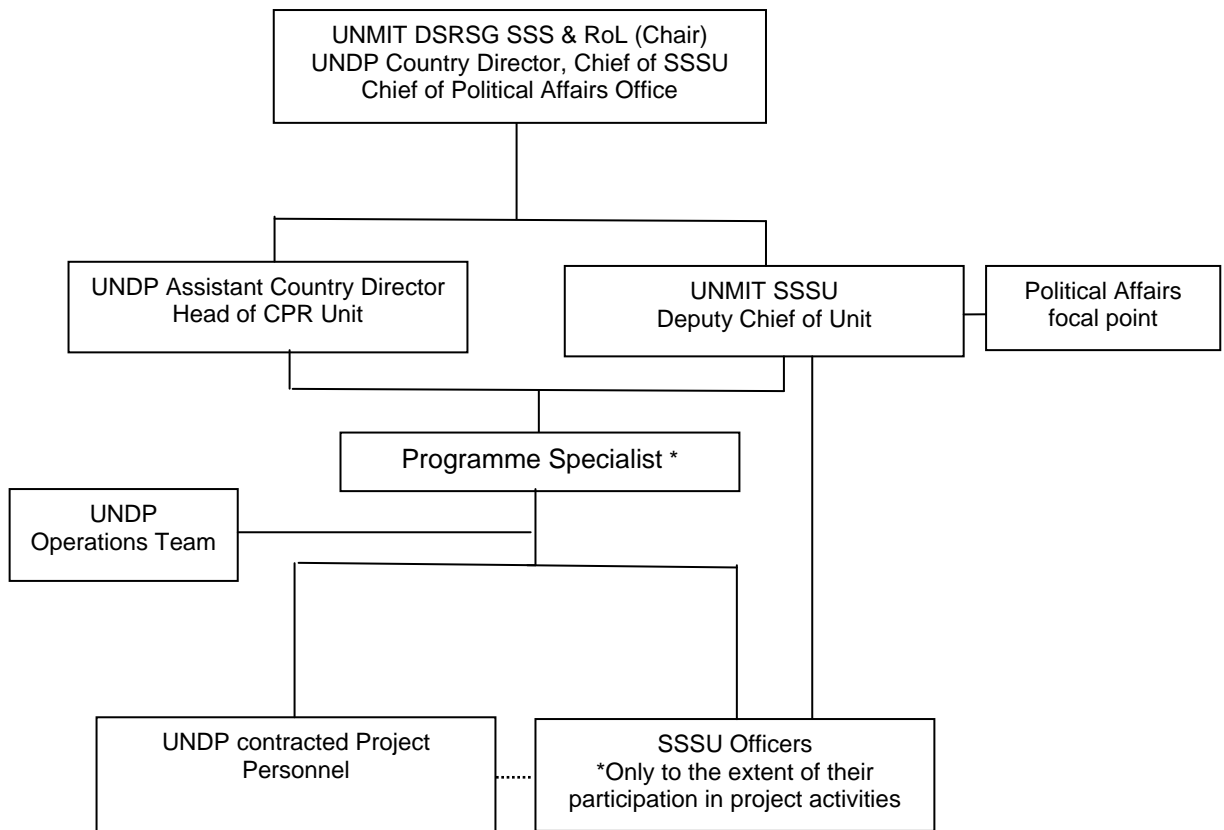
With specific reference to the UNMIT SSSU Officers, the Programme Specialist’s responsibilities to ensure smooth delivery of project activities and inputs include the following:

- Develop a detailed annual work plan upon assumption of duties and share the work plan with the UNDP Assistant Country Director and the Deputy Chief of SSSU for approval prior to submission to the Project Board;
- Plan project activities with concerned SSSU Officers and ensure that the appropriate resources and information are made available for this purpose;
- Coordinate with national counterparts, organises meetings to discuss the activities and in so doing invite concerned SSSU Officers to the meeting;
- Involve SSSU Officers, as appropriate, in input mobilisation, such as selection of project personnel and procurement;
- Organize project events in consultation with SSSU Officers;
- Share relevant written inputs and outcomes of the activities with concerned SSSU Officers for feedback prior to finalization;
- Report regularly to both the UNDP Assistant Country Director and the Deputy Chief of SSSU about the assistance provided by SSSU Officers and the work performed towards the implementation of the project as a whole.

The SSSU Officers will in turn regularly brief and consult the Programme Specialist on project plans, progress, issues and risks. Technical reports and papers developed by the SSSU Officers will be shared with the Programme Specialist for comments.

The proposed set up in summarized in the following diagram.

**Set up and interaction diagram**



## Annex 2

### Terms of Reference for Key Staff

**Title:** Programme Specialist, Security Sector

**Duty Station:** Dili, Timor-Leste

**Type of Contract:** Fixed Term Appointment

**Duration:** 12 months

#### Overall Responsibility

Reforming the security sector remains a key peace-building priority for Timor-Leste. National Priority No. 7 on Security and Public Safety reflects the continuing need to develop civilian oversight and management capacity in the security sector, including the National Police (PNTL). Timor Leste's draft Strategic Development Plan 2011-2030 also highlights the need to strengthen fragile state institutions so that government can provide key services. The underscored institutional and human development dimensions also apply to the security sector. They were prioritised in the Secretariat of State for Defence's (SoSD) 'F2020' strategic planning document, the Secretariat of State for Security's (SoSS) Strategic Plan 2010- 2030 and the UNPOL/ PNTL Joint Development Plan 2011-2012.

In June 2008, the UNMIT Security Sector Support Unit (SSSU) entered into partnership with UNDP to implement its mandate on security sector review and capacity development. The need for strengthening civilian oversight capacities was addressed by the Security Sector Review project and its corresponding Capacity Development Facility implemented between 2008 and 2010. In 2011, UNMIT and UNDP developed a follow on project entitled "Strengthening Civilian Oversight and Management Capacity in the Security Sector" (hereafter, the project). The objective of this project is to strengthen Timorese state institutions with civilian oversight responsibilities in the security sector for sustained peace and stability in the country and for its citizens. The project has two outputs: (1) enhanced civilian oversight and management capacity, and (2) improved research and training capacity. The national institutions with civilian oversight responsibilities in the security sector are the Office of the President, the Ministry of Defence and Security and the National Parliament. This project also strives to build an example of good cooperation modalities between DPKO and UNDP in the area of security and contributes to the Transition Plan towards UNMIT phase-out at the end of 2012.

In parallel, the project entitled "Strengthening National Police Capacity in Timor-Leste" was developed in close collaboration with the UN Police (UNPOL) to strengthen the capacities of the PNTL to deliver quality policing services to the population of Timor-Leste following resumption of executive policing over the national territory in March 2011, and to maintain stability during the potentially sensitive period of the 2012 national elections and later after UNMIT draw-down. The project aims to 1) develop PNTL management and administration capacity; (2) enhance its training capacity; (3) strengthen its internal oversight mechanisms; and (4) provide technical assistance to the Secretariat of State for Security (SoSS) to finalize the PNTL promotions regime.

The Security Sector Programme Specialist will be involved in the two above-mentioned projects in two different roles:

- As Project Manager and Chief Technical Advisor for Strengthening Civilian Oversight and Management Capacity in the Security Sector Project, s/he will be responsible for the management of the project under the joint supervision of UNDP (ACD of Crisis Prevention and Recovery Unit) and UNMIT (Chief of Security Sector Support Unit). S/he will supervise UNMIT technical personnel for activities under this project in addition to UNDP funded personnel.
- As Project Assurance for the Strengthening National Police Capacity in Timor-Leste project, s/he will ensure UNDP monitoring and quality assurance of the project as well as guidance on UNDP rules and regulations and project management guidelines to the UNPOL Project Manager. S/he will have limited ATLAS approval rights under the special management arrangements between UNPOL

and UNDP. S/he will be supervised by the Assistant Country Director of the Crisis Prevention and Recovery Unit.

Specific tasks under the respective projects are elaborated below.

#### Strengthening Civilian Oversight and Management Capacity in the Security Sector

1. Develop a detailed annual work plan with budget upon assumption of duties and share the work plan with the UNDP Assistant Country Director and the UNMIT/SSSU Chief for approval prior to submission to the Project Board;
2. Plan project input mobilisation and activities with concerned national institutions and advisors and ensure that the appropriate resources and information are made available for this purpose;
3. Draft ToRs and specifications for mobilisation of personnel, goods and services and for oversight of all contractors' work and services;
4. Supervise the National Operations Officer for the administration of the project and ensure the latter's coordination with relevant UNDP Operations Units for input mobilisation (human resources, procurement, travel, finance);
5. Approve requisitions (for input mobilisation by UNDP) and direct payment requests for processing by relevant UNDP Operation units (finance, human resources, procurement, travel);
6. Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
7. Prepare technical and financial reports for Project Board submission;
8. Advise UNDP Operations units to involve UNMIT Advisors, as appropriate, in input mobilisation, such as selection of project personnel and procurement;
9. Coordinate UNMIT Advisors in the implementation of project activities to ensure timely, quality and coherent provision of services defined in the relevant work plans and ToRs;
10. Supervise project consultants and service providers for timely and quality inputs and in the case of government contracted personnel provided through the project, provide technical backstopping and oversight in coordination with the relevant government institution;
11. Facilitate the organization of project events in consultation with concerned national authority and UNMIT Advisors;
12. Share relevant technical papers from project activities with UNDP and UNMIT/SSSU for quality control and feedback prior to finalization;
13. Supervise the National Monitoring Officer to ensure monitoring of project activities and support evaluations and audits as necessary with the UNDP CPRU and Operations Unit results
14. Ensure the regular updating of risks, monitoring actions and results in the ATLAS project management module;
15. Participate in joint assessments and evaluations of project activities and consultants with concerned stakeholders;
16. Coordinate with relevant development partners to ensure coherency and to mobilize resources;
17. As the Secretariat for the Project Board, prepare the agenda in consultation with UNDP ACD/CPRU, UNMIT/SSSU, UNMIT/Political Affairs and national institutions, organize the meeting including advance submission of relevant documents to Board members, present project updates and plans at the meeting and ensure timely preparation of minutes;
18. Inform the UNDP ACD/CPRU and the UNMIT/SSSU Chief of deviations from plans and risks to seek guidance, and as necessary to bring to the attention of UNMIT/UNPOL/UNDP senior management and the Project Board.

#### Strengthening National Police Capacity in Timor-Leste

1. Provide guidance to the Project Manager (UNPOL) on UNDP rules and regulations and project management guidelines.
2. Ensure that funds are made available for project implementation and budget revisions are properly done.
3. Ensure that the project is making progress towards intended outputs.
4. Perform regular monitoring activities, such as periodic monitoring meetings and visits.

5. Ensure that resources entrusted to UNDP are utilised appropriately in compliance with UNDP rules and regulations.
6. Ensure that critical project information is monitored and updated in ATLAS.
7. Deliver quality assurance and timely submission of financial and technical reports and other technical papers produced in the project.
8. Ensure that the annual financial combined delivery report is prepared and submitted to the project board.
9. Ensure that risks are properly managed and that the risk log in ATLAS is regularly updated.
10. Coordinating with UNDP Operations to ensure timely delivery of support services to the project.
11. Approve ATLAS requisitions submitted by the National Project Assistant based upon a signed hard copy of the requisition by the Project Manager (payment approvals on requisitions will be done by another UNDP staff member).
12. Ensure timely approval of direct payment requests by the Programme Officer in CPR unit.
13. Coordinate project evaluations and audits in consultation with the Project Manager and relevant UNDP units.
14. Participate in meetings organised by the Project Manager with PNTL, SoSS and UNPOL for planning and monitoring with view of supporting the eventual transition from UNPOL to UNDP for possible UN support to police capacity building post-UNMIT drawdown.
15. In coordination with the Project Manager, reach out to interested development partners for resource mobilisation.

### **Qualifications and Experience**

1. Masters Degree in Social or Political Sciences, Management or related fields;
2. At least seven years of project management experience;
3. Experience in UNDP and demonstrated experience in UNDP finance and operational procedures is a strong asset;
4. Previous professional exposure to security sector reform;
5. Ability to work under pressure in a difficult multi-cultural environment on a wide range of tasks and deliver quality outputs on time;
6. Demonstrated experience in gender equality and women's empowerment in the security sector is an asset;
7. Good interpersonal skills and ability to communicate;
8. Fluency in spoken and written English is a requirement. Working knowledge of at least one of the following languages: Tetum, Portuguese or Indonesian is an asset.

### **Expected Deliverables**

- Efficient and transparent financial, human resources, and procurement processes as per UNDP rules and regulation.
- Regular technical and financial reporting to management, Project Board and donors.
- Updated risks and results logs based on regular monitoring and evaluation.

**Title: Executive Secretary**

**Location:** Secretariat of State for Defence (SoSD)

**Duty Station:** Dili, Timor-Leste

**Type of Contract:** Consultant

**Duration:** 6 months (with a possibility for renewal pending availability of funds)

### **Overall Responsibility**

The Executive Secretary of State for Defense shall perform a wide variety of responsible, complex and confidential executive administrative duties in support of the Secretary of State for Defense as well as providing on-going capacity building to national staff to ensure the smooth functioning of the Office. The Executive Secretary is accountable to the Secretary of State for Defense and reports directly to him.

### **Specific Duties and Responsibilities**

- Provide efficient executive and administrative support to the Secretary of State for Defense;
- Manage the diary of the Secretary of State for Defense;
- Provide written and verbal correspondence in official languages: Portuguese and Tetum and Tetum-English, in consultation with Secretary of State for Defense;
- Provide on-the-job training and assistance to national staff;
- Prepare minutes, briefing notes, talking points, and other records as preparation for official meeting/visits;
- Arrange, coordinate and attend conferences and meetings for the Office of the Secretary of State for Defense;
- Where necessary, organize and accompany the Secretary of State for Defense on official domestic and international visits to provide executive support;
- Oversee human resource and recruitment processes to ensure that proper process is undertaken in the selection of Office Staff;
- Oversee the overall capacity development of national staff;
- Perform any other task as may be required by the Secretary of State for Defense.

### **Qualifications and experience**

- Advanced university degree in International Relations, Public Administration or other related field;
- At least 4 years experience working in a high level State Office;
- Prior experience working in Timor-Leste and ability to liaise effectively with governmental and non-governmental organizations is an asset;
- Sound knowledge of Timor-Leste's political context, history and culture;
- Proven ability to work and produce results under high levels of pressure;
- Proven capacity to train national staff and transfer skills effectively;
- Computer and internet skills;
- Fluency in oral and written English, Tetun and Portuguese. Sound knowledge of Indonesian would be an asset.

### **Expected Deliverables**

- Efficient Standard administrative Procedures developed and implemented for the Office of the SoSD;
- Efficient human resource capacity developed, especially in relation to preparing notes for the SoSD on project proposals, organizing SoSD's local and international official visits, writing standard correspondences in the official languages, preparing briefing notes, minutes, talking points and any other relevant record requested by SoSD;
- Training plan devised and completed on the management of the diary of the SoSD;
- Efficient and transparent recruitment process conducted of national and international staff.

**Title: Security Sector Legal Advisor****Location:** Office of the President**Duty Station:** Dili, Timor-Leste**Type of Contract:** Fixed Term Appointment**Duration:** 12 months**Overall Responsibilities**

The work of the Security Sector Legal Advisor is central to the operation of the Office of the President. The duties of this position involve:

1. Provide legal advice with regard to Security Sector Reform and civilian oversight of the security sector to the President;
2. Provide legal expertise to the Office of the President on the establishment of an Integrate System for Security, and on the review of relevant legislation and oversight mechanisms;
3. Support the establishment of the 3 units of the Casa Militar, the oversight mechanism of the President on Defence and Security;
4. Provide support to the High Level Mechanism, a structure between the UN, the Prime Minister and the President to work on issues between the UN and the State;
5. Liaise with the United Nations Integrated Mission in Timor-Leste (UNMIT), the Government, and other international organizations, civil society groups and academics on legal matters related to Security Sector Reform;
6. Strengthen the institutional capacity of the Office of the President, and its civil servants, to perform its oversight role on the security sector;
7. Coordinate the implementation of the comprehensive pilot training on defence and security to develop middle-management;
8. Develop the capacity of local counterparts to progressively assume the Advisors' responsibilities over and agreed time frame, and ensuring a gradual reduction of reliance of international expertise in the office;
9. Participate in the PDHJ's fortnightly discussions on legal and Human Rights issues of relevance to Defence and Security;
10. Provide technical expertise and advice to the PDHJ for the development of the Manual on Human Rights for the Military.

**Qualifications and Experience**

1. Advanced university degree (Masters degree or equivalent) in Law;
2. A minimum of 7 years relevant legal experience with significant experience in legislative development, security and justice policy;
3. Sound knowledge of the legal framework of Timor-Leste;
4. Previous experience of working in a developing country with a civil law system;
5. Ability to work in a diverse team;
6. Ability to establish good working relationships with international and national authorities;
7. Fluency in Portuguese and English is essential;
8. Working knowledge of Tetum is desirable.

**Expected Deliverables**

- Legal advice on Defence and Security assured to the president in terms of revising laws submitted to the Office of the President; preparing legal briefings; bringing legal matters of concern to the President's attention; preparing informative reports, opinions and observations as needed.
- The three units of the Casa Militar/ oversight mechanism of the President on Defence and Security established.
- Input on Pilot training for middle management on Defence and Security and organization support provided as needed.



**Title: Defence Legal Advisor****Location:** Secretariat of State for Defence**Duty Station:** Dili, Timor-Leste**Type of Contract:** Consultant**Duration:** 6 months (with a possibility for renewal pending availability of funds)**Overall Responsibilities**

The work of the Defence Legal Advisor would involve the following:

- Collaborate in the preparation, study, research and elaboration of draft laws in the defence sector;
- Undertake review of legal documents and the preparation of legal opinions in the framework of the defence sector;
- Provide advice on all aspects necessary to making decisions of the Secretary of State for Defense who may have specific legal contours;
- Advise the Secretary of State for Defense in relation to compliance with the law in the framework of decision-making processes;
- Provide, upon request, training to staff of the Ministry of Defense in the area of justice, by developing training programs as requested;
- Participate and assist law the Secretary of State for Defense in meetings, when requested;
- Liaise with the United Nations Integrated Mission in Timor-Leste (UNMIT), the Government, and other international organizations, civil society groups and academics on legal matters related to Security Sector Reform;
- Develop the capacity of local counterparts to progressively assume the Advisors' responsibilities over and agreed time frame, and ensuring a gradual reduction of reliance of international expertise in the Secretariat;
- Collaborate with other legal advisory services to defense, when requested;
- Other related tasks that are defined superiorly by the Secretary of State for Defense.

**Qualifications and Experience**

- Advanced university degree (Masters degree or equivalent) in Law;
- A minimum of 7 years relevant legal experience with significant experience in legislative development, security and justice policy;
- Sound knowledge of the legal framework of Timor-Leste;
- Experience in and understanding of human rights issues as relevant for security sector institutions
- Previous experience of working in a developing country with a civil law system;
- Fluency in English and Portuguese
- Working knowledge in Tetum an asset
- Ability to work in a diverse team.

**Expected Deliverables**

- Legal advice provided to SoSD in terms of drafting or revision of laws, including defence related laws and decree laws by relevant institutions, for example the Organic Law of the Ministry of Defence and Security; the Salary Regime of the Military; the draft law of the National Maritime Authority, and others as required.

- Preparation and submission of legal briefing notes for the Secretary of State for Defence, including briefings made in relation to legal matters of concern to the SoSD
- Preparation and submission of informative reports, opinions and observations as needed.



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