**End of Project Report**

**UNDP Timor-Leste**

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Figure 1 - Inauguration of the regional fleet workshops in Maliana, April 2019.

Project Profile

|  |  |
| --- | --- |
| **Project Identification** | **Geographic coverage of the project** |
| **Project Title:** Timor-Leste National Police-Strengthening Governance and Service Delivery**Project ID:** 00098933 | **National level coverage (Yes/No):** No**Number of municipalities covered:** Dili and Baucau |
| **Strategic Results** | **Implementing/Responsible partner(s)** |
| UNDAF 2015 – 2019 Outcome 4: By 2019, state institutions are more responsive, inclusive, accountable and decentralised for improved service delivery and realisation of rights, particularly of the most excluded. | Policia National de Timor-Leste (PNTL) |
| CPD 2015-2019 Output 3.1:Capacities and systems of justice sector institutions and police enhanced to provide access to effective and efficient justice and protection to the citizens, particularly for rural women, children and vulnerable groups. |
| **Project Budget (US$)** | **Project Duration** |
| Donor budget: $560,000 (U.S. Bureau of International Narcotics and Law Enforcement Affairs)**Total project budget:** 1,319,410.19  | **Start Date:** January 2016 |
| **End Date:** June 2019 (original end date: December 2018) |
| Donors:  | **Implementation Modality (NIM or DIM)** |
| United States of America Australian Federal Police Government of Japan | Direct Implementation Modality (DIM) |

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# Acronyms

|  |  |
| --- | --- |
| ALFELA | Asistensia Legal ba Feto no Labarik |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| CPD | Country Programme Document |
| CSO | Civil Society Organization |
| DFAT | Australian Department of Foreign Affairs and Trade |
| GBV | Gender-Based Violence |
| HQ | Head Quarter |
| IMS | Information Management System |
| INL | Bureau of International Narcotics and Law Enforcement Affairs |
| IT | Information Technology |
| MTO | Motor and Transport Office |
| PNTL | Policia National de Timor-Leste |
| SPWG | Strategic Planning Working Group |
| TLPDP | Timor-Leste Police Development Programme |
| TOR | Terms of Reference |
| UN | United Nations |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNMIT | United Nations Mission in Timor |
| UNPOL | United Nations Police |
| U.S. | United States |
| USAID | United States Agency for International Development |
| VEC | Vehicle Establishment Committee |
| VPU | Vulnerable Persons Unit |

# Executive Summary

The Policia National de Timor-Leste(PNTL) was created by the United Nations (UN) in 2002 and, up until the drawdown of the United Nations Mission in Timor (UNMIT) in 2012, primarily received assistance from the United Nations Police (UNPOL), which focused on operational support and training ranging from driving lessons to use of firearms. Additional support was provided in bilateral collaboration with the Australian Federal Police, the New Zealand Government, and the European Union, notably on community policing, investigation capacity, forensic sciences, and discipline.  Following the drawdown of UNMIT, the “UNDP Capacity Building Support to the National Police of Timor-Leste 2013 - 2015” new project shifted focus from operational support to building the capacity of PNTL to run and manage operations independently. The second Phase of this institutional capacity building support became the “PNTL – Strengthening Governance and Service Delivery” project, implemented between 2016 to 2019.

The “PNTL – Strengthening Governance and Service Delivery” project achieved noticeable results across its to core areas of focus; 1) capacity strengthening of the management and administrate systems at PNTL Headquarter (HQ) and 2) improved management and service delivery in the pilot districts, namely Baucau. The key achievements[[1]](#footnote-2) include, but are not limited to;

* Assisting PNTL in pre- and post-election initiatives, including Election Security Workshops, a Peace Pact, a Peace March, and Post-Election Workshops. The 2017 Presidential Election and Parliamentary Election both saw a decrease in violent incidents during the election period.
* A significant decrease in average time taken to close IT Help ‘tickets’. In 2017, it took an average of 12 days (288 hours) to close IT help desk ‘tickets’, decreasing to an average of 3.6 days (86 hours) by June 2019, proving PNTL’s confidence and efficiency in using their IT system and addressing complaints and inquires.
* Assisting PNTL in following a maintenance schedule, which creates a regular cycle of checks for all vehicles and categorizes vehicles by the level of maintenance required. This schedule has increased the amount of maintenance that can be conducted in-house and resulted in lower overall maintenance costs.
* Revamping the Terms of Reference (TOR) for the Gender Focal Point and the Head of the Gender Unit to delineate responsibilities and strengthen collaboration, in addition to supporting the training of 80% of PNTL Officers in Baucau on various topics related to gender equality and gender mainstreaming, and reaching 770 students and community members on gender-based violence (GBV) prevention and response.

Despite the volatile political context in 2017 and 2018 (Presidential Elections and two Parliamentary Elections, including the dissolution of the Parliament and state budget delay), and some targets being unmet, it is evident that the activities have substantially increased PNTL’s management and administrative capacity at HQ and improved PNTL’s management and service delivery in Baucau Municipality.

# Background and Context

**Project Background**

PNTL was created by the UN in 2002 and primarily received assistance from UNPOL, which focused on operational support and training. Additional support was provided in bilateral collaboration with the Australian Federal Police, the New Zealand Government, and the European Union, notably on community policing, investigation capacity, forensic sciences and discipline. In 2012 Timor-Leste held national elections, formed a new government, and saw the drawdown and completion of UNMIT. At the time, the assistance provided to PNTL by the United Nations Development Programme (UNDP) was defined by the need to build on the support provided by UNMIT’s police advisors who left in 2012.

In 2014 PNTL launched its five-year Strategic Plan for the period 2014-2018 and established its capacity to more effectively coordinate its work with international development partners. Within this, UNDP was requested to provide capacity development to support the implementation of the Strategic Plan objectives. Given the launch of PNTL’s Strategic Plan, it was considered prudent to re-formulate the UNDP’s existing project to align it with the objectives and timeline of the Strategic Plan, constituting the first phase of UNDP’s support to PNTL capacity building, named ‘UNDP Capacity Building Support to Timor-Leste National Police’ (January 2013 – December 2015). The ‘Timor-Leste National Police – Strengthening Governance and Service Delivery’ project builds on the results of the aforementioned first phase to further support PNTL’s managerial and administration functions.

**Project Context**

The project existed within the broader context of UNDP’s role in the development of Timor-Leste, and Timor-Leste’s own position as a young country transitioning from a post-conflict situation to a stable, middle-income multi-party democracy. Both UNDP and PNTL were clear-eyed in recognizing that PNTL must develop the capacity to operate without substantial international support.

The operating context during the latter half of the implementation can be considered volatile. The Presidential Elections in 2017 resulted with Francisco Guterres inauguration in May 2017. Subsequently, the July 2017 Parliamentary Elections resulted in a coalition government formed by the leader of Fretilin, Mari Alkatiri. In 2018, the political situation in Timor-Leste took an unexpected turn with a state budget freeze as a result of the minority parliament of the VII Constitutional Government, resulting in President Guterres dissolving Parliament in January 2018. A snap Parliamentary Election was held in May 2018, with former president and independence fighter, Taur Matan Ruak, as the newly elected prime-minister in June 2018. Due to the unstable government in the years following the 2017 Parliamentarian Election, most of PNTL’s work relied heavily on international development partner such as UNDP, Timor-Leste Police Development Programme (TLPDP) and New Zealand Police. Hence, the project extension to June 2019 and the additional funding from the United States (U.S.) Department of State’s Bureau of International Narcotics and Law Enforcement Affairs (INL) for fleet management in August 2018.

# Project summary and objectives

UNDP’s assistance to PNTL’s governance structure in the initial stage was predominantly marked by the need to fill in the gaps created by UNPOL/UNMIT advisors’ phase out in 2012. During the 3-year period immediately after the withdrawal of UNMIT, UNDP’s PNTL support programme in partnership with PNTL command structure and staff, and in coordination with the key development partners (Australian Federal Police, United States Agency for International Development (USAID), Japan and New Zealand), successfully managed to advance PNTL HQ administrative service provision and internal oversight capacity. In spite of the progress made, several hurdles still remained for making PNTL governance fully self-sustainable and thus required further assistance throughout the 2015-2018 period, hence the ‘UNDP Support to PNTL - Strengthening Governance and Service Delivery’ project. The project was implemented from January 2016 to December 2018, with a no-cost-extension until June 2019.

The project had two main outputs: (i) the strengthening of PNTL HQ management and administrative capacity, and (ii) the improvement of PNTL management and service delivery in the pilot districts. Under the first output, the project focused on: (i) Strategic Planning, (ii) IT Management, (iii) Fleet Management, and (iv) Public Relations. Under the second output, activities concentrate on (i) the development of capacity in the district and (ii) active support for gender mainstreaming in the work and operations of PNTL at the district level. Additionally, a key concern of the second phase was providing support for the 2017 Presidential and Parliamentary Elections, which require PNTL to guarantee the safety and security of voters across the country.

The two outputs and the activities were selected for two main reasons. First, they were designed to satisfy the project’s primary objective of strengthening the governance and service delivery of PNTL. Second, they were prepared in response to challenges identified during the first phase of UNDP’s post-UNMIT support. The outputs and the activities were designed to prioritize PNTL’s ownership over all aspects of PNTL’s mandate, the civilianization of PNTL’s administrative staff, the nationalization of UNDP’s support staff (which was completed in 2016) and their presence within PNTL HQ, and a clear prioritization of budgeting and planning support. Ultimately, the project was designed to support PNTL’s continued development into a self-sufficient organization, with the capacity, administration, and management skills to independently pursue its own mandate.

At project inception, the majority of the support to PNTL by development partners focus on two key levels, HQ capacity building and Community Police strengthening. Evidently, there was a lack of comprehensive support to PNTL at the district level. Given that district stations face similar operational challenges to that at the HQ level, the project made a conscious effort to support the district level structures and staff, namely Baucua, as outlined under the Output 2.

The project aligned with the strategic priorities of the National Police Strategic Plan (2014 – 2018). The project also aligned with Timor-Leste’s Strategic Development Plan 2011-2030, which sets out the following target for the security sector, including PNTL, by 2020: “Fully reformed and operating with skilled and committed professionals supported by modern infrastructure and equipment, and governed by regulations that support the sector’s effectiveness, accountability and good governance”.

In relation to the UN development frameworks, the project aligns with the UN Development Assistance Framework (UNDAF) 2015 – 2019 Outcome 4: ‘By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded’ and UNDP’s Country Programme Document (CPD) 2015-2019 Output 3.1: ‘Capacities and systems of justice sector institutions and police enhanced to provide access to effective and efficient justice and protection to the citizens, particularly for rural women, children and vulnerable groups.

# **Key Results Achieved in the project**

The key results[[2]](#footnote-3) of the project are outlined under their respective outputs and focus areas below.

**OUTPUT 1: PNTL HQ CAPACITY FOR MANAGEMENT AND ADMINISTRATIVE SYSTEMS STRENGTHENED**

Technical capacity for implementation of the PNTL Strategic Plan 2014-2018

To kick-start the engagement with PNTL, UNDP worked with the Secretary of State for Institutional Strengthening to produce an Institutional Diagnostic Assessment of PNTL to identify key recommendations for institutional strengthening. 12 recommendations were put forward, including the recommendations to develop the 2019-2030 PNTL Strategic Plan. To foster stronger strategic level planning, coordination, and oversight, UNDP participated in the PNTL Strategic Planning Working Group (SPWG). Via the SPWG, UNDP, in coordination with TLPDP, assisted the development of PNTL’s new Strategic Plan (2019-2030), which, at project closure, had been drafted and submitted to PNTL’s Planning Department for review and socialization.

Beyond the SPWG, UNDP, in coordination with PNTL’s IT Section and Directorate of Planning and Administration provided significant support to the development of PNTL’s Management Dashboard. The Management Dashboard is a system to track and oversee PNTL’s resource allocations, and extract key information related to PNTL’s operations for evidence-based decision making. The Dashboard also serves the function of oversight of the implementation of the strategic objectives. UNDP together with PNTL’s IT Section and Directorate of Planning and Administration conducted socialization sessions and trainings on the Dashboard to 320 PNTL staff from 12 Municipalities and Oecusse, including Municipal Commanders, Municipal Chief of Administration, Logistics staff, and Unit Commanders. By the end of the project, 23% of PNTL Commanders accessed the Dashboard. Whilst the percentage of users remained the same since 2018, the usage of the Dashboard was consistent by the 23% of users, which can be considered an indication of limited reached but sustained engagement. To further strengthen the use of the Dashboard, PNTL’s IT Section, with assistance from UNDP, delivered a Dashboard Management Training to PNTL Commanders at the HQ in Dili. As a results, Administration Commanders have capacity to use the Dashboard to manage PNTL’s resources. A good initiative was also taken by the new PNTL Administration Commander in 2019, who advocated and trained other PNTL Commanders on the Dashboard. At project end, the PNTL General Commander was scheduled to present the Dashboard to the Prime Minister’s Office.

With a Presidential Election and two Parliamentary Election (of which one was a snap election) during the implementation period, UNDP, at the request of the Commander General, provided pre-and post-election support. In advance of the Parliamentary Elections in July 2017, and subsequently in May 2018, UNDP assisted PNTL in hosting a series of Election Security Workshops across the 12 Municipalities and Oecusse. The key objective of the workshops were to i) raise awareness of the Parliamentary Election, ii) encouraging citizens to maintain peace, unity, and stability before, during, and after the election, iii) to bring together municipal leaders from different segments of the community to encourage all Timorese citizens to support peaceful and secure political campaigns and elections, and iv) to strengthen the visibility of PNTL’s work by sharing information and experiences on their role, responsibilities, disciplinary code, and public order. The Workshops had several results, including the handover of weapons from community members and the signing of a Peace Pact (2018).

Both the Presidential and Parliamentary Elections were largely peaceful, with the Civil Society Organization (CSO) ‘Belun’ reporting 41 cases of violence during the 2017 Presidential Elections, most of which were categorized as ‘minor incidents’[[3]](#footnote-4). This is below the project’s target of 60 incidents, and less than the 82 incidents reported during the previous 2012 Presidential Election. The Parliamentary Elections in 2017 saw a similar decrease in incidents compared to previous Parliamentary Elections with 52 registered incidents (most categorized as ‘not too serious’), compared to 162 incidents in 2007 and 76 incidents in 2012[[4]](#footnote-5). 107 incidents were reporting in the 2018 Parliamentary Elections; however, this may be due to the volatile political context surround the election, considering the dissolution of Parliament, resulting in a snap election.

Following the 2017 elections, UNDP, at the request of the Commander General, designed, organized, and conducted Post-Election Workshops around the country in late 2017. The Workshops aimed to strengthening local cooperation and communication among Municipal authorities and community groups and repair community ties that may have frayed due the political campaigning in the lead-up to the Parliamentary Election in 2017.

PNTL capacity in IT/data management improved and sustained

Scoping, developing, and implementing adequate IT services is one of the strategic priorities of PNTL. In this regard, the project’s achieved noticeable results, with steady improvements in IT system usage and capacity, complemented by IT equipment provision and trainings. At project closure, PNLT’s IT system uptime was 97%, reaching the project’s target.

The project conducted a number of IT training session to introduce PNTL staff to Webmail, Cloud drive (kalohan.pntl.tl), PNTL Dashboard, troubleshooting and maintenance of IT equipment. Additionally, IT Focal Points were assigned and trained in 69% of Municipal Commands to further assist colleagues with IT services. At the end of the project, all PNTL members (100%) had a PNTL email account (an increase from 75% in 2017) and 84% of staff had an Information Management System (IMS) account. Additionally, UNDP’s support greatly contributed to ticket closing through PNTL’s IT Dashboard. In 2017, it took an average of 12 days (288 hours) to close IT help desk ‘tickets’, decreasing to an average of 3.6 days (86 hours) by June 2019, a 70% decrease, proving PNTL’s confidence and efficiency in using their IT system and addressing complaints and inquires.

Ultimately, the project’s most significant result in the area of IT, encompassing the above progress, was PNTL’s self-sufficient IT management evident after UNDP’s contracted IT Advisor’s departed in 2018. Due to the increase in PNTL’s capacity, no replacement IT Advisor was requested. PNTL have since independently managing the IT system with no significant challenges.

PNTL Capacity in Fleet Management improved and sustained

At the request of PNTL, the project assisted the reactivation and functioning of three fleet workshops (Baucua, Maliana, and Oecusse) to strengthen PNTL’s fleet management, especially in timely and effective vehicle management and maintenance. During the last quarter of the project, the workshops were reaching an average of 15 vehicle maintenance services per region every month. UNDP also supported PNTL in following a maintenance schedule, which creates a regular cycle of checks for all vehicles and categorizes vehicles by the level of maintenance required. This schedule has increased the amount of maintenance that can be conducted in-house and resulted in lower overall maintenance costs. By the end of the project, 62% of vehicles were maintained in accordance with the government’s guidelines. Monthly fuel reports were generated for 42% of vehicles. In addition, UNDP assisted the development of a driver manual, provided personal protective equipment for mechanics, and conducted occupational health and safety training to strengthen good conduct within fleet management.

The project, in coordination with PNTL’s Motor and Transport Office (MTO) and IT Section, trained more than 159 PNTL Officers on the fleet management database and recording fleet related data. This has helped PNTL to effectively control fleet resources and consequently improved policy of fleet management as the decisions are now evidence based.

PNTL capacity in Public Relations improved and sustained

The PNTL Public Relations Office has been making sound progress in its ability to produce a variety of information products about the work of PNTL in order to increase transparency and promote public confidence. In this regard, the project has resulted in an evident increased in public relations requests since 2016, averaging 18 requests per month in 2019. This may be attributed to the project’s support to PNTL’s Public Relation Office in organizing trainings on basic photograph, video shooting, and article writing, from which approx. 30 PNTL members benefitted.

**OUTPUT 2: PNTL MANAGEMENT AND SERVICE DELIVERY IN PILOT DISTRICTS IMPROVED**

With respect to the project’s second objective, UNDP supported two valuable activities within the Baucau Municipality PNTL Command, each of which produced several notable achievements and was highly appreciated by PNTL’s leadership and municipality authorities.

Context-specific capacity development plan for a model district police station designed and implemented

UNDP’s context-specific support to Baucau PNTL focused on addressing identified capacity gaps via the provision of tailored training sessions. This includes, but is not limited to, a computer course for 20 PNTL Officers, a motorcycle training for 20 PNTL Officers, a driving training for 16 PNTL Officers, and a training on traffic law and traffic signs for 30 PNTL Officers. In summary, the participants increased their knowledge in the respective training areas, in addition to strengthening their confidence to carry out their respective functions.

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| --- |
| **Driving Training, September 2017** A police officer standing next to a police vehicle  Description automatically generated with low confidenceIn September 2017, UNDP organized a driving training for PNTL members in Baucua, in cooperation with Baucua Municipality PNTL and PNTL’s training centre in Dili. The participation of women in the training was a positive step towards improving gender parity and equality within PNTL, particularly at the municipal and post-administrative levels. As a result of the training, two female officers were able to obtain a driving license, including 36-year-old Norberta Antonia Soares who works as an Administrator for PNTL Baucua. “I have worked with PNTL for 16 years,” explains Norberta.“I decided to work with the police because I wanted to support my community and the country by providing security.”“In 2017, I had the opportunity to participate in a driving training provided by UNDP as part of the capacity building support to PNTL. The training provided me with the opportunity to learn driving skills and after taking a driving test, I obtained my license. Having a license means that I can now drive a PNTL vehicle and therefore better support the work of PNTL in my community.” |

In preparation for the 2018 Parliamentary Election, a workshop was organized in Baucau, involving approx. 250 people (consisting of students, veterans, local authorities, and representatives of political groups), which concluded with a Peace March involving more than 1,000 people, and the signing of a Peace Pact by political parties present in Baucau Municipality.

PNTL capacity to improve gender equality at district level strengthened

The project redrafted the TOR for the Gender Focal Point and the Head of the Gender Unit to delineate responsibilities and increase collaboration. The project also conducted gender mainstreaming trainings for more than 30 officers to increase awareness on Gender Basic Awareness, the implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the UN Resolution 1325 on Women, Peace, and Security, etc.

The Gender Officer provided i) inputs and recommendations to the Vulnerable Persons’ Unit (VPU) with respect to the referral system, ii) inputs to the head of the Investigation Office at Baucau, iii) mentored staff within the VPU to promote better practices, and iv) facilitated ‘socialization of domestic violence’ training with Baucau PNTL staff. The socialization sessions delivered key messages from PNTL and services providers to strengthen the community’s awareness of where to access services in Baucau Municipality. For example, UNDP and Baucau PNTL VPU reached 770 students and community groups via the community engagement campaigns on sexual harassment and combatting gender-based violence.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **2021** **Actual Data** | **Means of Verification** | **Remarks** |
| **Output 1: PNTL Headquarter Capacity for Management and Administrative Systems Strengthened** |
| **1.1: Technical capacity for implementation of the PNTL Strategic Plan 2014-2018 put in place** |
| i. # of PNTL municipalities / units that have access to the Management Dashboard System (13 Municipal Command, 3 Units and 6 PNTL HQ Command (Operational Command, Administration Command, Justice and Discipline Command, Criminal Investigation Command, Information and Intelligence Service and Inspector General Command)% of municipalities/units with access to management dashboard | 11% (July 2017) | 60% |  23%  | PNTL Department of Administration and Planning Records / PNTL IT Unit | All 12 municipalities and Oecusse commands, 3 units and 6 PNTL HQ commands[[5]](#footnote-6) have been trained and authorized to use the dashboard.  |
| ii. # of electoral violence related incidents that took place during the municipal and national elections | 82 (2012 Presidential Election)76 (2012 Parliamentary Elections) 162 (2007 Parliamentary Elections)  | 60 | 41 (2017 Presidential Elections)52 (2017 Parliamentary Elections) 107 (2018 Parliamentary Elections) | Belun CSO that catalogues electoral violence related incidents | The high rates of incidents during the 2018 Parliamentary Elections may be due to the volatile context surrounding the elections, with the dissolution of Parliament resulting in Snap Elections.  |
| **1.2: PNTL capacity in IT/data management improved and sustained** |
| i. % of IT system uptime  | 90% (beginning of 2016) | 97%  |  97%  | PNTL IT Unit |  |
| ii. # of hours taken to close IT help desk ‘tickets’ (average) | 12 days (beginning of 2017) | 48 hours | 86 hours (20 June 2019) | PNTL IT Unit |  |
| iii. % PNTL staff with access to IT system, support services, and email | 75% access to email and 84% access to IMS (beginning of 2017) | 95% have access to email and 95% have access to IMS | 100% have access to email and 84% have access to IMS | PNTL IT Unit |  |
| iv. % of all municipalities / units that have two trained IT focal points | 0 (2016) | 80%  | 69%  | PNTL IT Unit | 16 IT focal points across Manufahi, Covalima, Liquica, Lospalos, Viqueque, Oecusse, UPF (Border Patrol Unit), Manatuto and Aileu.  |
| **1.3: PNTL capacity in fleet management improved and sustained** |
| i. Standard vehicle allocation ratio established and implemented (yes/no) | No standard vehicle allocation ratio established (July 2017) | Establishment of standard vehicle allocation ratio  | N/A | PNTL Logistics Unit/Motor Transport Office records | This indicator was discontinued as agreed at the July 2018 Project Management Board Meeting |
| ii. Monthly fuel reports and analysis per vehicle and district/unit generated% of vehicles and districts/units that generate monthly fuel reports and analysis | No fuel reports & analysis (May 2015) | 40% of vehicles  | 42% | PNTL Logistics Unit/Motor Transport Office records |  |
| iii. % vehicles maintained in accordance with government guidelines | 28% (beginning of 2017) | 40%  |  62%  | PNTL Logistics Unit/Motor Transport Office records |  |
| iv. # of service orders registered per month | 7 (beginning of 2017) | 15 | 89 | PNTL Logistics Unit/Motor Transport Office records |  |
| v. # of districts where all operational PNTL vehicles have vehicle monitoring devices.  | 0 (beginning of 2017) | 6 | 0 | PNTL Logistics Unit/Motor Transport Office records  | No vehicle monitoring devices were procured. Instead, these funds were used to procure equipment for Baucau and Maliana regional PNTL workshops.  |
| **1.4: PNTL capacity in public relations, media relations & internal communication improved and sustained** |
| i. # of requests, per month, for PRO support from PNTL units | 5 (beginning of 2017) | 10  | 18  | PNTL Public Relations Office |  |
| **Output 2: Context-specific capacity development plans for 2 model district police stations designed and implemented based on the findings of functional reviews** |
| **2.1: Context specific development plan for a model district police station designed and implemented** |
| i. Completion of an Annual Work Plan for the Baucau District (yes/no) | PNTL had not developed an Annual Work Plan (July 2017) | Develop an Annual Work Plan  | PNTL Baucau has produced a 6-month training plan from Jan – March 2019 | PNTL Baucau Municipality Administration | The Baucau PNTL Annual Work Plan indicator was changed to Training Plan as agreed at the Project Management Board Meeting on the 18th of July 2018.  |
| i. # of PNTL staff effectively trained in a technical skill set in the Baucau District | 0 | 38 | 112[[6]](#footnote-7) | PNTL Baucau Municipality Administration |  |
| **2.2: PNTL capacity to improve gender equity at district level strengthened** |
| i. # of GBV cases referred by the VPU to government or non-government support services each month | 3 (beginning of 2017) | 10 | 13 cases (June 2019) | PNTL Baucau Municipality Administration |  |
| ii. % of all PNTL Officers in Baucau Municipality who have received training from the Gender Focal Point each month | 0 | 20% | 80% | PNTL Baucau Municipality Administration |  |
| iii. % of attendees of each training session by the gender focal point who have developed during the training | 0 | 50% | 70% | PNTL Baucau Municipality Administration |  |

Together, the key achievements under both outputs have, despite certain targets not being met, substantially increased PNTL’s management and administrative capacity at HQ and improved PNTL’s management and service delivery in Baucau Municipality.

# Cross Cutting Issues

## Gender Equality, Women’s Empowerment, and Social Inclusion

At project inception, PNTL was receiving specialized gender support from UN Women on their institutional gender assessment (2014) and from the Asia Foundation in partnership with the Ministry of Social Solidarity and the Secretary of State for Equality and Inclusion via the Ending Violence Against Women programme funded by the Australian Department of Foreign Affairs and Trade (DFAT).

Within PNTL, there are two Units that deal explicitly with gender issues, the VPU and the Office of the Gender Advisor. The Vulnerable Persons Unit was set up in 2001, as a response to the significant number of GBV cases received by PNTL. The VPU is mandated to deal with crimes including domestic violence, rape, child abuse, child neglect, incest, and sexual harassment. PNTL’s Gender Advisor was established in July 2009, located under the Office of the PNTL General Commander. Its purpose is to develop a strategic vision and activities for gender mainstreaming within PNTL. Despite this, many challenges remain in ensuring gender equality, parity, and mainstreaming it within the institutions and its service delivery.

The ‘Timor-Leste National Police – Strengthening Governance and Service Delivery’ project was designed to complement the aforementioned support in the area of gender and inclusion, focusing on strengthening service delivery at the district level, namely in Baucua. UNDP strengthened PNTL Officer’s knowledge of gender mainstreaming to address issues within the institutions, in addition to supporting the consideration for gender-responsive policies, for example in areas of recruitment, rank promotions, etc., via participating in PNTL’s Gender Working Group meetings to inform gender activity implementations. In addition, the project provided dedicated trainings on gender mainstreaming in as well as mainstreamed gender into ‘non-gender specific trainings’. UNDP engaged PNTL VPU in the capacity building sessions, especially for those focused on GBV prevention and response, in order to ensure sustainability and respect for their mandate. In Baucua, the project also worked with the VPU to carry out community engagement sessions and referral network meetings.

# Partnerships

The project partnered with a number of institutions and organizations, both directly and indirectly, throughout the implementation. With multiple development partners supporting PNTL, coordination was critical, hence, UNDP participated in the donor coordination meetings, SPWG, and Gender Working Group meetings. UNDP and PNTL fostered their already long-standing partnership with further support to district-level PNTL Command in Baucau. Beyond this, UNDP, Baucau PNTL Command, and Baucua PNTL VPU coordinated with Asistensia Legal ba Feto no Labarik (ALFELA), PRADET, Baucau Diocese Commission, Baucau Prosecutor Office, and the Ministry of Social Solidarity municipal representatives, for the referral network meetings and community engagement sessions. The project also partnered with CSOs for capacity strengthening session, for example to Baucau sub-district VPU Officers on how to make a case report for GBV cases. All in all, the project’s strong partnerships with a multitude of stakeholders constitutes a key factor in its success.

# Implementation Challenges and Lessons Learned

One of the main challenges faced during the project implementation was in regard to the creation of the Vehicle Establishment Committee (VEC) under Output 1. Despite original agreement to include the creation of the VEC in the project, there was a lack of appetite to take this forward. To address this, the project held consultations with the PNTL Command, as well as hosted a workshop for Commanders and senior PNTL staff to demonstrate and advocate for the importance of the VEC. Ultimately, PNTL requested UNDP to focus on strengthening PNTL’s regional workshops in Baucau, Maliana, and Oecusse, and fleet management database, and to remove the VEC from the project for PNTL to take forward independently.[[7]](#footnote-8) One of the key lessons learned from this was the importance of establishing institutional buy-in and appetite at project inception, and fostering it throughout, to ensure a fruitful implementation environment. An additional challenge related to fleet management was the procurement of vehicle monitoring devises. Vendors were unable to meet the required specifications, and hence, the project, in consultation with PNTL and the project board, agreed to re-direct funding to instead procure equipment for the regional workshops.[[8]](#footnote-9)

Beyond the technical challenges, the project faced a number of contextual changes during the implementation, namely the Presidential Election in 2017 and Parliamentary Elections in 2017 and 2018. The project had planned for these events (except the 2018 snap Parliamentary Elections) and anticipated the need to postpone certain activities to accommodate PNTL’s prioritization of election security activities. During these events, the project continued to consult and coordinate with PNTL on required assistance and participated in activities such as the Election Security Meetings.

# Provisional Financial Summary

The below table is the provisional financial summary cover the U.S. INL funding only.

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Approved Budget****(USD)** | **Expenditure** **(USD)** | **Balance****(USD)** |
| Activity 1  |   | 0 |   |
| Activity 2 |   | 42,101.54 |   |
| Activity 3 |   | 317,667.78 |   |
| Activity 4 |   | 1,760.00 |   |
| Activity 5 |   | 1,512.00 |   |
| Activity 7 |   | 142,498.04 |   |
| DPC |   | 12,189.74 |   |
| GMS |   | 41,418.35 |   |
| **TOTAL** | 560,000.00  | 559,147.75 | 852.25 |
|  |  |  |

1. The achievements reported herein are of the entire “PNTL – Strengthening Governance and Service Delivery” project, funded by multiple donors. It is due to the collective action and co-funding of activities by the various funding sources that the project was able to reach its intended results and meaningful impact. [↑](#footnote-ref-2)
2. The achievements reported herein are of the entire “PNTL – Strengthening Governance and Service Delivery” project, funded by multiple donors. It is due to the collective action and co-funding of activities by the various funding sources that the project was able to reach its intended results and meaningful impact. [↑](#footnote-ref-3)
3. [Electoral Violence Monitoring Report for Timor-Leste’s 2017 Presidential Election A report from Belun’s Early Warning, Early Response (EWER) System](https://belun.tl/wp-content/uploads/2017/05/Presidential-Election-Monitoring-Report-English-Final.pdf)  [↑](#footnote-ref-4)
4. [Report on Electoral Violence Monitoring During the 2017 Parliamentary Election Early Warning, Early Response (EWER) System](https://belun.tl/wp-content/uploads/2017/08/ELPAR-2017-Report-English-Final.pdf) [↑](#footnote-ref-5)
5. Including the operational command, administration command, justice and discipline command, criminal investigation command, information and intelligence service and inspector general command. [↑](#footnote-ref-6)
6. 40 staff trained during Oct-Dec 2016, 28 staff trained Jul-Sep 2017, 40 staff trained Sep-Dec 2018, and 4 staff trained Mar-June 2019. [↑](#footnote-ref-7)
7. This was discussed and agreed in the Project Management Board Meeting on the 18th of July 2018. [↑](#footnote-ref-8)
8. This was discussed and agreed in the Project Management Board Meeting on the 18th of July 2018. [↑](#footnote-ref-9)