

United Nations Development Programme in Timor-Leste

Project Document

Project Title: Enhancing the Democratic Rule of Law through Strengthening the Justice System in Timor-Leste (Revised Justice System Programme)

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

Expected CP Outcome(s): State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency.

Expected Output(s): By 2011, improved access to independent, effective, transparent and equitable justice for all through capacity development support for the Ministry of Justice and the judiciary (Courts, Prosecution, and Public Defence) to enable greater access to justice

Executing Entity: UNDP Timor-Leste

Implementing Agencies: UNDP Timor-Leste

Brief Description

The "Strengthening the Justice System in Timor-Leste" Programme was launched in 2003. This project was revised and a new project document was signed in December 2005, focused on institutional capacity development of the justice sector, including the Courts, Prosecution Service, Public Defenders Office, and the Ministry of Justice. Overall project management responsibility was entrusted to a Council of Coordination, consisting of the President of the Superior Council of the Judiciary, Prosecutor-General and the Minister of Justice. The crisis of April-May 2006 and its aftermath drastically altered the domestic environment, unduly burdening this project which, as the most comprehensive vehicle of support to the justice sector, was called upon to respond to emergency needs for crisis response and recovery, thereby diverting attention from long-term capacity development. In July-August 2007, an independent, external evaluation of the project made recommendations for far-reaching changes in the structure, scope and size of the project. In light of those recommendations, this project has been revised on the advice of a joint UNDP RCB/BCPR mission, with significant changes in scope, structure, and size, including a new focus on the 'demand' side of justice. The revised project provides for a strengthened Chief Executive Office, which will focus on strategic policy, planning, M&E, and budget, with five revamped programme units: Capacity Development, Justice Decentralization, Prosecution, Corrections, and Access to Justice and Conflict Prevention. The last component is a significant feature of the revised project, and will be supported by the UNDP BCPR's Global Programme for Justice and Security Sector Reform (GJSSP).


Programme Period: 5 years
 Key Result (Strategic Plan): Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.
 Atlas Award ID:
 Start date: November 2008
 End Date: October 2013
 PAC Meeting Date: 13 October 2008
 Management Arrangements: DEX


Total resources required: USD 34,225,000
 Total allocated resources: USD 5,389,631.36 (approx)


- Regular: USD 3 million (BCPR)
- Other:
 - Australia ◦ Spain EUR 1 million
 - Ireland ◦ Sweden SEK 8 million
 - Norway ◦ OHCHR USD 89,631.36
 - Portugal ◦ Government

Unfunded budget: USD 28,835,368.64
 In-kind Contributions:
 ◦ Brazil ◦ Portugal

Agreed by:


 Dra Lúcia Lobato
 Minister of Justice
 22 DEC 2008 (Date)


 Dra Maria Natércia Gusmão Pereira
 President of the Court of Appeal a.i.
 22 DEC 2008 (Date)


 Dr Longuinhos Monteiro
 Prosecutor-General
 22 DEC 2008 (Date)

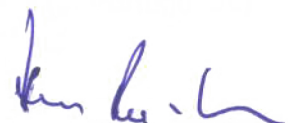

 Mr Finn Reske-Nielsen
 UNDP Resident Representative
 22 DEC 2008 (Date)

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ACRONYMS

AATL	Advocates' Association of Timor-Leste
ABC	Brazilian Cooperation Agency (in Portuguese)
A2J	Access to Justice
AJSU	Administration of Justice Support Unit (UNMIT)
ASF	Avocats Sans Frontières
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)
CD	Capacity Development
CEDAW	Convention for the Elimination of all forms of Discrimination Against Women
CEO	Chief Executive Office(r)
CO	Country Office (UNDP)
CoA	Court of Appeals
Col	Commission of Inquiry
CoC	Council of Coordination
CPD	Country Programme Document (UNDP)
CSA	Cost Sharing Agreement
CSO	Civil Society Organization
DC	District Court
DEX	Direct Execution (UNDP project implementation modality)
F-FDTL	FALINTIL – Forças Armadas de Defesa de Timor-Leste
HRTJS	Human Rights and Transitional Justice Section (HRTJS)
ICEJ	Information, Communication and Education Policy for the Justice Sector
ICCPR	International Convention for Civil and Political Rights
ICESCR	International Convention for Economic, Social and Cultural Rights
IT	Information Technology
JHRP	Judiciary Human Resources Plan
JJ	Juvenile Justice
JSP	Justice System Programme
JSSR	Justice and Security Sector Reform
LTC	Legal Training Center
MDG	Millennium Development Goals
MoJ	Ministry (Minister) of Justice
NDP	National Development Programme
NJP	National Justice Policy
NPP	National Priority Programme
PDHJ	Provedoria for Human Rights and Justice
PDO	Public Defender's Office
PG	Prosecutor-General
PNTL	National Police of Timor-Leste (in Portuguese)
PSC	Programme Steering Committee
PSU	Programme Support Unit
RCB	Regional Centre in Bangkok (UNDP)+B1
RDTL	Democratic Republic of Timor-Leste (in Portuguese)
SGBV	Sexual and Gender-Based Violence

SCJ	Superior Council of the Judiciary
SCP	Superior Council of the Prosecution
T&I	Translation and Interpretation
ToR	Terms of Reference (Job Descriptions)
ToT	Training of Trainers
TWG	Technical Working Group
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNMIT	United Nations Integrated Mission in Timor-Leste
UNPOL	United Nations Police
UNTL	National University of Timor-Leste
UNV	United Nations Volunteers

I. SITUATION ANALYSIS

1. Introduction

The “Strengthening the Justice System in Timor-Leste” project, also referred to as the “Justice System Programme (JSP),” is a comprehensive capacity development programme for the justice sector. The ownership of the Programme lies with the Council of Coordination (CoC), a national coordination mechanism for the justice sector, comprised of the three judicial authorities of Timor-Leste: the President of the Superior Council of the Judiciary, the Prosecutor General and the Minister of Justice. The first phase of the JSP commenced in 2003, and the second phase began with after a programme revision exercise in late 2005. The United Nations Development Programme (UNDP) in Timor-Leste has been implementing this Programme, which is currently funded by the governments of Australia, Brazil, Ireland, Norway, Portugal, Spain, Sweden, and the United Nations Office of the High Commissioner for Human Rights (OHCHR).

This project document is the result of the second revision of the JSP, and replaces the project document entitled *Enhancing the Justice System to Guarantee the Democratic Rule of Law: Strengthening the Justice System in Timor-Leste* (Justice System Programme), signed by the CoC and UNDP in December 2005. This document reflects the vision for justice sector development over the next five years as established by the representatives of the judiciary of the Democratic Republic of Timor-Leste (RDTL) and shared by UNDP, the United Nations Integrated Mission in Timor-Leste (UNMIT) and the UN Country Team (UNCT), development partners, Civil Society Organizations, and other relevant national/international stakeholders to the justice sector. To the greatest extent possible, it incorporates the recommendations of the final report of the Independent, External Mid-term Evaluation Mission of September 2007 ([insert hypertext link](#)), and is the product of the second revision exercise conducted by the Joint Programme Revision Mission during May-June 2008.

2. Background to the Second Programme Revision

After centuries of colonial rule under Portugal and a brutal 24-year occupation by Indonesia, which ended in the displacement of over 50% of the population and destruction of almost 75% of the country’s infrastructure, the Democratic Republic of Timor-Leste (RDTL) gained independence in 2002. The RDTL adopted a Constitution providing for a democratic and pluralistic society in which the fundamental rights and freedoms of citizens are to be upheld. It established a state with ‘four organs of sovereignty’: the President of the Republic, the National Parliament, the Government (Executive), and the Judiciary (Courts).

To support RDTL through the challenges of nation-building, the United Nations system and various development partners have been extending cooperation and support. In the case of the judiciary, few trained legal personnel remained in Timor-Leste after the departure of the Indonesian administrators, which presented serious challenges to the administration of justice. For this purpose, the United Nations Transitional Administration in Timor-Leste (UNTAET) and successive peacekeeping missions provided international jurists to perform line functions and initiated mentoring programs for national actors.

However, difficulties in the transfer of knowledge and skills persisted, as national court actors had only received rudimentary training and possessed limited professional experience. Thus, the national authorities and UNDP, together with the UN system and development partners, formulated a capacity development project for the judiciary, which was the original JSP of 2003. The JSP of 2003 was aligned to RDTL’s first *National Development Plan* (NDP 2002-2007) as well as its *Stability Programme* of January 2003, which placed justice as the second out of eight priorities.

Building on the results of the first JSP, and with the adoption of the *National Justice Policy* (NJP 2005-2010) in 2005, a revised (second) JSP was launched in December 2005 with the objective of improving the

institutional capacity of the Courts, Prosecution Service and the Ministry of Justice over a period of 3-5 years. Under the leadership and guidance of the CoC, the Revised Programme aimed to provide policy, planning and coordination advice to the CoC and support the capacity development of three independent pillars of the judiciary: the Courts, the Prosecution Service, and the Ministry of Justice. The three subsidiary institutions under the MoJ were also strengthened: the Legal Training Center (LTC), the Public Defender's Office (PDO), and the Prison Service. To address the shortage of qualified human resources within the national justice sector, international legal personnel were deployed under the JSP to perform line functions in the courts and provide on-the-job training for national judiciary actors, until a sufficient number of fully-fledged nationals would become available. To ensure sustainability of capacity development interventions and the full 'nationalization' of the justice sector, the Programme envisioned the gradual phasing-out of international advisors from line functions by 2009.

Overall, the second JSP was designed as an initiative to be implemented under a 'normal development scenario' and did not envision a recurrence of violent conflict in Timor-Leste. However, the nation experienced a socio-political crisis in 2006 when allegations of social exclusion by discharged members of the armed forces (F-FDTL) escalated into an armed confrontation between the police and military, resulting in casualties and the internal displacement rate of approximately 15% of the population in the immediate aftermath of the conflict. The events of April-May 2006 led to the general disintegration of law and order, the repercussions of which persist even at the present. The crisis paralyzed most of the fragile state institutions, but the judiciary, supported by the JSP, continued to function throughout this time period.

While the judiciary demonstrated vigour and versatility, it was severely affected by the breakdown of law and order and the sudden surge of criminal activity in the country. Consequentially, heavy burdens were placed on the justice sector institutions to ensure justice delivery with limited human resources and a still-incomplete legal framework, and to battle perceptions of impunity and the possibility of political interferences compromising the independence of the judiciary. As the largest vehicle of support to the justice sector, the JSP's resources were mobilized to the maximum in order to respond to new demands arising in the post-crisis context, adding on interventions to support criminal investigations through the Prosecution as recommended by the [United Nations Independent Commission of Inquiry \(CoI\)](#) to improve the security infrastructure in the Prisons, and conduct public outreach activities to promote legal awareness.

Amidst concerns that the existing JSP was not designed to function in such a post-crisis context, and the resources dedicated to capacity development were being spread thinly to accommodate newly emerging needs, an Independent/External Mid-term Evaluation of the second JSP was conducted in July-August 2008. This evaluation exercise was provided for in the project document of the second JSP as a means to assess the effectiveness of JSP interventions and identify the achievements to date, as well as shortcomings and constraints, in achieving the desired project outcome.

The [Final Report of the Mid-term Evaluation Mission](#) found that significant progress had been made in strengthening the capacity of national court actors, especially with the swearing in of 27 national judges, prosecutors and public defenders in June 2007. The Mission also commended achievement such as the creation of the IT backbone for all justice sector institutions using free and open source software, the establishment of an electronic case management system, training of Timorese professionals for the translation/interpretation service, efforts for outreach to the general public through information, education and communication initiatives, the provision of international judiciary advisors (judges, prosecutors, public defenders) as well as the provision of international clerks for critical administrative functions, and the improved security conditions at Becora prison.

Notwithstanding these achievements, the Evaluation Mission found that the project could make more significant contributions to enhance institutional capacity and foster public confidence in the justice system, and recommended revisions in the scope, structure, and size of the project to realise its full potential. The Mission found that the justice system was not yet fully operational, efficiently managed, and delivering services expected by citizens. Its overall findings are consistent with the recent assessment of the RDTL Government in its [National Priority Programme](#): *"Though Timor-Leste's justice institutions continued to function during the crisis, they are under great strain. Few communities have access to the formal system. Confidence in the system has not been built partly due to inefficiencies and perceptions of a culture of impunity."*

The CoC, which was institutionalized in March 2008 as an advisory body of the Ministry of Justice, took note of the evaluation report recommendations and invited a Revision Mission comprising of governance experts from the [UNDP Regional Centre in Bangkok \(RCB\)](#), conflict/crisis practitioners from the [UNDP Bureau for Crisis Prevention and Recovery \(BCPR\)](#) in Geneva, as well as independent experts on justice sector reform. This was a response to the recommendation of the Mid-term Evaluation Mission that the JSP be revised within its current project cycle. The Joint Revision Mission conducted fieldwork in Timor-Leste, engaging in dialogues with all key stakeholders in the capital as well as the districts, over the period 21 May - 13 June 2008. The Revision Mission had a two-fold objective:

- 1) To suggest strategic revisions to the programme to strengthen the justice system, in light of the Evaluation Mission, and to better align project outcomes and outputs to national priorities;
- 2) Provide the rationale for long-term partnership with the [UNDP Global Justice and Security Sector Reform \(JSSR\) Programme on Strengthening the Rule of Law in Conflict and Post-Conflict Situations 2008-2011](#), focused on Access to Justice, as an additional and new component of the Justice System Programme.

The Revision Mission presented its findings and recommendations to the CoC and development partners at a meeting held on 6 June 2008. The CoC gave the mandate to UNDP to proceed with substantive revisions in the management structure and programme units, and consequent expansion of the scope of the project, which are detailed in this Revised Project Document entitled *Enhancing the Democratic Rule of Law through Strengthening the Justice System in Timor-Leste* (Revised Justice System Programme).

3. Situation in the Justice Sector

The second JSP has been implemented during the past 2.5 years, amidst the rapidly changing domestic environment in the aftermath of the 2006 crisis. Notwithstanding the heavy burdens placed upon the justice sector, significant progress has been made in the following areas:

1) Institutionalization of the Council of Coordination

The Council of Coordination was originally established as a coordination mechanism among the three independent pillars of the judiciary (Courts, Prosecution, and Ministry of Justice) to oversee the implementation of the UNDP-supported Justice System Programme. However, in March 2008, with the approval of the new Organic Law of the Ministry of Justice the CoC was institutionalized under Article 18. The CoC was thus officially recognized as the national coordination mechanism for the justice sector, which signifies strengthened national ownership.

2) Legal framework for the Justice Sector

The legislative framework was significantly strengthened through the adoption of the *Criminal Procedure Code* and *Civil Procedure Code*. In addition, the two Codes, originally drafted in Portuguese, have been translated into Tetum and bilingual editions of the laws have been widely distributed. The IV Constitutional Government has set the adoption of the Criminal Code and Civil Code as a priority, and the draft laws have been completed. In October 2008, an authorization law permitting the Government to draft and pass the Criminal Code was promulgated by the President (Law No. 13/2008), and the Ministry of Justice has launched a process of public consultations on the draft Criminal Code. The draft *Law against Domestic Violence* is being finalized by a legal team consisting of national and international experts, and is expected to be presented to the Parliament immediately after the passing of the Criminal Code, as the former is dependent on the latter. In mid-2008, the *Law on Private Lawyers* was adopted by the Parliament and promulgated by the President of the Republic. The legislation has paved the way for the national judicial authorities to regulate the training and certification of private lawyers and provide career prospects, which will greatly contribute to strengthening the defence and improving the quality of legal representation for citizens. In sum, although the adoption of the two most prominent laws (Criminal and Civil Codes) are pending, progress has been made in the legislative framework for the administration of justice in Timor-

Leste, and the applicable sources of law further harmonized, including with international human rights conventions applicable in Timor-Leste.¹

3) Increase of National Judiciary Human Resources through the Legal Training Center (LTC)

The first postgraduate training course for legal professionals was launched at the Legal Training Center (LTC) in 2004. In June 2007, the 27 graduates of the first LTC course were sworn in as the nation's first-ever judges, prosecutors and public defenders upon completion of 2.5 years of training (including coursework at the LTC and a one-year probation period at the respective judiciary institutions). In March 2008, 10 candidates of the second LTC course completed their classroom training and commenced on-the-job training as probationary actors. The third LTC course commenced in August 2008 with 18 candidates. Thus, an increasing number of magistrates and public defenders are becoming available to resource the Courts, Prosecution and the Public Defence in all four judicial districts. Positive indicators exist on the performance of national court actors: recent statistics (collected during the period of October 2007 – March 2008) have revealed that in the district courts, a greater number of decisions are being reached by national judges rather than international judges.

In addition, a wider spectrum of actors in the justice and security sectors have been trained through short-term courses at the LTC, including police (UNPOL/PNTL) and national court clerks.

4) Greater National Ownership over International Judiciary Personnel and Strengthened M&E

Since late 2007, the Courts, Prosecution and Public Defence (through the MoJ) have begun to recruit and manage international judges, prosecutors and public defenders, with technical support from UNDP. Thus, international personnel are accountable to the respective Superior Councils for their conduct, discipline and professional standards. With the recruitment of an international Judge Inspector to the Superior Council of the Judiciary (SCJ) and an international Prosecutor Inspector to the Superior Council of the Prosecution in 2007, progress is being made in strengthening performance evaluation for international as well as national court actors.²

For assessing the performance of international jurists as advisors/mentors, UNDP has implemented a 'Joint Evaluation' mechanism, which is a quarterly assessment of each advisor conducted by national supervisors and the JSP Chief Technical Advisor. 'Mentoring Guidelines' that will support the international advisors in their mentoring functions are currently under formulation, through consultations with national and international court actors.

5) Functioning of District Courts in Baucau, Suai and Oecusse

Administering justice in the three district courts outside of Dili – in Baucau, Suai and Oecusse – had been a long-standing challenge, as only international judges, prosecutors and public defenders were able to perform line functions until July 2008. The level of human resources remained insufficient and personnel were concentrated in Dili, where most cases occur. However, with the swearing in of national court actors, it has become possible for the Courts, Prosecution and Public Defender's Office to deploy personnel in the three districts.

Subsequently, the Courts, Prosecution and PDO have assigned court actors to the districts, and as of August 2008, they are in the process of being permanently situated in all three districts as case files will shortly be transferred to these locations. The Baucau District Court is at a more advanced state, with two national

¹ In 2002, Timor-Leste became a signatory to all seven core international human rights treaties: the International Covenant on Civil and Political Rights (ICCPR), the International Convention on Economic, Social and Cultural Rights (ICESCR), the International Convention on the Elimination of all forms of Racial Discrimination (ICERD), the Convention on the Rights of the Child (CRC), the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), the International Convention on Protection of the Rights of All Migrant Workers and Members of Their Families (ICMRW), and the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT).

² The two inspectors were initially recruited under UNDP's TASI (Temporary Advisory Services Initiative) fund, with the support of USAID. As of August 2008, the two positions are being directly managed by USAID.

judges living in Baucau and two international advisors from the Prosecution ensuring that the Prosecution Service remains open on all weekdays.

6) Establishment of IT Infrastructure and Case Management System for all Judiciary Institutions in Dili

IT connections have been established in all justice institutions, using VoIP (Voice over Internet Protocol) telephones to facilitate inter-office communication among justice institutions for virtually no costs. Connectivity is to be established in Baucau and Suai within 2008, and Oecusse, in 2009. Training is being provided to national IT technicians (systems administration, networks, troubleshooting, etc.) under the Ministry of Justice, as well as all users of IT within the justice system.

The electronic case registry and management system (CERTO) has been implemented at a slow but steady pace, with the system partially operational in the Dili-based justice institutions. National and international court actors are being trained in usage of the system, and data input for registering all cases received during 2000 – 2007 is currently under progress, which is expected to be completed in September 2008. Once connectivity is established, CERTO is to be implemented in the remaining three districts as well. As the availability of reliable case statistics is crucial for the effective functioning of the justice system, and to measure progress, the full utilization of CERTO is a key priority for the MoJ's IT Unit.

7) Improved Security Infrastructure in the Prisons and Capacity Development of the Prison Service

Until recently, little attention had been paid to the Timor-Leste Prison Service, which is under the Ministry of Justice. While the previous JSP had implemented some activities to promote the social reinsertion/reintegration of inmates and other donor initiatives had existed to provide skills training to prison staff, the Prisons Service lacked comprehensive assistance to promote institutional capacity development. In the aftermath of the 2006 crisis, however, the CoC and UNDP appealed to development partners to strengthen the prisons, which was responded to by the governments of Australia and Portugal and resulted in a prisons component under the existing JSP.

Much progress has been made since June 2007, including a review of the Timor-Leste Prison Service and its facilities (all prisons in Timor-Leste), presentation of strategic recommendations to the Ministry of Justice, the implementation of 'quick-impact' projects at Becora prison to boost security conditions, renovation of physical infrastructure, launch of training programmes for prison staff, etc. In addition, an agreement has been signed with the Brazilian Cooperation to re-launch vocational training programmes for inmates, and inmates in Becora prison have regular access to public defenders and human rights monitors.

While the above-mentioned achievements have been noted and commended by all stakeholders, various challenges remain, at all levels, to yield sustainable results for capacity development in the justice sector. Some areas requiring strengthened effort are highlighted in the [Final Report of the Independent/External Mid-term Evaluation Mission](#), the summary of which is as follows:

- Improved access to justice, especially in the district courts, and for vulnerable groups;
- Improvement of public confidence in the justice system, through the prioritized implementation of the Information, Communication and Education strategy for the Justice Sector;
- Strengthened strategic, long-term planning capacity of justice system institutions;
- Strengthened internal governance and support systems within justice institutions (finance, logistics, human resources, IT, translation & interpretation, logistics, registry/clerks, etc.);
- Comprehensive, sector wide human resource & workforce planning exercise for the justice sector;
- Greater use of Tetum in legal education, training, publication of legal materials, etc.;
- Progressive increase of national budgetary appropriations for the justice sector;
- Strengthened performance evaluation and reporting system for international justice actors;
- Finalization of the Organic Law of the Public Defender's Office, strengthening of the Public Defence to ensure 'equality of arms';

- Continued intake of new trainees through the LTC, launch of a training of trainers (ToT) programme, and greater usage of Tetum as a language of instruction at the LTC;
- Alternative mechanisms and resources for follow-up to Commission of Inquiry (CoI) recommendations, so as to enable UNDP-recruited international personnel to resume their normal functions for capacity-building and training;
- Support for more effective internal M&E and oversight mechanisms for the justice sector;
- Establishment of a Trust Fund to support capacity-building for the justice sector and promote access to justice.

4. Development Partners' support to the Justice Sector

Along with the multilateral assistance channelled through the JSP, overall technical and financial support to the justice sector by development partners of Timor-Leste has increased throughout the past 2.5 years. The 2006 crisis has undoubtedly heightened awareness on the overwhelming need to strengthen the rule of law as a means to guarantee public safety and security, refute public perceptions of impunity, and consolidate democratic governance in the long-term. Some on-going and newly introduced initiatives (multilateral and bilateral) are summarized below. The Revised Justice System Programme needs to make sure that all its outputs and activities are designed in a manner such that overlaps and duplication is avoided. The CEO Office will have the overall responsibility for coordination with partners.

The **United Nations Integrated Mission in Timor-Leste (UNMIT)**, established through Security Council Resolution (SCR) 1704 and extended to operate until 26 February 2009 by SCR 1802, has been tasked with a clear mandate to assist in building the capacity of the justice sector, as well as for strengthening mechanisms to promote justice and reconciliation. The Report of the Secretary-General to the Security Council (S/2006/628) has specifically set out a list of specific priorities relevant to the justice sector, including issues related to justice for women and children; undertaking an independent comprehensive review and analysis of the justice sector; assisting the Government in preparing an overarching strategic plan to guide further development of the justice system, including corrections; and addressing court management structure and administration. As a result, the Administration of Justice Support Unit (AJSU) was established. Other units and sections relevant to the justice sector include the Human Rights and Transitional Justice Section (HRTJS) and the Serious Crimes Investigation Team (SCIT).

Of the UN Agencies, Funds and Programmes, **UNICEF** continues to support initiatives on juvenile justice issues and protection of children in contact with the law. A recent significant output of UNICEF's work is the drafting of the new Juvenile Justice Legislation, which awaits debate and adoption at the Parliament.

UNFPA is implementing gender justice initiatives so as to protect women from Sexual and Gender-Based Violence (SGBV) and seek redress for victims. The draft Law on Domestic Violence has benefited from UNFPA's technical assistance on the subject matter.

The **World Bank**, through its Consolidated Support Programme (CSP) and Capacity Building Programme for Public Financial Management has established a monitoring mechanism for institutional efficiency of justice sector institutions. Also, the WB's "Justice for the Poor" project for Timor-Leste has commenced.

In addition to funding the JSP, **AusAID** formulated a bilateral assistance programme entitled the "Justice Facility" project, which commenced in May 2008. The project, designed to complement existing support schemes for the justice sector, aims to achieve equal and timely access to justice for men, women and children through building the capacity of the justice sector, and supports state institutions and civil society organizations. Its three objectives are to: 1) Build corporate management and administrative capacities of justice institutions; 2) Develop monitoring, services delivery, public engagement and advocacy capacities of civil society organizations; and 3) Assist in the coordination and harmonization of information, priorities and resources in the justice sector.

USAID now directly supports the Superior Councils of the Judiciary and Prosecution through supporting the recruitment of international judge and prosecutor inspectors. It also supports a project on land and property rights.

Portugal, through its Development Cooperation Agency (IPAD), continues to provide bilateral advisors to the Ministry of Justice, for overall legal advice as well as legislative drafting. In particular, Portugal has supported the development of the LTC Juridical Library; the establishment of the undergraduate law faculty at the National University of Timor-Leste (UNTL); the development of Portuguese language skills of court actors; training of court and prosecution clerks; and the training of prison guards - the latter two through a Memorandum of Understanding arrangement with UNDP's JSP. In August 2008, Portugal, Timor-Leste and UNDP have signed a trilateral Protocol to enable the secondment of Portuguese judges and prosecutors.

Brazil had entered into an agreement with the Government of Timor-Leste since 2002 to support the justice sector, and currently channels technical expertise through a Memorandum of Understanding with the UNDP JSP which enables the secondment of Brazilian judges, prosecutors, public defenders and administrative staff to the judiciary in Timor-Leste.

Norway has been a key partner of the JSP since its launch in 2003, supporting both the initial and the second phases of the programme. Norway had provided budget support to the justice sector through the World Bank Consolidated Support Programme (CSP), and also funds UNICEF's Child Protection Programme in Timor-Leste.

In 2007, **Spain** established full-time presence in Timor-Leste through its Cooperation Agency (AECI) and is becoming an active partner to the justice sector. Apart from its financial contributions through the JSP, Spain provides two bilateral advisors (one national and one international) to the Ministry of Justice, in the Directorate for Human Rights and Citizenship.

Germany, through its technical cooperation agency (GTZ) is launching in 2008 a bilateral assistance initiative with the Ministry of Justice on transitional justice, which aims to work towards the establishment of community-based mediation panels in two pilot districts. The initiative aims to strengthen the capacity of civil society actors to contribute to non-violent dispute resolution.

Avocats Sans Frontières (ASF) has been present in Timor-Leste since July 2002, and since played an instrumental role in strengthening the justice system, working in collaboration with local CSOs, the Government, the UN system and other bilateral/international actors. For 2007-2008, ASF is focusing on enhancing access to justice through legal education and information for communities and their leaders through the "Grassroots Justice Education" initiative, providing legal aid with its mobile legal clinics through its "Access to Law" initiative, professional development of private lawyers and capacity building of the Timor-Leste Lawyers' Association (AATL: *Asosiasaun Advogadu Timor Loro'sae*).

The Asia Foundation has been supporting the dissemination of legal information, and also provides technical and financial assistance to non-profit organizations in the justice sector such as CSOs, private lawyers' organizations, etc.

II. STRATEGY

1. Programme Revision Strategy

The Joint Programme Revision Mission recognized that for the next phase of the JSP, it would be important to build on major capacity development achievements and reinforce existing interventions ('do more'), while embracing key recommendations of the Mid-Term Evaluation Mission to reform the structure and scope of the JSP to enhance effectiveness ('do it differently'). In line with these observations, the Revised Justice System Programme introduces the following new features:

1) Measures to Increase Inclusivity

The Mid-Term Evaluation mission noted that the JSP could become more dynamic by being more inclusive, and benefit from the participation of civil society groups, private lawyers, professionals serving in the UN mission, and establish linkages with other UNDP programme units besides the Governance Unit. The Evaluation Mission had also noted: *"Coordination has been confined to the leadership within the justice system. It has not extended to technical staffing levels."*

In addition, the Evaluation Mission observed: *"There is also a clear need for greater coordination between Governance projects and other programmes within UNDP. ...There are clear linkages between some of the items under the capacity development programme for the public sector reform initiatives, the support to the Office of the Provedor for Human Rights (including their monitoring role in the processing of the CoI cases), and the support to Parliament and the Justice System Programme. The Justice Programme has not yet capitalized on existing potential for more synergy within UNDP."*

The Revision Mission responds to this recommendation by establishing measures to realize the synergistic potential noted by the Evaluation Mission. The Mission emphasized that the CoC, by bringing together the Courts, Prosecution and the Ministry of Justice, is already an innovation, and the advisory role given to this body in the Organic Law of the MoJ has enhanced its standing. In order to operationalize the advice of the Evaluation Mission, the Revised Programme has recommended a structure with a strong Chief Executive Office and five programme units. The development of work plans, and annual evaluations, in each of the units in the revised programme would be undertaken in consultation with all pertinent partners. Each of the units in the programme will be guided by advice from stakeholders identified by the programme unit's head and cleared by the CEO.

2) Enhanced Policy-making, Planning and M&E Capacities: Establishment of the Chief Executive Office

The Mid-Term Evaluation Mission noted that strategic policy-making capacity, human resource planning, and performance monitoring and evaluation capacities were very limited and sub-optimal relative to the importance of this project for the functioning of the justice system. The Revision Mission found that the project management office was overly centralized, and that the day-to-day functioning of the different components of the Programme had overburdened the Chief Technical Advisor (CTA), affecting the ability of the leadership of the Programme to pay sufficient attention to critical weaknesses identified by the Evaluation. Human resource planning is needed: the Evaluation Mission had noted that the *"current national Judiciary Human Resources Plan (JHRP), prepared with UNDP support, is inadequate to ensure eventual self-reliance, taking into account anticipated increases in the justice system's work."* The Revision Mission, therefore, recommended that the management structure of the JSP should be changed to enable the leadership of the Programme to focus on strategic policy and planning requirements.

Accordingly, the Revised JSP establishes a **Chief Executive Office (CEO)** with direct responsibilities to assist the Ministry of Justice in the formulation of a capacity development strategy for the justice sector (including human resources), a gender justice strategy (including ways to ensure women's representation and participation in the justice sector), monitoring and evaluation framework, providing guidelines for

programme units, coordination of IT, translation/interpretation support, and operational policies, including resource mobilization, budget, finance, procurement and administration. The CEO Office coordinates the respective PSUs, and will convene regular (monthly) working level meetings with the heads of each PSU to ensure effective collaboration across PSU lines. In addition, the CEO also has the overall responsibility for coordination with external actors and partners so as to avoid duplication and optimize synergies.

3) Stronger National Ownership

The Mid-Term Evaluation emphasized the importance of national ownership of the Programme, and the need to avoid the risk of a ‘dependency syndrome’ through extended reliance on international personnel in the functioning of the JSP. To address this recommendation, the Revision Mission proposed that the designated CEO should be an experienced and qualified Timorese national, assisted by international staff as needed, and that each of the PSUs should have Timorese national staff ‘learning by doing.’ Although Timor-Leste has a limited number of professionals with requisite competence to take charge of a large and important programme, most of the interlocutors of the Revision Mission believe that it would be possible to find a Timorese national for the CEO post, as well as other posts, with some diligent ‘head-hunting’.

As in the past, the CoC will provide advice and guidance to the programme. The CoC is now institutionalized as a consultative body of the Ministry of Justice, therefore strong leadership and coordination capacity will come from the Ministry of Justice, and programme activities will be formulated and implemented in line with the Ministry’s priority programme of October 2008.

4) Focus on the ‘Demand’ Side of Justice

A key recommendation of the Evaluation Mission was that future programmes to strengthen the justice system should address access to justice for women and other vulnerable groups and the necessary interface between formal and traditional justice systems in Timor-Leste. GBV levels are very high, and domestic violence is considered the most common form of violence in society. Yet, due to limited awareness of rights-holders as well as duty-bearers (formal and traditional), and to the limited coverage of the justice sector in the communities, violence against women and children is notoriously under-reported and not properly addressed.

The Evaluation Mission has also noted that the interface between the formal justice system and traditional justice institutions in Timor-Leste remains an area that deserves very serious attention in the process of reforming the justice sector and improving access to justice.

In the section on “Partnership Strategy” of its report, the Evaluation Mission noted: *“Donor support given to NGOs to promote legal literacy, access to alternative dispute resolution forums, and critical examination of the norms and values that inform traditional dispute resolution, has not been aligned to the UNDP programme. Presently, the emphasis in the UNDP programme is lop-sided, with an almost exclusive focus on the ‘supply’ side of justice, and little emphasis on the ‘demand’ side”* (para 7.8).

The Evaluation Mission recommended that the programme should be reoriented to focus more on overcoming obstacles faced by people in accessing justice. This /would *“require efforts to ‘informalize’ the formal system, making it more accessible, affordable and intelligible to the general public. At the same time, it would require ‘formalising’ the informal systems of dispute resolution prevalent in the country by ensuring that the norms and values in traditional systems do not contravene universally accepted human rights norms, enshrined in the Constitution and international instruments ratified by Timor Leste.”*

In response to these recommendations of the Evaluation Mission, the CoC and the UNDP Country Office sought a partnership with the UNDP Bureau for Crisis Prevention and Recovery (BCPR). The BCPR, through its Global Programme on Rule of Law, partook in the Joint Revision Mission, and contributed to the design and development of a new Access to Justice (A2J) unit in the Revised JSP.

Based on the Joint Revision Mission and drawing on the UNDP Global Rule of Law Programme and the UNDP [8 Point Agenda for Women’s Empowerment](#) (8PA). The A2J Unit will focus on the following areas:

In this vein, immediate and medium-term peace dividends will be guided by the following priorities:

- To address the immediate needs for physical, legal and material protection through prevention, intervention and legal redress;
- To build the capacity of rule of law institutions (formal and informal) at district level to prevent violations, extend protection and deliver justice;
- To empower communities to claim their rights and exercise peaceful conflict resolution;
- To build confidence in the justice system at the grassroots.

5) Partnership and Coordination

With the increased number of development partners that provide support to the justice sector over the past 2 years, including through bilateral initiatives, the need for strong partnership and coordination in implementing the Revised Justice System Programme is clearly acknowledged. Official authority for coordination at the highest level lies with the Council of Coordination, which is the body responsible for coordination of all activities and donor assistance to the justice sector. At the Programme level, the Chief Executive Office will coordinate with external actors and partners so as to avoid duplication and optimize synergies.³ The CEO will, together with Heads of each Programme Support Unit, also facilitate informal consultations on each programmatic area (Capacity Development, Decentralization of Justice, Prosecution Support, Prisons Support, Access to Justice and Confidence Building) to maximize effectiveness and efficiency in planning. Information-sharing on any subject matter will be organized on an ad-hoc basis upon request of partners.

As to coordination with UN system actors, the regular UN Justice Working Group meetings and sub-groups under this mechanism will be the platform for internal coordination. UNDP maintains working relationships with all justice-related units within UNMIT, as well as UNICEF and UNFPA. The JSP will engage in partnerships with UN system actors in implementation of the project, possibly through joint programming in thematic areas such as juvenile justice and gender justice.

2. UNDP Strategy and Comparative Advantage

UNDP's support to the justice sector, through the JSP, will be aligned with overarching national policy frameworks as well as the United Nations Development Assistance Framework for Timor-Leste, and the UNDP Country Programme Document, the Global Rule of Programme and the 8PA. Under such strategic frameworks, the JSP is expected to contribute to the achievement of the Millennium Development Goals (MDGs) in Timor-Leste, particularly MDG 1 ("Eradicate extreme poverty and hunger") and MDG 3 ("Promote gender equality and empower women").

Programme of the IV Constitutional Government

The JSP will support the following key goals identified in the Programme of the IV Constitutional Government of Timor-Leste for Justice and Human Rights:

- Improved justice administration and public information;
- Reduction of backlog of cases in the Prosecutor's Office, enabling it to be independent and accountable, with adequate human and financial resources;
- Ensuring all four district courts are fully functional with the necessary complement of trained staff; building and maintaining infrastructure and equipment, enabling connectivity; instituting electronic case management; ensuring that prison facilities are adequate;

³ Particular attention will be paid in coordinating with the AusAID-funded Justice Sector Support Facility project, and partners active in promoting access to justice at the grassroots level.

- Provide special attention to juvenile justice and gender-based violence; develop linkages between the formal court system and traditional mechanisms for dispute resolution; develop a feedback and complaints mechanism; Institute a legal literacy programme covering role of traditional justice, issues of domestic violence, and discrimination against women and girls.

2008 National Priorities

The Government of Timor-Leste introduced its national priorities for 2008, referred to as the [National Priority Programme](#), during the Timor-Leste and Development Partner's Meeting of March 2008. The priorities are grouped into six areas: (i) Public Safety and Security; (ii) Social Protection and Solidarity; (iii) Addressing the Needs of Youth; (iv) Employment and Income Generation; (v) Improving Social Service Deliver; and (vi) Clean and Effective Government. The Revised JSP will address a number of priorities defined under the first area (Public Safety and Security), such as improving citizens' access to justice and promoting public confidence in the justice system.

The Ministry of Justice has identified seven priority programmes in August 2008, among which five are directly relevant to the Revised JSP. These are:

- Developing Timor Leste's legal framework on justice and law;
- Promote access to justice and strengthen judicial administration;
- Improve the prison service and the social reinsertion system;
- Accreditation of justice sector actors; and
- Modernisation of infrastructure and technical facilities for the justice sector.

UNDAF

The UNDAF for 2009-2013 places the consolidation of peace and stability as its cornerstone, under which three inter-related areas of cooperation are envisioned: (1) Democratization and Social Cohesion, (2) Poverty Reduction and Sustainable Livelihoods, and (3) Basic Social Services. The JSP will contribute to the achievement of the first component, the outcome statement of which reads: *"By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated."* The relevant outcome in the UNDAF Country Programme is Outcome 1.2.: *"People have greater access to effective, transparent and equitable justice."* The key outputs to be produced through the JSP under this outcome are outputs 1.2.1. (*"Formal justice mechanisms and structures are operating more efficiently and effectively and have linkages with informal justice systems"*) and 1.2.2. (*"People, particularly women, have enhanced awareness of the justice system and their rights as well as supporting accompaniment through the formal justice system"*).

UNDP Country Programme (2009-2013)

The UNDP Country Programme Document (CPD) for 2009-2013 builds on the UNDAF, focusing on the areas of democratic governance, poverty reduction, rehabilitation and community development. The JSP will contribute to the achievement of the CPD Outcome 1 on Democratic Governance: *"State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency."* More specifically, it will do so by producing Output 1.2., which reads, *"Capacity of Courts, Prosecution and Ministry of Justice strengthened to guarantee access to prompt, transparent and equitable justice for all."* The UNDP CPD is aligned with UNDP's Corporate [Strategic Plan for 2008-2011](#), which defines several Key Result Areas (KRAs) per focus area. The focus areas relevant to the JSP are Focus Area 2 (Democratic Governance), and Focus Area 3 (Crisis Prevention & Recovery). The JSP will support the following KRAs in the two focus areas: For Democratic Governance, KRA 2.2 (*Strengthening responsive governance institutions*) and KRA 2.3 (*Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption*); and for Crisis Prevention and Recovery, KRA 3.2 (*strengthening post-crisis governance*) and KRA 3.3 (*Restoring the foundations for development at local level*) and KRA 3.8 (*community security and social cohesion restored at the local level*).

Drawing upon its corporate values, global knowledge networks, best practices and lessons learned since 1999, a vibrant democratic governance portfolio with mutually reinforcing programmes/projects of support, UNDP Timor-Leste has been established as a privileged partner of the Government and thus offers numerous comparative advantages that may be employed for strengthening the justice system. Its neutrality, ability to mobilize resources at the global and local levels, form strategic partnerships, and ensure transparency and accountability through regular progress reports and audits are additional characteristics that render UNDP a credible and reliable implementing agency for the RJSP.

3. Project Deliverables: Outcomes and Outputs

Based on the programme revision strategy mentioned above, the Revised Justice System Programme (JSP) aims to achieve the following outcome, under the guidance of the Council of Coordination and in close consultation with all development partners (bilateral, multilateral, civil society, etc.) in the justice sector:

Goal: Strengthened institutional capacity of the justice system of Timor-Leste to uphold the rule of law and improve access to justice through legal empowerment of the poor and disadvantaged

OUTCOME 1: Skills and competencies of justice sector actors enhanced

- Output 1.1:** Pedagogic Plan for the Justice System formulated and implemented
- Output 1.2:** Legal Training Center customised to requirements of different justice sector actors
- Output 1.3:** Enhanced support for mentoring functions
- Output 1.4:** Strategic partnerships for training and certifications established universities and other legal training centres
- Output 1.5:** Quality of training and course delivery ensured through monitoring and evaluation
- Output 1.6:** Support to the oversight and accountability mechanisms established for justice institutions
- Output 1.7:** Research capacity for justice sector reforms enhanced

OUTCOME 2: Formal justice system decentralized and capacities of all District Courts to administer justice and protect vulnerable groups strengthened

- Output 2.1:** National and international judiciary actors (judges, prosecutors, public defenders, court and prosecution clerks, etc.) deployed to all District Courts on a full-time basis
- Output 2.2:** Adequate logistical and administrative support provided to court actors residing in districts outside of Dili, including mobility for reaching citizens in needs of justice services
- Output 2.3:** IT and telephone connectivity established for justice institutions in all districts, and electronic case management system (CERTO) fully implemented
- Output 2.4:** Adequate translation and interpretation services provided to district courts for proceedings, investigations and communication of information about the Courts to the public
- Output 2.5:** Quality of service delivery at district level ensured through monitoring and evaluation

OUTCOME 3: Prosecution Service strengthened to ensure effective delivery of criminal justice

- Output 3.1:** Prosecution strategy formulated and implemented
- Output 3.2:** Strengthened working relationship between Prosecution and Police, especially at the district-level
- Output 3.3:** Measures to reduce Prosecution backlog implemented
- Output 3.4:** Support provided for finalization of pending investigations on Commission of Inquiry (CoI) cases
- Output 3.5:** Quality of Prosecution service ensured through monitoring and evaluation

OUTCOME 4: Capacity of Corrections Services strengthened to uphold public safety and security and meet international minimum standards for the treatment of prisoners

- Output 4.1:** Strategic plan for Corrections
- Output 4.2:** Improved security infrastructure in all prisons
- Output 4.3:** Social reintegration initiatives for inmates implemented in all prisons
- Output 4.4:** Inmates with access to health, sanitation, recreation and legal advice
- Output 4.5:** Quality of Correction Service ensured through monitoring and evaluation

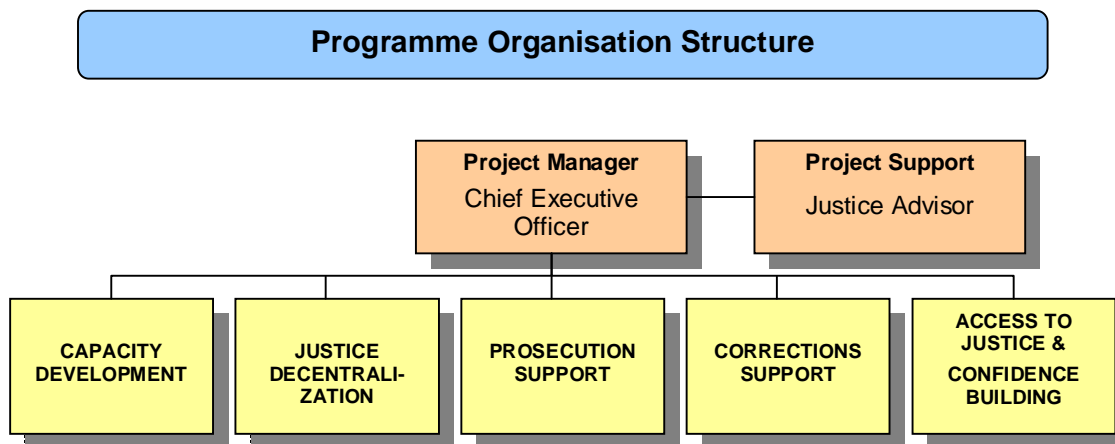
OUTCOME 5: Enhanced access to justice for all, and improved public confidence in justice institutions

- Output 5.1:** Legal aid
- Output 5.2:** Legal literacy and awareness for rights holders and duty bearers
- Output 5.3:** Strengthen synergies between formal justice institutions and traditional/customary/informal local institutions
- Output 5.4:** Measurements and strategies for public confidence in justice institutions, and monitoring and evaluation of legal aid and legal awareness

OUTCOME 6: CEO of the Justice System Programme established

- Output 6.1:** CEO Office staffing plan
- Output 6.2:** Capacity Development Strategy (including Human Resources) and a Gender Justice Strategy
- Output 6.3:** Monitoring and Evaluation framework & guidelines for programme units
- Output 6.4:** Coordination of IT support for justice sector
- Output 6.5:** Coordination of translation and interpretation services for justice sector
- Output 6.6:** Budget, finance, procurement and related operational policies

4. Programme Implementation Strategy and Programme Structure



The Chief Executive Office

In line with the recommendations of the Programme Revision Mission, the Chief Executive Office, in the revised project structure, include the following staff:

- Chief Executive Officer (National), reporting to the COC;
- Justice Programme Specialist (international), providing advice to CEO and UNDP CO with responsibilities for strategic policy planning, conducting capacity needs assessment for HR plan, and resource mobilization;
- Operations Manager (international) with responsibilities for human resources, budget & finance, procurement, etc;
- Head of M&E and Justice Sector Performance Indicators Unit (international);
- M&E Officer (national)
- Head of IT Support (international, to be transitioned into a national position);
- IT Support Officer (national)
- Language Coordinator (international)
- Language Officer (national)
- National support staff based on requirements (programme associate, assistants, interns, clerks, drivers, etc.).

The Justice Advisor will perform the functions of the CEO until a national professional is identified and recruited. The CEO will be responsible for establishing and convening meetings of the **Advisory Committee**.

The CEO Office coordinates the respective PSUs, and will convene monthly working level meetings with the heads of each PSU to ensure effective collaboration across PSU lines. In addition, the CEO Office has the overall responsibility for coordination with external actors (government, donors, partners and other actors providing assistance to the justice sector) so as to avoid duplications in project design and implementation.

For the implementation of the five outputs, five corresponding Programme Support Units (PSUs) will be established under the Chief Executive Office:

- Capacity Development Programme Support Unit;
- Justice Decentralization Programme Support Unit;
- Prosecution Programme Support Unit;

- Corrections Services Programme Support Unit; and
- Access to Justice and Confidence Building Support Unit.

I) Capacity Development Programme Support Unit

The Evaluation Mission recommended that the Legal Training Centre (LTC) should continue to provide training for fresh batches of Timorese nationals so that the justice system can be gradually expanded and enabled to deliver justice to all people, regardless of whether they lived in the vicinity of the four established district courts or in more remote areas. The CoC accepted this recommendation, and consequently, a third batch of trainees has joined the LTC in August 2008.

The Revision Mission regards the LTC as an institution that can become a lasting legacy of the UNDP-supported project, and evolve into a professional training centre that caters to the capacity development needs of all actors in the justice system, and not only probationers joining the judicial service. This expectation underlies the strategies proposed in the revised project document for the Capacity Development PSU, managed under the leadership of the CEO and CoC. Under the new Programme, the LTC should conduct courses throughout the calendar year for candidates selected for judges, prosecutors, public defenders, private lawyers, police personnel, PDHJ investigators and other national actors, including special training courses in subjects such as human rights and international treaties of interest to Timor-Leste (ICCPR, ICESCR, CEDAW, etc.). To the greatest extent possible, in-country resources (trainers) will be sought when conducting training sessions. Special attention would be paid in equipping Timorese nationals to develop pedagogic skills through a Training of Trainers (ToT) programme targeting graduates of the LTC courses, which should be launched when the judiciary actors have been provided with a sufficient number of continued legal education sessions and have accumulated further work experience within the judiciary.

Another area of support under the Capacity Development PSU is the Translation and Interpretation service. The Evaluation Mission noted that human resources in the translation and interpretation unit remain seriously inadequate to cope with the increased caseload and extensive demand, leading to adverse consequences for access to justice and adherence to due process. Language is a critically important issue in the functioning of the justice system (with Portuguese being the main language of instruction for the justice sector), and mistakes in translation/interpretation could cause miscarriage of justice. Therefore, the Revision Mission strongly recommended that resources earmarked for training of translators and interpreters serving the justice sector should be increased. While it is desirable for the government and its international partners to consider requirements of language for the country as a whole, the JSP should substantially increase its present investment. Collaboration with the Legal Training Centre could enable the design of courses to enable trained translators and interpreters to acquire special pedagogic skills and thereby increase the pool of Timorese trainers. To prevent trained personnel leaving the justice sector for better paid jobs, compensation for translators and interpreters should improve, and regulations be established upon commencement of training courses that trainees should remain in Government service for a set period of time. This activity will be articulated with the overall strategy that is being developed by UNDP Governance unit to provide translators/interpreters to the main national institutions.

The Capacity Development PSU will have the following staff:

- Head of Unit -Executive Director of LTC
- Training Coordinator (international), with specialization in legal education for professionals
- Performance Evaluation Officer (international, to be transitioned into a national post)
- International Judge, Prosecutor and Legal Advisors lecturers
- International Gender Trainer/Advisor
- Programme Evaluation Officers (international/national)
- Short-term secondments and trainers for specific courses

The Training Coordinator will perform the functions of the adviser to the Executive Director of the LTC.

II) Justice Decentralization Programme Support Unit

Since its inception in 2003, the Justice Project has largely focused on institution building and capacity development at the central level. This has entailed assistance to the Courts, Prosecution and Ministry of Justice, including the district and appeals courts in Dili. Given the limited infrastructure and capacity at hand following independence, these efforts have been critical in putting in place the formal national rule of law institutions in the Country.

At the same time, a minimum degree of functional courts in the districts is a *sine qua non* for access to justice for the people. As of this date, the district courts beyond Dili are under-equipped and under-staffed, while procedures remain unknown to the large majority (it should be noted that the Government and the CO has undertaken some rehabilitation of district-level courts). For these reasons, the Evaluation Mission recommended that the programme should ensure that the district courts in Baucau, Suai, and Oecusse are fully functional, with essential personnel residing in those locations, instead of episodically visiting those locations from Dili. Importantly, the government has made this a national priority for 2008.

The JSP therefore aims to build capacity of district courts in delivering justice. This will be done by improving the working environment for judiciary staff in the districts (rehabilitation of courts and of living quarters for court staff) as well as developing the capacity of court staff to efficiently delivering justice (the mentoring programme, with international court providing on-the-job training to national staff will be implemented in each district court). Emphasis will be placed on sustainability, and international presence will be phased out during the project period such that national staff will resume full responsibility for justice delivery by the latter half of the programme. The current project document aims to implement interventions under this component within 3 years.

Furthermore, court clerks and support staff for the courts will be recruited locally (and then trained in the LTC) in order to ensure that the regionalization process is sustained, and to improve accessibility to the courts (recruiting locally helps ensuring that the language barrier that may exist between communities and the formal justice system can be bridged). The Decentralization Unit will also work closely with the Access to Justice Unit and the latter's support to law students' work experience in the districts. Building awareness of justice in the districts of law students will further serve to sustain the regionalization process.

As this is vital for the main objective of the JSP, which is to ensure public safety, peace and security though enhanced public confidence in the formal justice system, the Revision Mission recommend a dedicated unit in the programme to focus on the 'decentralization of justice.' This output is linked to the rationale for UNDP support to the JSP based on BCPR's Global JSSR project. In the absence of a unit dedicated to ensuring that the district courts have the required personnel, infrastructure, equipment, mobility, and translation/interpretation support, the functioning of the three courts other than the Dili District Court, has been seriously hampered. Therefore, a unit dedicated to decentralization of justice is included in the revised project. The urgency and priority accorded by the Government to making all district courts fully functional warrants the creation of a Justice Decentralization PSU with the following functions:

- Ensure full-time deployment of both international⁴ and national judiciary actors (judges, prosecutors, public defenders, court and prosecution clerks, etc.) in all district courts;
- Ensure provision of required infrastructure and equipment support to district courts other than Dili;
- Establish IT and telephone connectivity, especially with the Prosecution and Police Liaison Unit;
- Enable mobility for justice system personnel so that they are able to reach people in need of justice services who are unable to reach the district courts because of distance and transport difficulties;

⁴ The primary role of the international judiciary actors will not be to substitute national capacities, but rather to empower national staff through assistance, advice and guidance, and to ease back-log of cases, during a transition period. With the objective of empowering national capacity to effectively manage and staff the entire court system, the role of internationals should gradually be phased out during the course of the project, as national actors gain greater confidence.

- Ensure adequate provision of translation and interpretation services to district courts during proceedings, in the course of investigation of cases, and for communication of information about courts to the public;
- Establish district offices of the Justice System Programme in Baucau, Suai and Oecusse to carry out the functions mentioned above.

The capacity of the court system to deliver justice is, however, not only dependent on its equipment and staff, *per se*. The effectiveness of justice delivery will also depend on its accessibility and visibility. Thus, the work of this PSU will be closely related to the Access to Justice and Confidence Building PSU, with the latter implementing complementary outreach activities by the district courts, allowing judges, prosecutors and public defenders to inform communities of the law, their services and the procedures of the formal justice system.

The Justice Decentralization PSU will comprise of:

- Head, Justice Decentralization PSU (Operations Manager of JSP, international)
- Project Officers (UNVs) for district offices in Baucau (1), Suai (1) and Oecusse (1)
- Support staff in both the central office (in Dili) and district offices, based on requirements

III) Prosecution Programme Support Unit

Both the Evaluation Mission and Revision Mission found that the prosecution service has still a path to go within the chain of institutions and actors involved in delivery of justice to the public is the Prosecution Service. A key challenge to the proper functioning of the criminal justice system is the coordination between UNPOL/PNTL and the Prosecution Service. There remain serious differences of views over the applicable laws and procedures for investigation. Strengthening the working relationship between police and prosecutors to ensure effective investigations and prosecutions therefore requires particular attention. The Prosecutor-General recently established a Liaison Office to enable district judicial and police personnel to be in contact with the Prosecution Service in Dili for guidance on investigations of crimes.

In addition, under the UN Justice Working Group coordinated by UNMIT, a Joint Prosecution-Police sub-group has been established to develop and endorse a common understanding of procedural and legislative provisions, clarify investigative powers and responsibilities, and generally foster technical and professional cooperation among members of these institutions, addressing the bottlenecks and misunderstandings that continue to hinder effective investigations and prosecutions. UNDP is a member of this sub-group and will continue to support the implementation of activities to support the

The Revision Mission concluded that corrective measures recommended by the Evaluation Mission should be implemented. The JSP should focus on supporting coordination between the prosecution service and other justice system actors, and take steps to enable the Prosecution Service to expedite the processing of its cases. The Commission of Inquiry (CoI) cases have strained the limited capacity of the Prosecution Service, and must be proceeded to uphold the rule of law and combat a culture of impunity that has eroded public confidence in the justice system.

The Prosecution Service Support Unit would be staffed as follows:

- Head of Unit (to be designated by the PG)
- International Advisor (Prosecutor)
- Support staff, as required

The International Advisor will serve as the advisor of the Head of Unit.

IV) Corrections Services Programme Support Unit

The JSP has been providing support to the Prisons Service with earmarked donor funds to enable the operationalization of the correctional services strategy recommended by UNMIT. Limited staff capacity, underdeveloped prison headquarters organizational structure and services, insufficient budget, and lack of adequate training for prison personnel have been the challenges that the strategy seeks to address. During discussions with the Revision Mission members, the Director-General of Prisons was of the view that this component should be a separate Programme Unit within the JSP, and that this Unit should be guided by experts who are knowledgeable about the special requirements of correctional services and international standards. Accordingly, the revised programme incorporates the Correctional Services PSU. The PSU will be staffed as follows:

- Team Leader / Prison Specialist (international)
- Prisons Security Advisor (international)
- Training Advisor (international)
- Clinical / Forensic Psychologist (international)
- Prisons Managers (international)
- Support staff as required

The Prison and Social Reinsertion Service is responsible for defining, managing and ensuring security of the prison and social reinsertion system. This service is also in charge of promoting both the educational and vocational training and the social reintegration of inmates, with special emphasis on juveniles. It is currently governed by UNTAET Regulations 2001/23 and 2001/27. The Directorate of Prison Services coordinate and promote the economic activities of the prison establishments; guide the educational and professional training and the occupation of the inmates' leisure time; promote the inmates' social reinsertion; keep updated records of individual processes; manage security, and provide technical advice to the courts on sentence execution. Following the UNTAET Regulations, there has been little or no progress made in the development of long-term policies and regulations. New priorities will need to be addressed now through a comprehensive strategic plan. The Revision Mission recommends that the JSP should continue to support this process and once the strategic plan is agreed, should assume responsibility for its operationalization.

V) Access to Justice (A2J) and Confidence Building Programme Support Unit

As explained in the "Programme Revision Strategy" section, the Evaluation and Mission and Revision Mission both acknowledged the strong need for the JSP to focus on the 'demand' side of justice, to ensure that the capacity development in the justice sector translates into improved access to justice for citizens and increased opportunities to seek remedies for violations of their rights. In doing so, it is important to define the linkages between informal and formal systems of justice, and ensure that confidence and trust is restored within communities and in justice/security sector officials. For this purpose, a new output on Access to Justice and Confidence Building has been introduced as a significant feature of the RJSP.

Based on the recommendations of the Revision Mission, the Access to Justice and Confidence Building PSU will have the following staff located in Dili and in the districts (as indicated):

- Head of Pillar (national)
- International Access to Justice Advisor (based in the MoJ)
- International Access to Justice Programme Specialist (serving the districts)
- 2 Public Information Officers - one international and one national, with strong links to civil society actors and language capacity in Tetum and Bahasa Indonesia to maximize impact at grassroots level
- National Access to Justice Officers (for each of 3 district courts outside Dili)

The International Access to Justice Advisor will be placed in the Ministry of Justice and will have the overall responsibility for project implementation under this output. The person will also assist the Ministry

of Justice in the drafting of policies on access to justice and the framework for customary/formal justice. To assist implementation and ensure effective delivery in the districts, there will be an additional international Access to Justice Specialist with a strategic and monitoring responsibility for local implementation. This specialist will have solid conflict prevention experience and have a primary responsibility for confidence-building and conflict mitigating activities, while also leading the monitoring and evaluation work of this output.

As Access to Justice and Confidence Building is a newly introduced PSU, more detailed explanations on its Outputs are offered below:

Output 5.1: Legal aid

The Evaluation noted that there is “little public awareness of the Public Defenders’ Office (PDO), its role or mandate or how to access the services of the PDO. Thus, for the majority of the people of Timor-Leste, the Public Defenders’ Office is inaccessible.” The Joint Revision Mission recommends that all national and international public defenders should be brought into the purview of the Access to Justice and PSU because they respond to the ‘demand’ side of justice, even though they are state officials provided by the Ministry of Justice, and part of the personnel of the formal justice system. Under the Access to Justice PSU, measures to enhance the profile of the PDO, in tandem with interventions under the Capacity Development PSU’s efforts to strengthen the skills of public defenders, shall be taken. Efforts to strengthen the PDO will be supplemented with training activities for private lawyers and paralegals so that together with public defenders, they will be able to provide legal advice and raise legal awareness among citizens.

The Evaluation Mission also recommended that “Concerted engagement with civil society, and a human rights-based approach to programme management, would enhance the programme’s ability to contribute to promotion of public confidence in the justice system.” Accordingly, the Joint Revision Mission recommends a mapping exercise be conducted of existing and planned activities of organizations such as the Asia Foundation (TAF), Avocats Sans Frontières (ASF), AusAID Justice Facility, and the World Bank’s “Justice for the Poor” project. Informed by this exercise, this output should build upon ongoing activities and adopt a complementary approach aiming at: (a) expanding outreach to all 13 districts; and, (b) strengthening the lawyers’ network to also extend to serious crimes and human rights violations. This will be done through deployment of mobile legal aid services (mobile legal aid and legal information clinics are presently being conducted by Avocats Sans Frontières (ASF), together with AATL private lawyers, in Dili and Cova Lima districts). Given the current capacity gaps among national civil society organizations, it is envisaged that an international organization will be contracted to implement these activities. However, in order to develop the capacity of national civil society organizations, it is desirable that a twinning relationship be established where the international organization will work in partnership with and develop the capacity of a local CSO.

Institutional capacity development of local partners will be a central focus of this output. Technical training to legal aid lawyers will also be provided, including accompaniment if necessary. In addition to training in general legal skills, specialized training will also be provided, including on land issues, domestic violence and human rights. The Access to Justice PSU should make a substantial investment in capacity development of paralegals, community leaders, NGO representatives, women and youth groups, and others, in justice and human rights with special emphasis on SGBV. Particular attention should be placed in “hot spot” districts where violence and human rights abuses are most prevalent.

The role of paralegals will be to raise community legal awareness, to provide legal counseling, accompaniment through legal procedures to those seeking justice, as well as referrals - including to legal aid facilities, and other support. At present, support for paralegals and a lawyers’ network is already underway through activities by national and international NGOs. Among others, Avocats Sans Frontières (ASF) implements a comprehensive paralegal programme in four districts (Liquiça, Dili, Baucau and Suai), and provides some support to lawyers in taking on less serious cases. ASF is partnering with local organizations and building their capacity to eventually assume the responsibility for the paralegal training, monitoring and support.

In parallel, the Access to Justice PSU working under the MoJ will support it in establishing sustainable national legal aid policy and coordinated approaches for legal services delivery and public awareness activities to ensure consistency of legal awareness materials and optimize limited resources. The Access to

Justice PSU should support the MoJ in drafting a National Legal Aid Policy, and subsequently support its implementation. This entails the setting up of legal aid centres in the judicial districts. The Access to Justice PSU will also have the responsibility to provide incentives for third or fourth year law students at the National University of Timor-Leste (UNTL) to work with the district level legal CSOs. This will serve two objectives: it will strengthen the capacity of the district level organizations, while building future legal professionals' engagement with communities and legal aid organizations, as well as improving their legal skills and perspectives.

The legal aid output emphasizes legal assistance for the most vulnerable, and seeks to empower victims of violence and abuse to seek redress in the justice system. However, in recognition of the sensitivities around such issues as domestic violence, and the consequences a victim may face when reporting such crimes, it is also crucial to ensure that victims are supported to be able to go through the court process and its consequences. The legal aid output therefore also invests in assistance to victims, which may include shelter for victims or similar activities. As this is not the main thrust of the programme, it is important that activities in this field support on-going efforts by other actors – preferably run by local organizations – and with UN Agencies.

Output 5.2: Legal literacy and awareness for rights holders and duty bearers

Widespread public awareness of basic human rights and key provisions of the Constitution, as well as of one's duties and that of the state is a critical element in establishing peaceful co-existence on the premises of the rule of law. Legal awareness does not mean that citizens must have specific knowledge of all of their rights under the law, but rather that they are able to recognize a situation in which they enjoy legal recourse and know how to seek further assistance. Increased knowledge of specific rights and issues will mean that a displaced person knows that s/he has a right to certain government subsidies or services; a wife knows what her options are if she is a victim of domestic violence; a returnee knows what avenues exist for the resolution of a land dispute; and, a community leader knows that the police is subjected to certain codes of conduct.

This Output of the Access to Justice PSU will focus on concrete information of relevance to physical, legal and material protection. It will address areas of hidden violence, such as domestic violence and SGBV, areas of possible tension, such as displaced populations, inasmuch as perceived discrimination. It will seek to enhance awareness of international human rights law, including the conventions ratified by the Government of Timor Leste, basic criminal and civil law, as well as minimum knowledge of procedural law. Awareness-raising will be geared at addressing village level institutions in an inclusive manner, also taking into account women denied representation, or detect an unfair verdict in a dispute resolution. It will entail developing capacities of traditional community leaders, women's groups and paralegals to sensitize their communities and raise their awareness. Particular emphasis will be given to communities where levels of violence and abuse are the highest. The objective is to provide simplified and easily accessible information to communities on the law and remedies under the law. In doing so, it will serve to ensure access to justice to the conventional system, while also strengthening mediation and confidence-building.

These activities will require strengthened capacity of the public information office in the Ministry of Justice to produce and disseminate legal awareness and public information materials. Employing popular education methods in awareness campaigns to ensure maximum impact, it may also entail art, debate, TV dramas distributed on DVD, radio educational dramas, theatre and comics. Linking to the other Outputs, legal awareness mobile units will be deployed to strengthen outreach and dissemination.

Raising legal awareness will also contribute to overall confidence building of communities in the justice system. Therefore, the legal literacy output will be informed by strategies developed and monitored in Output 5.4, which measures community confidence and devises tailored communication strategies to address the causes of distrust and miscommunication.

The legal literacy output of the Access to Justice PSU will take over the responsibility for supporting the finalization and implementation of the ICEJ policy which was drafted by the CoC, with support from the JSP, following the 2006 crisis.

Output 5.3: Strengthen synergies between formal justice institutions and traditional/customary/informal local institutions

Informal/customary/traditional justice systems account for the majority of disputes settlements in Timor-Leste. They generally enjoy strong community confidence. The customary system is easier to access, cost and time-effective. It is an integral part of life and a way of governing co-existence that is deeply rooted in the culture. In addition, the traditional system often deals with issues that the formal system does not. It finds solutions and delivers remedies and closure to disputes in ways that are simply more relevant, effective or socially acceptable, than those offered by formal justice. At the same time, customary systems tend to reflect social and political inequities which define poor, rural communities. Strongly patriarchal in conception, procedure and substance, the traditional system inevitably produces compromised outcomes for women, which reinforce the values which underpin their subordination.

At the same time, and given its value as an ethical framework and integral part of people's lives, the traditional system deserves attention as a means of conflict-resolution. While it is not desirable to have two legal systems (customary/formal) contravening one another, a harmonization of the two can optimize their respective strengths and outreach. By introducing basic parameters for jurisdiction and competencies, alongside sensitization and capacity development of traditional leaders and communities, an effective bridge between the informal and formal justice system can be established, also establishing oversight mechanisms for informal actors.

This Output will seek to establish these synergies. This will entail drawing up a framework for the traditional system, whereby its competencies and jurisdiction are spelt out and linkages to the statutory system are recognized and formalized. In addition to developing a framework of synergies, activities will include developing summarized and simplified versions of this framework. Mutually reinforcing activities will include initiatives with informal justice actors on the development of guidelines, procedures or minimum standards and a voluntary adoption of a code of conduct for informal justice resolution actors. It will include the full participation of traditional leaders, paralegals and communities in the districts, sub-districts and villages, and will pilot peer-training initiatives of informal justice actors by already trained and more experienced informal justice actors.

This output will build on the extensive research already undertaken in Timor Leste on informal justice systems and on the work being undertaken by UNMIT on identifying potential models for linking informal/formal justice systems and setting of jurisdictional boundaries. The approach applied here will work towards gradually enhancing the quality of dispute resolution and addressing the weaknesses faced by informal justice systems. This is particularly important in communities with high rates of violence and affected by conflict.

It will entail linkages to the legal aid model outlined in Output 5.1, as a mechanism of providing oversight and alternative channels of dispute resolution, while the Output 5.2 will focus on providing information on other alternatives for people to access justice. Additionally, Output 5.4 will closely monitor sensitive disputes that may erupt into broader conflict, with a view to devise response strategies and feed these back to the other outputs.

Activities will include developing summarized and simplified versions of key legal framework to informal justice actors and will be accompanied by campaigns to increase informal justice actors' awareness of citizens' rights and orientation to the formal justice system. This can promote the slow process of attitudinal change that must take place if the informal justice system is to more adequately fill the gap in the provision of formal justice services that will inevitably continue for the foreseeable future. In many cases, informal actors already have considerable practical mediation skills built-up over years of experience in serving their communities. However, additional skills may be needed, and where such needs are not met by other actors this component will provide further training in mediation principles and to assist them to provide fairer and more effective dispute resolution services that are more sensitive to the needs of women and other marginalized groups.

Output 5.4: Measurements and strategies for public confidence in justice institutions, and monitoring and evaluation of legal aid and legal awareness

Recognizing that the rule of law - in its broader definition - is not limited to the written law alone, but encompasses the individual conscience, a collective sense of responsibility and a social code of conduct to regulate peaceful co-existence, the Access to Justice PSU will adopt a multi-dimensional and human-centred approach. In doing so, it will integrate confidence and capacity-building as a cross-cutting approach. The overarching objective is to restore trust among communities in justice and security providers through positive and participatory engagement at grass-roots level.

This Output will have an important role in the monitoring of trust and confidence, and in the development of response strategies and contribution to other strategies (such as legal aid, customary/formal justice and public information) to ensure that root causes of distrust are adequately addressed, and that interventions are conflict sensitive. An important function in this regard is to establish and maintain close collaboration with projects and programmes in the Crisis Prevention and Recovery Unit of the UNDP Country Office, especially with initiatives relating to community dialogue, IDP returns and community safety and security.

In addressing the chief problem of lack of confidence and to nurture the (long) process of altering negative attitudes that stem from violence and displacement, it will place a strong focus on developing the non-legal awareness raising, dialogue, debate and inclusive participation (women, displaced/returnees/youth) aspects of the communications activities under Output 5.2. This will entail local joint assessments and forums for engagement between justice and security providers (army, police, judges, lawyers, prosecutors, traditional leaders, and communities; between host-communities, displaced persons and returnees; between women and youth. Closely intertwined with Outputs 1-3, Output 4 will adopt a catalytic approach and be implemented by local partners with close support from international project staff.

Furthermore, Output 5.4 will have the overall monitoring and evaluation function of the Access to Justice PSU. It will lead the comprehensive baseline assessment in the first year of project implementation, as well as the follow-ups in years 3 and 5. It will also liaise with staff and partners working at grass roots to monitor sensitive disputes at the local level that have the potential for spilling over to broader conflict. This output also has a responsibility for ensuring that programme activities at the local level are conflict sensitive and conducive to building social cohesion

In implementing activities indicated above, the Access to Justice and Confidence Building PSU will ensure close collaboration with existing support initiatives that are implemented by other development partners to avoid duplication and ensure complementarity. Strong consideration will be given for NGO implementation of certain initiatives (ex: training of para-legals, dissemination of legal information, etc.), with a view to strengthening support to existing projects and expanding coverage of successful interventions into all districts over the 5-year programme period.

5. Gender Strategy: Focusing on Gender-based Violence, Women's Access to Justice and Women's Participation in the Justice Sector

The Constitution of Timor-Leste affords men and women equal rights under the law and in all aspects of society. One of the fundamental objectives of the State is to "create, promote and guarantee the effective equality of opportunities between women and men." Timor-Leste ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 2003.

Whereas levels of political violence and street violence have dropped in recent years, violence against women continues to be the highest reported crime in the country. However, less than a quarter of such cases reported to the police are sent for prosecution. Furthermore, human rights violations, including gender-based violence, seem to increase during times of crisis, such as during the state of emergency that followed the 2008 attacks on the President and Prime Minister (especially in the district of Ermera).

Although being the most frequent victims of violence, women have fewer opportunities to access justice compared to men, often due to prevailing attitudes and patriarchal structures. At the same time, overall

access to justice is hindered by the limited reach of the formal justice system. This is particularly a concern for women; not simply because they frequently become victims of violent crime, but also because traditional social norms have not viewed domestic violence as a concern for the justice sector (it has been considered a private/family matter).

There is also a lack of capacity in the system, and limited knowledge and understanding of justice actors, to properly address gender justice and GBV. Police and prosecutors are not properly trained on these issues, and a lack of clarity in their respective roles and ineffective investigations has often resulted in the presentation of inadequate evidence, leading to the dismissal of cases of gender-based violence. Also, decisions and sentences by judges fail to consistently apply international standards and lack gender sensitivity.

On the side of the formal justice system, the JSP will therefore work on several fronts to address access to justice for women and the system's capacity to respond to the high levels of gender based violence:

- Output 1 concerns the trainings offered at the LTC, and the recruitment of a Gender Advisor will ensure that all offered courses include training components on gender justice and GBV;
- Output 2 emphasizes the “decentralization of justice”; by strengthening the capacities of district courts, the infrastructure of the formal system will be brought closer to the communities;
- Output 3 works to improve police-prosecution cooperation such that investigations satisfy legal standards and roles are clearly demarcated. This will serve to clarify roles and responsibilities also with reference to addressing gender based violence;
- Output 5 as a whole concerns access to justice for women: it sets up legal aid centres that will be particularly responsive to GBV; it fields paralegals (one male and one female) to all districts to work on awareness-raising for GBV and referrals to the justice system; it communicates with village councils and traditional justice mechanisms (including local women's groups) to enhance knowledge and awareness of GBV; it provides mobile legal aid services. Furthermore, funds are allocated to support GBV victims assistance relating. Because other actors are currently better suited to support victims (including UN agencies and NGOs), the JSP only runs a small budget line to ensure that such initiatives can be coordinated with the access to justice interventions.

However, working with formal justice and security actors will not be enough. At present, there is no domestic violence law in Timor-Leste. In the draft Criminal Code, domestic violence is classified as a public crime. Thus the police and prosecution are required to take legal action regardless of whether or not a complaint is formally lodged by a victim, or a complaint is eventually withdrawn. However, public crime or not, until the formal justice system is fully operational throughout the country and enjoys full public trust and confidence, people are likely to turn first and foremost to traditional justice mechanisms for redress.

Therefore, the reality and urgency of the situation is such that gender justice and GBV cannot be fully addressed without investing heavily in engagements with traditional justice actors. Even when the formal system will improve its coverage, it is still expected that many people will primarily turn to traditional actors with their disputes. It is therefore crucial that traditional actors are aware of human rights and gender-related legislation, and that they know how to proceed on such matters, and when to refer cases to the formal system.

Output 5.3 therefore responds to the need identified by the Ministry of Justice in producing a legal framework to outline the roles and jurisdictions of the traditional justice system. The JSP supports the Ministry in this effort and will work to ensure that gender justice and GBV are particular issues to highlight in this framework. Furthermore, the JSP provides substantive investments in training and awareness-raising of traditional justice actors, of community councils and CBOs, on domestic violence and gender justice. Local women's groups are supported to be represented in community councils, and these representatives will together be supported in creating a nation-wide network for addressing GBV.

6. Intended Beneficiaries

The previous Justice System Programme had identified the justice sector institutions and those who work in them ('duty-bearers') as the immediate beneficiaries: the Courts, the Prosecution, the Ministry of Justice (including the Legal Training Center, Public Defender's Office, and Prison Service). The Revised JSP will continue to directly benefit these institutions/actors and indirectly benefit others, such as the Police, Provedoria for Human Rights and Justice, private lawyers, law students, etc.

In addition, while the users ('claim-holders') of justice were indirect beneficiaries under the previous Programme, citizens will now directly benefit through the new JSP through interventions aimed at community leaders, Civil Society Organizations, and vulnerable groups within society (including women and youth). Also, in acknowledgement that the benefits of the previous Programme were unevenly concentrated at the central level (Dili), special attention will be given in the new JSP to ensure that greater benefits are distributed to district and sub-district level institutions/actors.

7. Exit Strategy

As capacity development is the objective of the Justice System Programme, an appropriate strategy for phasing out of international personnel from line-function positions (judges, prosecutors, public defenders) as well as administrative functions (international clerks) will be formulated upon consultation with national authorities. The current project document envisages that in general, most line-function advisors will be phased out within three years, with a gradual reduction in numbers. However, experiences from the second phase of the JSP indicate that the demand for international personnel is likely to fluctuate in a post-conflict context: the current situation in institutions such as the Prosecution and Prison Services is that there is a need to increase, not decrease, international personnel. Thus, there must be room for flexibility in applying the exit strategy, paying great attention to the needs and requests coming from each national institution. The exit strategy should thus be revisited and discussed regularly with beneficiaries as well as development partners working in the sector during the 5-year programme implementation period. The exit strategy would be defined after a thorough human resources planning exercise for each judiciary institution has been conducted and endorsed by the national authorities.

It must be acknowledged that full-scale technical assistance through international actors will be required in certain areas throughout the 5-year period, including in legal training, provision of judges for the Court of Appeal, and access to justice.⁵

⁵ As the Access to Justice component aims to increase coverage to all districts in Timor-Leste, the project provides for technical and operational assistance during the entire programme period.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:					
<u>Democratic Governance Outcome 1.2:</u> Capacity of Courts, Prosecution and Ministry of Justice strengthened to guarantee access to prompt, transparent and equitable justice for all					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:					
<u>Indicators:</u> No. of national court actors increased; No. of case backlog decreased; No. of outreach sessions to the public; Policies on the role of traditional justice system in place					
<u>Baseline:</u> Justice system reliant on international technical assistance; 4,700 cases pending at Prosecution; Population (esp. women, youth and disenfranchised groups) with limited information on justice system and basic rights and freedoms; Unclear role of traditional justice system					
Applicable Key Result Area (from 2008-11 Strategic Plan):					
Focus Area 2 (Democratic Governance), and Focus Area 3 (Crisis Prevention & Recovery)					
Partnership Strategy: Maximization of multilateral support from development partners to Timor-Leste, strengthened coordination with all stakeholders (esp. in Access to Justice)					
Project title and ID (ATLAS Award ID): Strengthening the Justice System in Timor-Leste: Revised Programme, 00014955					
INTENDED OUTPUTS	OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US \$)
<p>OUTPUT 1: Skills and competencies of justice sectors actors enhanced</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - No pedagogic plan for legal training in place - Only judges, prosecutors and public defenders with access to certified legal education - No guidelines/evaluation tools for mentoring functions of international judiciary actors - LTC without partner institutions - Insufficient quality assurance 	<p>1.1 Pedagogic Plan for the Justice System formulated and implemented</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Training needs of all justice sector actors identified and training programs recommended to LTC board 	<p>1.1.1 Assess training needs (continued legal education) for graduates of 1st and 2nd LTC course</p> <p>1.1.2 Assess training needs of private lawyers</p> <p>1.1.3 Assess training needs of police</p> <p>1.1.4 Assess training needs of court, prosecution and public defense clerks</p> <p>1.1.5 Assess training needs of PDHJ investigators</p> <p>1.1.6 Assess training needs of Advisors in MoJ and parliament</p> <p>1.1.7 Assess training needs of civil service</p> <p>1.1.8 Support training needs assessment of PDHJ investigators</p> <p>1.1.9 Review and revise Pedagogy</p>	<ul style="list-style-type: none"> - CoC and Chief Executive Office (CEO), including Head of M&E - Capacity Development PSU (CD PSU) and Technical Working Group (TWG) - Training Coordinator - Superior Council of the Judiciary - Superior Council of the Prosecution - MoJ - PDHJ - PDO - AATL 	<p>• 1,000,000 (total cost for five years): Training Coordinator (L-4)</p>

<p>for training interventions and lack of internal M&E function</p> <ul style="list-style-type: none"> - LTC with insufficient research capacity <p>Indicators:</p> <ul style="list-style-type: none"> - Adoption of pedagogic plan for legal training - No. of LTC courses (3rd and 4th) for judges, prosecutors, public defenders delivered - No. of courses for private lawyers launched - No. of courses for legal advisors for the civil service (including MoJ) and Parliament launched - Launch of at least one course for clerks, police, PDHJ (respectively) - Launch of training course for T&I for the judiciary - No. of cooperation agreements with overseas training institutions signed - Framework for data collection / analysis established - Indicators for measuring performance of judiciary actors provided to respective oversight institutions - No. of proposals (papers) for legal reform produced 	<p>1.1 Pedagogic Plan for the Justice System formulated and implemented</p> <p>Years 2-5:</p> <ul style="list-style-type: none"> - Continued training needs assessment of justice actors 	<p>Plan</p> <p>1.1.10 Implement Pedagogy Plan</p> <p>1.1.11 Recruit Training Coordinator (international)</p>	<p>- ASF</p>	<p>Subtotal: 1,000,000</p>
	<p>1.2 Legal Training Center customised to requirements of different justice sector actors</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Long term holistic training plan for LTC formulated, including certification courses, special courses for private lawyers, police personnel, investigators at the Provedoria, media etc. - 1 Legal training course for advisors in the ministry of justice and parliament launched - 3rd LTC course for judges, prosecutors and public defenders launched - Training course for private lawyers designed and launched - Continued legal education for graduates of 1st LTC course provided - Support provided for training of police on criminal procedures - Training on IT (including CERTO) provided <p>Year 2:</p> <ul style="list-style-type: none"> - Continued implementation of 3rd LTC course and course for private lawyers - Legal training course 	<p>1.2.1 Recruit 1 judge lecturer</p> <p>1.2.2 Recruit 1 prosecutor lecturer</p> <p>1.2.3 Recruit Portuguese language teacher</p> <p>1.2.4 Recruit short-term lecturers for continued legal education course</p> <p>1.2.5 Recruit Gender trainer (international)</p> <p>1.2.6 Launch 3rd LTC course</p> <p>1.2.7 Design and launch course for private lawyers</p> <p>1.2.8 Design and launch course for advisors in MoJ and Parliament</p> <p>1.2.9 Design and launch course for civil service</p> <p>1.2.10 Design and launch short-term course for continued legal education</p> <p>1.2.11 Provide support to design and implementation of training for police</p> <p>1.2.12 Design and launch course on IT, including the electronic case management system (CERTO), for all court actors</p> <p>1.2.13 Design and launch courses for clerks (Courts, Prosecution, PDO)</p>	<ul style="list-style-type: none"> - CoC & CEO - CD PSU & TWG - LTC Academic Council - Access to Justice and Confidence Building PSU (A2J-CP PSU) - Prosecution - Police (PNTL/UNPOL) - PDO - PDHJ - AATL - Head of IT

	<p>1.2 Legal Training Center courses customised to requirements of different justice sector actors</p>	<p>launched for civil service</p> <ul style="list-style-type: none"> - Launch of gender sensitisation course - Continued implementation of IT course - Training courses for court, prosecution and public defense clerks conducted - Short-term training course for PDHJ investigators provided - Continued legal education courses conducted - Training on specialized subjects (international treaties, etc.) conducted - Supplementary training for T&I services provided <p>Year 3:</p> <ul style="list-style-type: none"> - LTC training plan reviewed - Linkages established with relevant educational institutions for partnerships and exchange programmes - ToT programme for national judicial educators designed/launched - Judicial educators trained on adult learning - Continued provision of training course for private lawyers, clerks, police, PDHJ staff, etc. - Continued gender sensitisation course <p>Years 4-5:</p> <ul style="list-style-type: none"> - 4th LTC course for judges, prosecutors and public defenders launched, if 	<p>1.2.14 Design and launch short-term course for PDHJ investigators</p> <p>1.2.15 Identify special subjects and design/implement training</p> <p>1.2.16 Design supplementary training for T&I</p> <p>1.2.17 Evaluate each course upon completion of training</p> <p>1.2.18 Design and launch ToT programme for national trainers drawn from LTC alumni</p> <p>1.2.19 Design and launch of 4th LTC course, if justified</p> <p>1.2.20 Continue providing courses for private lawyers, clerks, police</p> <p>1.2.21 Continue implementation of ToT programme for national judicial educators</p>		
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	<p>1.2 Legal Training Center courses customised to requirements of different justice sector actors</p>	<p>justified against judiciary human resources plan</p> <ul style="list-style-type: none"> - Continued provision of training courses for private lawyers, clerks, police, PDHJ, media, etc. - Continued implementation of ToT programme - Continued gender sensitisation course - Continuation of legal training course for civil service 			<p><u>Subtotal: 3,045,000</u></p>
	<p>1.3 Enhanced support for mentoring functions</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Mentoring guidelines developed in consultation with international & national court actors - Guidelines endorsed by CoC - Pilot phase implemented - 2-day workshop held to support mentoring skills development - Performance evaluation (PE) tools for international advisors' role as mentors developed - PE tool implemented 	<p>1.3.1 Recruit Performance Evaluation (P&E) Officer</p> <p>1.3.2 Draft mentoring guidelines</p> <p>1.3.3 Consult with International and national court actors, CoC and CD PWG</p> <p>1.3.4 Mechanisms for facilitating mentoring activities implemented in each institution</p> <p>1.3.5 Regular monitoring of mentoring activities by P&E officer (quarterly reports)</p> <p>1.3.6 2-day workshop on mentoring skills held</p> <p>1.3.7 Draft of PE tools prepared</p> <p>1.3.8 Consultation on PE tools with international/national court actors, CoC and CD TWG</p> <p>1.3.9 Finalization and endorsement of PE tools</p> <p>1.3.10 Implementation of PE tools</p> <p>1.3.11 Regular analysis of PE results (quarterly)</p>	<ul style="list-style-type: none"> - CoC & CEO - CD PSU & TWG - P&E officer - International and national judiciary actors and their institutional supervisors & counterparts 	<ul style="list-style-type: none"> • 135,000: PE officer (SSA, 2 years) • 5,000: International consultant for cross-cultural mentoring, coaching (SSA) X 5 days • 2,000: Workshop-related costs, including hire of venue, materials / supplies, meals, etc. • 120,000: Miscellaneous project-support costs, including printing, transport, communications, etc. (5 years) • 7,000: Workshop costs, including consultant, venue hire, supplies, meals, etc. • 60,000: PE officer (national) X 3 years • 21,000: 3 annual workshops for international mentors • 15,000: 3 annual workshops for national mentors

	<p>1.3 Enhanced support for mentoring functions</p>	<p>Year 2:</p> <ul style="list-style-type: none"> - End of pilot phase based on mentoring guidelines and review - Necessary revisions made - Review of PE tool for mentors and necessary revisions - Hosting of annual mentoring workshop (2 days max) - Superior Councils of the Judiciary and Prosecution supported with performance appraisal tools for judges and prosecutors, respectively <p>Years 3-5:</p> <ul style="list-style-type: none"> - Continued implementation, review and revision of mentoring guidelines and PE tools 	<ul style="list-style-type: none"> 1.3.12 Consultations with international and national court actors for review of mentoring guidelines 1.3.13 Consultations with CoC & CD TWG 1.3.14 Revise mentoring guidelines for endorsement by CoC 1.3.15 Implementation of revised mentoring guidelines 1.3.16 Regular monitoring of mentoring activities by PE officer (quarterly reports) 1.3.17 2-day workshop on mentoring skills held 1.3.18 Consultations with international and national court actors for review of PE tools for mentors 1.3.20 Consultations with CoC & CD TWG on PE tools 1.3.21 Revise PE tools for endorsement of CoC 1.3.22 Implement revised PE tools 1.3.23 Provide quarterly reports on regular analysis of PE results 1.3.24 Recruit national PE officer to support design, monitoring and reporting processes 1.3.25 Implement, monitor, review and revise mentoring guidelines and PE tools 1.3.26 Host annual mentoring 	<p><u>Subtotal: 365,000</u></p>
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	<p>1.3 Enhanced support for mentoring functions</p>	<ul style="list-style-type: none"> - Hosting of 3 annual mentoring workshops (2 days max) - Design of mentoring guidelines for national court actors (ToT) and endorsement by CoC - Implementation of national mentoring activities, review and revision - Hosting of 2 annual mentoring workshops for national mentors - Design of PE tools for national mentors and endorsement by CoC and Superior Councils 	<p>workshops for international mentors</p> <p>1.3.27 Prepare draft mentoring guidelines for national mentors (ToT)</p> <p>1.3.28 Consult with national court actors, CoC & CD TWG</p> <p>1.3.29 Finalize draft guidelines for endorsement of CoC</p> <p>1.3.30 Implementation of mentoring guidelines for national mentors</p> <p>1.3.31 Regular monitoring, reviews and revisions</p> <p>1.3.32 Annual mentoring workshops for national mentors</p> <p>1.3.33 Design PE tools for national mentors</p> <p>1.3.34 Consult with national court actors, CoC, CD TWG</p> <p>1.3.35 Finalize PE tools for endorsement of CoC</p> <p>1.3.36 Implement PE tools, regular analysis of PE results</p>		
	<p>1.4 Strategic partnerships for training and certifications established universities and other legal training centres</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Partnership with faculty of law in University of Timor Leste <p>Year 2-5:</p> <ul style="list-style-type: none"> - Cooperation agreements signed with at least two universities/ training centres abroad 	<p>1.4.1 Establish partnership with National University of Timor-Leste (UNTL)</p> <p>1.4.2 Overseas training for selected justice sector actors</p> <p>1.4.3 Signing of cooperation agreements with universities and training centres abroad</p>	<ul style="list-style-type: none"> - Legal Training Centre - University of Timor-Leste - Selected universities and training institutes abroad 	<ul style="list-style-type: none"> • 150,000: Overseas training for justice sector actors (for five years) <p style="text-align: right;"><u>Subtotal: 150,000</u></p>
	<p>1.5 Quality of training and course delivery ensured through monitoring and evaluation</p>	<p>Year 1-5</p> <ul style="list-style-type: none"> - Complete course evaluation upon completion of each course 	<p>1.5.1 Produce and distribute questionnaires to course participants concerning</p>	<ul style="list-style-type: none"> - Pedagogic staff in Legal Training Centre - M&E function in 	<ul style="list-style-type: none"> • 10,000: Meeting costs

		<ul style="list-style-type: none"> - Measure improvement in skills and competencies of course participants - Ensure alignment of pedagogic capacity with overall capacity development strategy 	<p>quality and satisfaction with course</p> <p>1.5.2 Ensure that course participants' progress and improvement are measured</p> <p>1.5.3 Continuously monitor pedagogic capacity vis-a-vis the capacity development strategy</p> <p>1.5.4 Organize periodic stakeholder consultations/ technical working group meetings</p>	CEO Office	<u>Subtotal: 10,000</u>
	1.6 Support to the oversight and accountability mechanisms established for justice institutions	<p>Years 1-5:</p> <ul style="list-style-type: none"> - Framework for data collection and performance indicators for justice institutions 	<p>1.6.1 Develop framework for data collection and performance indicators for justice institutions, including case load, backlog, efficiency, timeliness and client satisfaction</p> <p>1.6.2 Support to implementation of framework</p> <p>1.6.3 Recruit international specialist on statistical analysis for Ministry of Justice</p> <p>1.6.4 Recruit Justice Sector Indicators Expert (international consultant)</p>	<ul style="list-style-type: none"> - Superior Council of the Judiciary - Superior Council of the Prosecution - Oversight body for public defenders - Oversight body for private lawyers - Ministry of Justice - East Timor Justice Sector Support Facility 	
	1.7 Research capacity for justice sector reforms enhanced	<p>Years 1-5:</p> <ul style="list-style-type: none"> - Proposals for reform produced on annual basis (documents) - Fora for discussing reform proposals organized 	<p>1.7.1 Establish feedback mechanism on practical issues pertaining to administration of justice from court actors</p> <p>1.7.2 Visits to justice institutions in all districts for observations</p>		<ul style="list-style-type: none"> • 150,000: Researcher / Consultant • 10,000: Mobility • 5000: Meeting costs

				<p>and feedback collection</p> <p>1.7.3 Draft reform proposals</p> <p>1.7.4 Organize regular sessions for discussing proposals</p>	<p>Subtotal: 165,000</p>
					<p>OUTPUT 1 TOTAL: 4,735,000</p>
<p>OUTPUT 2: Formal justice system decentralized and capacities of all District Courts to administer justice and protect vulnerable groups strengthened</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - International judiciary actors based in Dili and commuting to districts on a part-time basis - Increased number of judges, prosecutors and public defenders with specialized knowledge of how to handle SGBV and juvenile cases. - Limited community awareness of the presence and functions of DCs - Insufficient living and working conditions in districts outside of Dili - Ineffective case 	<p>2.1 National and international judiciary actors (judges, prosecutors, public defenders, court and prosecution clerks, etc.) deployed to all District Courts on a full-time basis</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Support provided for recruitment of international judiciary actors for all district courts - Needs assessment conducted for district courts in Baucau, Suai and Oecusse <p>Years 2-3:</p> <ul style="list-style-type: none"> - Continued deployment of international court actors - 2 outreach activities conducted per year by court staff in districts and communities - Judges, prosecutors and public defenders receive 2 specialized training sessions on human rights, SGBV and juvenile cases - Support provided for operation of mobile courts in Baucau, Suai and Oecusse 	<p>2.1.1 Support recruitment of 6 international judges</p> <p>2.1.2. Support recruitment of 8 international court clerks</p> <p>2.1.3 Conduct needs assessment for Baucau, Suai and Oecusse district courts</p> <p>2.1.4 Conduct outreach activities in all four districts under Output 5.1</p> <p>2.1.5 Host public information events at district courts in association with Output 5.2</p> <p>2.1.6 Conduct needs assessments for district courts on a regular basis</p> <p>2.1.7 Design and conduct training programmes for judges, prosecutors and public defenders on human rights, and dealing with SGBV and juvenile cases in association with outputs 1 and 5</p> <p>2.1.8 Support provided for operation of mobile (circuit) courts based in Baucau, Suai and Oecusse</p>	<ul style="list-style-type: none"> - CoC & CEO - Justice Decentralization (JD) PSU & TWG - Courts - CD PSU - A2J-CP PSU - Head of IT - Head of M&E - Public information / communications officers 	<ul style="list-style-type: none"> • 800,000: 2 Court of Appeal judges (2 years) • 140,000: 1 District Court judge (2 years) • 140,000: 1 District Court Judges (2 years, MoU with Portugal) • 400,000: 1 District Court Judge (2 years, MoU with Brazil) • 360,000: 6 court clerks (MoU with Portugal) for 1 year • 240,000: 4 court clerks (MoU with Portugal), 1 year • 180,000: 3 court clerks (MoU with Portugal), 1 year • 300,000 : 3 vans for circuit courts X 3 districts (Baucau, Suai and Oecusse, including maintenance costs) • 50,000: 3 drivers (Baucau, Suai, Oecusse) <p>Subtotal: 2,610,000</p>

<p>management and partial implementation of CERTO</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - No. of judges, prosecutors and public defenders deployed to each DC on a full-time basis - No. of days DCs are open / functioning on a full-time basis - No. of information sessions hosted by each DC per year - Improved case management processes (registration, distribution of cases, trial, verdict, reviews, post-verdict, archive). 	<p>2.2 Adequate logistical and administrative support provided to court actors residing in districts outside of Dili, including mobility for reaching citizens in needs of justice services</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - District support offices established in Baucau, Suai and Oecusse - Adequate living and working conditions created for national and international court actors - Prosecution and Public Defense case files moved to the district courts <p>Years 2-3:</p> <ul style="list-style-type: none"> - Adequate living and working conditions maintained 	<p>2.2.1 Establish district JSP offices in Baucau, Suai, Oecusse for support functions</p> <p>2.2.2 Conduct need assessments for operations issues</p> <p>2.2.3 Rent houses for national judges, prosecutors, public defenders and clerks in districts awaiting refurbishment of government housing</p> <p>2.2.4 Rent houses for international judges, prosecutors, public defenders and clerks in districts</p> <p>2.2.6 Provide transport for court actors in districts</p> <p>2.2.7 Provide office equipment for court actors (as an interim measure)</p> <p>2.2.8 Move case files (Prosecution, Public Defense) for Baucau, Suai and Oecusse to the relevant districts</p> <p>2.2.9 Regularly assess operational conditions in the three districts</p>	<ul style="list-style-type: none"> - CoC & CEO - JD PSU & TWG - Head of IT - District office staff - East Timor Justice Sector Support Facility 	<ul style="list-style-type: none"> • 630,000 : 3 district project officers (international UNVs) for 3 years • 90,000: 3 district office administration & logistics staff (nationals) X 3 years • 180,000 : Vehicles for project offices X 3 districts (Baucau, Suai and Oecusse, including maintenance costs) • 50,000: 3 drivers (Baucau, Suai, Oecusse) • 120,000: 3 district offices: rent and utilities (cost-shared with A2J component) • 90,000: Office equipment for 3 districts • 90,000: Communication costs for 3 districts • 75,000: 3 rental houses for national court actors in 3 districts, 2 years • 75,000 : 3 rental houses for intl. actors in 3 districts, 2 years • 9,000,000: Renovation of official housing for court staff in 3 districts <p style="text-align: right;"><u>Subtotal: 2,300,000</u></p>
	<p>2.3 IT and telephone connectivity established for justice institutions in all districts, and electronic case management system (CERTO) fully implemented</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Internet connectivity established in Baucau and Suai - Data entry into CERTO completed <p>Year 2:</p> <ul style="list-style-type: none"> - Internet connectivity 	<p>2.3.1 Establish internet connectivity for justice institutions in Baucau and Suai</p> <p>2.3.2 Enter pending case data into CERTO</p> <p>2.3.2 Establish internet connectivity</p>	<ul style="list-style-type: none"> - JD PSU & TWG - Head of IT - Head of M&E - District office staff 	<ul style="list-style-type: none"> • 160,000 : 1 international IT officer for districts (SSA), 2 years • 280,000: 2 international IT officers for, districts (UNVs), 2 years • 50,000: Support cost for IT officers (nationals) X 2 years • 600,000: Equipment,

OUTPUT 2: Decentralization of Justice		established in Oecusse - Full implementation of CERTO in all districts - M&E system based on quantitative data established for all district courts	for justice institutions in Oecusse 2.3.3. Produce case data through CERTO on a quarterly basis from all district courts 2.3.4 Utilize data for M&E purposes		maintenance, connectivity costs for 3 districts • 5,000 : 3 data entry support staff for CERTO (nationals), 6 months • 50,000 : Vehicle for district IT operations and maintenance costs <u>Subtotal: 1,145,000</u>
	2.4 Adequate translation and interpretation services provided to district courts for proceedings, investigations and communication of information about the Courts to the public	Year 1: - Adequate working and living conditions for T&Is established Years 2-3: - Adequate living and working conditions maintained	2.4.1 Assessment of operational needs for translators and interpreters at district level 2.4.2 Adequate working and living conditions for T&I secured	- JD PSU - A2J PSU - Head of T&I	• 120,000 : T&I equipment costs for 3 districts • 30,000 : Rental housing for translators / interpreters <u>Subtotal: 150,000</u>
	2.5 Quality of service delivery at district level ensured through monitoring and evaluation	Years 1-5: - Working and living conditions are up to standard - IT, language and other logistical needs are met	2.5.1 Periodic reviews of living and working conditions 2.5.2 Regular revisions of rotation schemes for international court staff 2.5.3 Meetings of stakeholders and technical working groups held regularly 2.5.4 IT and language needs assessments conducted	- Head of M&E - Operations Manager	• 30,000 : Meeting costs <u>Subtotal 30,000</u>
					Output 2 Total: 6,235,000

<p>OUTPUT 3: Prosecution Service strengthened to ensure effective delivery of criminal justice</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - No Prosecution Strategy in place - Weak linkages between Prosecution-Police delaying delivery of criminal justice - Police with limited understanding of criminal investigation procedures - SGBV and juvenile cases remain un-prioritized - Prosecution backlog of over 5,000 cases - Over 25% of pending investigations for Col cases <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Adoption of Prosecution Strategy - Police-Prosecution TFs established in all four judicial districts - No. of training sessions delivered for PNTL/UNPOL investigators on criminal investigations (including SGBV and juvenile cases) per district 	<p>3.1 Prosecution strategy implemented</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Assessment of key challenges in Prosecution office conducted - Strategy on protection of Vulnerable Persons for Prosecution drafted <p>Years 2-5:</p> <ul style="list-style-type: none"> - Prosecution Strategy implemented - Gender Strategy and Vulnerable Persons Strategy implemented 	<p>3.1.1 Support formulation of Prosecution Strategy</p> <p>3.1.2 Support drafting of Prosecution Strategy specific to vulnerable persons</p> <p>3.1.3 Support implementation of Prosecution Strategy</p> <p>3.1.4 Draft Gender / Vulnerable Persons Strategy</p> <p>3.1.5 Implement Gender / Vulnerable Persons Strategy</p>	<ul style="list-style-type: none"> - PG - Prosecution PSU (PPSU) & TWG - UN Working Group - UNFPA - East Timor Justice Sector Support Facility 	<ul style="list-style-type: none"> • 400,000: 2 International Prosecutors, 1 year • 280,000: 2 International Prosecutors (MoU / Brazil), 2 years • 280,000: 2 International Prosecutors (MoU / Portugal), 2 years • 240,000: 2 prosecution clerks (internationals, MoU with Portugal) for 2 years • 240,000: 2 prosecution clerks (internationals, MoU with Brazil) for 2 years <p style="text-align: right;"><u>Subtotal: 1,440,000</u></p>
	<p>3.2 Strengthened working relationship between Prosecution and Police, especially at the district-level</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Support provided at the strategic level through UN Police-Prosecution sub-group - Support for establishment of Situation/Information Centre in Dili - Support for training of PNTL/UNPOL investigators, including on SGBV and juvenile cases 	<p>3.2.1 Support UN Police-Prosecution WG on key strategic issues concerning Police-Prosecution interface</p> <p>3.2.2 Support Prosecution Situation Centre in Dili</p> <p>3.2.3 In collaboration with LTC and CD PSU, support design and delivery of legal training programmes for police investigators by Prosecution</p>	<ul style="list-style-type: none"> - PG - PPSU & TWG - CD PSU - UNMIT and UNPOL - UNICEF - Prosecutor-Inspector 	<ul style="list-style-type: none"> • 100,000: Equipment costs • 45,000: Task Force costs for 3 districts X 2 years

<ul style="list-style-type: none"> - % of decrease in Prosecution backlog - Conclusion of all Col related investigations 		<p>Years 2-5:</p> <ul style="list-style-type: none"> - Police-Prosecution Task Force (TF) established in all four judicial districts - Training for PNTL/UNPOL provided in all judicial districts, including on SGBV and juvenile cases 	<p>3.2.4 Establish and maintain Police-Prosecution TF in Baucau, Suai and Oecusse</p> <p>3.2.5 Support training of PNTL/UNPOL from Oecusse, Baucau, and Suai districts in court procedures and legal requirements for crime investigation, including on SGBV and juvenile cases</p>		<p><u>Subtotal: 145,000</u></p>
	<p>3.3 Measures to reduce prosecution backlog implemented</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Archiving of cases and cleaning of dismissed cases completed - CERTO system for Prosecution fully implemented and utilized - Translators and interpreters recruited <p>Year 2:</p> <ul style="list-style-type: none"> - System for prioritization of sensitive cases implemented (ex: SGBV) 	<p>3.3.1 Establish criteria for archiving cases</p> <p>3.3.2 Conduct archiving/clean-up of prosecution files</p> <p>3.3.3 Fully implement CERTO for the Prosecution</p> <p>3.3.4 Recruit translators and interpreters for Prosecution in all districts</p> <p>3.3.5 Establish criteria for prioritizing sensitive cases and implement in case management</p>	<ul style="list-style-type: none"> - PPSU & TWG - Head of IT - Head of M&E - UNMIT AJSU 	<ul style="list-style-type: none"> • 130,000: 8 translators and interpreters (3 years) <p><u>Subtotal: 130,000</u></p>

OUTPUT 3: Prosecution Support	3.4 Support provided for finalization of pending investigations on Commission of Inquiry (Col) cases	<p>Year 1:</p> <ul style="list-style-type: none"> - 75% of investigations concluded for Col cases - Additional resources for investigation secured <p>Year 2:</p> <ul style="list-style-type: none"> - Investigations for all Col cases concluded and indictments presented to the Courts 	<p>3.4.1 Identify and address key challenges to investigations</p> <p>3.4.2 Seek further resources for Col support</p> <p>3.4.3 Conduct and finalize all pending investigations</p> <p>3.4.4 Provide public information about progress on investigations</p>	<ul style="list-style-type: none"> - PPSU & TWG - International Prosecutor for Col cases - UNMIT HRTJS 	<ul style="list-style-type: none"> • 90,000: International Prosecutor, 6 months <p style="text-align: right;"><u>Subtotal: 90,000</u></p>
	3.5 Quality of Prosecution service ensured through monitoring and evaluation	<p>Years 1-5:</p> <ul style="list-style-type: none"> - Prosecution Strategy effectively implemented and responding to needs - Gender and Minorities strategy effectively implemented and responding to needs - Efforts to enhance cooperation between prosecution and police effectively implemented - Backlog of cases effectively reduced 	<p>3.5.1 Conduct periodic reviews of implementation of prosecution strategy and strategy for gender and minorities</p> <p>3.5.2 Conduct mid-term assessment of progress on Col cases</p> <p>3.5.3 Conduct periodic assessments of progress in strengthening police-prosecution cooperation</p> <p>3.5.4 Hold regular stakeholder and technical working group meetings</p>	<ul style="list-style-type: none"> - PPSU - Head of M&E 	<ul style="list-style-type: none"> • 25,000: Mobility costs for reviews • 20,000: Meeting costs <p style="text-align: right;"><u>Subtotal: 45,000</u></p>
OUTPUT 3 TOTAL:					1,850,000

<p>OUTPUT 4: Capacity of Corrections Services strengthened to uphold public safety and security and meet international minimum standards for the treatment of prisoners</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - Absence of strategic plan for Corrections Services - Absence of new regulations/ code of conducts for prisons staff (to replace UNTAET regulations) - Fragile security infrastructure at Becora and Gleno prisons - Limited skills and knowledge of prisons staff in prisons management, security, human rights, etc. - Inmates without regular and reliable access to vocational training opportunities, clean water, medical, religious and legal services <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Formulation/adoption of strategic plan and regulations for Corrections 	<p>4.1 Strategic plan for Corrections</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Advice/support provided to MoJ in formulation of strategic vision/plan for Corrections Services - Advice/support provided to MoJ in drafting of regulations/ code of conduct for Corrections Service - Advice/support provided to MoJ for financial management <p>Years 2-3:</p> <ul style="list-style-type: none"> - Advice/support provided to MoJ for research on causes and types of criminality in Timor-Leste - Advice/support provided to MoJ on juvenile justice strategy - Advice/support provided to MoJ on establishment of additional prisons in Timor-Leste - Advice/support provided to MoJ on strategy for inmates with mental health problems - Advice/support provided to MoJ on alternatives to custody (community sentencing, probation, etc.) 	<p>4.1.1 Provide advice to MoJ for formulation of strategic vision/plan for Timor-Leste Corrections Service, including re-structuring of management, training & CD,</p> <p>4.1.2 Provide advice to MoJ for drafting regulations/code of conduct to govern Corrections Services</p> <p>4.1.3 Provide advice to MoJ for financial planning/ management of prisons headquarters & establishments</p> <p>4.1.4 Study tours for senior managers</p> <p>4.1.5 Support MoJ in conducting a research on causes/types of criminality in Timor-Leste</p> <p>4.1.6 Advise MoJ on juvenile justice strategy, including implementation of new JJ legislation</p> <p>4.1.7 Provide advice/support on establishment of additional prisons</p> <p>4.1.8 Advise MoJ on strategy for inmates with mental health issues (establishment of separate facility, training of prisons staff, etc.)</p> <p>4.1.9 Advise MoJ on alternative to custody</p>		<ul style="list-style-type: none"> • 550,000: Prisons Advisor/ Team Leader (SSA) , 3 years • 450,000: Prisons Advisor/ Team Leader (ALD) , 3 years • 350,000: Development of Prison Service Headquarters • 500,000: Study / exposure tours and overseas training <p style="text-align: center;"><u>Subtotal: 1,850,000</u></p>
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<p>Services</p> <ul style="list-style-type: none"> - No. of prisons staff trained in prisons management, security, human rights standards, etc. - Completion of water supply projects in Becora and Gleno - Launch of vocational training and other educational programmes in Becora and Gleno prisons 	<p>4.2 Improved security infrastructure in all prisons</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Continued implementation of quick-impact projects (physical infrastructure) at Becora prison - Strengthened skills and knowledge of national prison guards through classroom & on-the-job training - National prison guards provided with training on human rights, international minimum standards for the treatment of prisoners - Strengthening of linkages with PNTL/UNPOL <p>Year 2:</p> <ul style="list-style-type: none"> - Improved security infrastructure (physical) at Gleno prison - Continued provision of training for prisons staff - Support to construction of prison in Manatuto 	<p>4.2.1 Refurbish fences, walls and other security infrastructure (physical) in Becora</p> <p>4.2.2 Establish communications infrastructure/connectivity with Becora prison and other justice institutions in Dili</p> <p>4.2.3 Conduct security training for prisons guards (Dili)</p> <p>4.2.4 Establish regular meetings with PNTL/UNPOL command for security assessments</p> <p>4.2.5 Conduct training for prison guards on human rights standards</p> <p>4.2.6 Refurbish security infrastructure (physical) in Gleno</p> <p>4.2.7 Establish communications infrastructure/connectivity with Gleno prison and justice institutions in Dili</p> <p>4.2.8 Provide security training for prison guards (Gleno)</p> <p>4.2.9 Support construction of prison in Manatuto</p> <p>4.2.10 Procurement of equipment for Manatuto prison</p>	<ul style="list-style-type: none"> - MoJ - CSPSU & TWG - Prisons advisors - Head of IT - PDHJ 	<ul style="list-style-type: none"> • 240,000: 2 Prisons advisors (internationals, MoU with Portugal), 2 years • 240,000: Training Advisor (SSA), 2 years • 120,000: Engineer (SSA), 1 year • 30,000: Admin assistant, (national), 3 years • 20,000: Procurement assistant (national) X 3 years) • 40,000: 2 Translator/ Interpreters (nationals) X 3 years • 20,000: Other office support staff (nationals), 3 years • 300,000: Construction costs, Becora • 100,000: construction costs, Gleno X 2 years • 50,000: IT equipment costs, Becora • 30,000: IT equipment costs, Gleno • 20,000: Equipment costs, Becora • 15,000: Equipment costs, Gleno • 1,700,000: Construction costs, Manatuto prison • 100,000: Equipment costs, Manatuto prison • 30,000: IT equipment costs, Manatuto <p><u>Subtotal: 3,055,000</u></p>
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<p>OUTPUT 4: Support to Corrections Services</p>	<p>4.3 Social reintegration initiatives for inmates implemented in all prisons</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Support assessment of training needs/interests of inmates in Becora and Gleno prisons - Re-activate vocational training schemes for inmates <p>Year 2:</p> <ul style="list-style-type: none"> - Launch training activities in Gleno - Design and launch training/educational initiatives for women and juveniles <p>Years 3-5:</p> <ul style="list-style-type: none"> - Continued implementation, review and re-design of training initiatives - Design and launch training / educational activities for Manatuto prison 	<p>4.3.1 Assess training needs/ interests of inmates in Becora and Gleno prisons</p> <p>4.3.2 Formulate plan for vocational training, in collaboration with Brazilian Cooperation (ABC)</p> <p>4.3.3 Launch first vocational training course in Becora</p> <p>4.3.4 Launch training course in Gleno</p> <p>4.3.5 Assess special training/ educational needs of women and juvenile inmates</p> <p>4.3.6 Launch training courses for women and juveniles, respectively</p> <p>4.3.7 Implementation of training/ education programmes for inmates, regular review and re-design</p> <p>4.3.8 Assess training needs / interests of inmates in Manatuto prison</p> <p>4.3.9 Formulate training plan for Manatuto prison inmates</p> <p>4.3.10 Launch and implementation</p>	<ul style="list-style-type: none"> - MoJ - CS PU & TWG - Sec. of State for Social Solidarity - ABC 	<ul style="list-style-type: none"> • 20,000: Material costs, Becora, 2 years • 100,000: Vocational training costs, 2 years • 400,000: Social reinsertion programme development costs, 5 years <ul style="list-style-type: none"> • 20,000: Material costs, Gleno, 2 years <ul style="list-style-type: none"> • 20,000: Material costs, women and juveniles, 2 years <ul style="list-style-type: none"> • 20,000: Material costs, Manatuto, 2 years <p style="text-align: right;">Subtotal: 580,000</p>
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<p>OUTPUT 4: Support to Corrections Services</p>	<p>4.4 Inmates with access to health, sanitation, recreation and legal advice</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Inmates supplied with clean water in Becora prison - Recreational activities provided for inmates in all prisons, including women and juveniles - Inmates with regular access to religious services in Becora - Inmates with regular access to medical services in Becora - Inmates with regular access to public defenders, private lawyers and human rights monitors in Becora <p>Year 2:</p> <ul style="list-style-type: none"> - Continued provision of services at Becora - Inmates supplied with clean water in Gleno prison - Inmates with regular access to religious services in Gleno - Inmates with regular access to medical services in Gleno - Inmates with regular access to public defenders, private lawyers and human rights monitoring officials in Gleno prison <p>Years 3-5:</p> <ul style="list-style-type: none"> - Continued provision of services in Becora, Gleno and any other prisons establishments - Provision of health, sanitation, recreation and legal services in Manatuto prison 	<p>4.4.1 Renovation of water supply system in Becora Prison</p> <p>4.4.2 Assessment of water supply situation in Gleno Prison</p> <p>4.4.3 Support provided for hosting of recreational activities in both prisons</p> <p>4.4.4 Support provided for hosting of religious services in Becora</p> <p>4.4.5 Support provided for regular visit of doctors/nurses in Becora</p> <p>4.4.6 Support provided for visit of public defenders, private lawyers and human rights monitors</p> <p>4.4.7 Renovation of water supply system in Gleno prison</p> <p>4.4.8 Support provided for hosting of religious services in Gleno</p> <p>4.4.9 Support provided for regular visit of doctors/nurses in Gleno</p> <p>4.4.10 Support provided for visit of public defenders, private lawyers and human rights monitors in Gleno</p> <p>4.4.11 Continued provision of health, sanitation, religious services and access to legal advice for inmates in all prisons</p>	<ul style="list-style-type: none"> - MoJ - CS PU & TWG - Sec. of State for Social Solidarity - Ministry of Health - PDO - UNMIT HRTJS - PDHJ - Catholic church and other religious services 	<ul style="list-style-type: none"> • 65,000: Water supply project, Becora • 30,000: Recreational events in Becora and Gleno prisons , 2 years • 100,000: Water supply project in Gleno • 30,000: Preparation of interview room for public defenders, lawyers and human rights monitors in Gleno, Manatuto • 60,000: 2 vehicles for transport in Gleno and Manatuto (including maintenance costs) • 200,000: Water and sanitation project costs, Manatuto <p style="text-align: right;"><u>Subtotal: 485,000</u></p>
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<p>Support to Corrections Services</p>	<p>4.5 Quality of corrections services ensured through monitoring and evaluation</p>	<p>Years 1-5</p> <ul style="list-style-type: none"> - Strategic plan for prisons meets needs - Security infrastructure for prisons is relevant and effectively implemented - Social reintegration schemes for inmates are optimised and successfully implemented - Inmates' access to health, recreation and legal advice is up to standard 	<p>4.5.1 Periodic review and monitoring/evaluation of strategic plan for prisons</p> <p>4.5.2 Periodic review and monitoring/evaluation of security infrastructure</p> <p>4.5.3 Periodic meetings and consultations with stakeholders and technical working group</p> <p>4.5.4 Social reintegration schemes evaluated and reviewed at regular intervals</p> <p>4.5.5 Periodic evaluations of inmates' access to health, recreation and legal advice conducted</p>	<p>- Head of M&E</p>	<ul style="list-style-type: none"> • 20,000: Periodic reviews of prisons • 10,000: Meeting costs <p style="text-align: right;"><u>Output total 30,000</u></p> <p style="text-align: right;">OUTPUT 4 TOTAL: 6,000,000</p>
<p>OUTPUT 5: Enhanced access to justice for all, and improved public confidence in justice institutions</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - Baseline survey to be undertaken on current levels of legal services, access to legal representation and perceptions on people's 	<p>5.1 Legal aid</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Mapping of A2J initiatives in Timor-Leste - Drafting of national legal aid policy initiated / draft produced - Outreach strategy for PDO formulated and implemented - Private Lawyers' Association strengthened and supported as an independent body - Counterpart organizations for implementation of training paralegals selected and contracted - Development of implementation strategy for paralegals 	<p>5.1.1 Conduct mapping of all A2J initiatives in Timor-Leste</p> <p>5.1.2 Produce draft of legal aid policy for submission to MoJ</p> <p>5.1.3 Formulation/ implementation of outreach strategy for PDO, especially in the districts</p> <p>5.1.4 Support and strengthen Private Lawyers' Association</p> <p>5.1.5 Select and contract partner organization for implementing training programme for paralegals</p> <p>5.1.6 Formulate implementation strategy for paralegals</p> <p>5.1.7 Organize training for paralegals in 4 districts (Dili, Liquiça, Baucau, Suai),</p>	<ul style="list-style-type: none"> - MoJ - PDO - A2J-CB PSU - UNMIT AJSU & HRTJS - Private Lawyers' Association - Law faculties in Timorese universities - AusAID - World Bank - ASF - TAF - CSOs - CBO representatives 	<ul style="list-style-type: none"> • 750,000: Access to Justice advisor (L3) X 5 years • 300,000: Access to Justice field advisor X 2 years • 2,050,000: Paralegal programme implementation costs (5 years) • 90,000: Training costs for private lawyers X 3 year • 400,000: Support costs for establishment and maintenance of legal aid clinics for 4 judicial districts for four years • 20,000: Stipends for law students serving in legal aid clinics X 10 students per year X 4 years

<p>access to justice in target locations</p> <ul style="list-style-type: none"> - Public defenders deployed to the districts on a part-time basis - Private lawyers without support for networking, training, etc. - No further increase in the number of paralegals - No national legal aid policy, ICEJ in draft form, no legal framework to regulate interface between formal-informal systems of justice - Informal justice systems without recording/documentation systems - Communities with low confidence levels for justice system/actors <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Adoption of a national legal aid policy - Finalization and adoption of ICEJ - Adoption of legal framework on the interface between formal-informal systems of justice, and code of ethics/procedures for informal justice actors - Nation-wide strategy for crime prevention developed - Increase in number and capacity of public defenders, private lawyers and law 	<p>5.1 Legal aid</p>	<ul style="list-style-type: none"> - Training for paralegals conducted in 4 districts - Public Defenders permanently stationed in all judicial districts - Support to victims assistance relating to SGBV <p>Year 2:</p> <ul style="list-style-type: none"> - Training on SGBV, juvenile justice and human rights provided to private lawyers - Paralegals selected and trained in 4 additional districts - Train support law faculty students to undertake field work to address community problems that have legal dimensions - National legal aid policy approved - Establish state-sponsored legal aid clinics in Dili, Baucau, Suai and Oecusse - Establish expert network on SGBV & JJ - Mobile legal aid facility established - Support to victims assistance relating to SGBV 	<p>including refresher training</p> <p>5.1.9 Support JD PSU in full-time deployment of national and international public defenders</p> <p>5.1.10 Implement PDO outreach strategy in all four judicial districts</p> <p>5.1.11 Provide specialized training to private lawyers on SGBV, juvenile justice and human rights</p> <p>5.1.12 Select paralegals through community consultation process in 4 additional districts</p> <p>5.1.13 On an annual basis, identify partner organizations (local CSOs, etc.) to implement paralegal programme in the 4 districts, and design capacity development plans for each organization</p> <p>5.1.14 Implement paralegal training programme</p> <p>5.1.15 Train support law faculty students to undertake field work to address community problems that have legal dimensions</p> <p>5.1.16 Provide support to MoJ in planning for establishment of legal aid clinics in all judicial districts</p> <p>5.1.17 Legal aid clinics established in Dili, Baucau, Suai, Oecusse</p> <p>5.1.18 In coordination with legal aid clinics at the district level, support the organization of</p>	<ul style="list-style-type: none"> • 100,000: Training for Public Defenders as duty bearers in serving community members (including special courses SGBV, Juvenile Justice etc) for 5 years • 720,000: 3 Access to Justice officers (International UNVs) X 4 years • 90,000: 3 national Access to Justice officers (national UNVs) X 4 years • 400,000: Support costs for mobile legal advice / legal information dissemination mechanisms for 4 years • 360,000: 2 public defenders (MOU with Brazil) for 3 years • 600,000: 2 Public defenders (ALD 3 equivalent) for 2 years • 250,000: Support to victims assistance for SGBV and domestic violence, including coordination costs (for five years) <p style="text-align: right;"><u>Subtotal: 7.880.000</u></p>
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<p>students providing legal services in districts outside of Dili, with specialized knowledge on SGBV, JJ and human rights issues</p> <ul style="list-style-type: none"> - Increase in number of trained paralegals working in the sub-district levels - % of increase in number of citizens in target areas who say they have greater access to justice and legal information, with disaggregated data on women and other vulnerable groups - No. of youth and women who are aware of the availability of legal services in case they suffer from GBV, including rape and domestic violence - % increase in number of informal justice systems that have recording / documentation systems - % increase in number of disputes received by informal institutions that are referred to state institutions - No. of GBV cases received by informal institutions that are referred to formal justice system 	<p>5.1 Legal aid</p>	<p>Year 3:</p> <ul style="list-style-type: none"> - Continued support to PDs and private lawyers, including training - 100 Paralegals trained in 8 districts, including refresher training - 50 Paralegals selected and trained in 3 additional districts - Capacity of national CSO partners for paralegal training enhanced in each district - Support to law faculties for implementation of legal aid programme for law students - Continuation of mobile legal aid facility - Support to victims assistance relating to SGBV <p>Year 4:</p> <ul style="list-style-type: none"> - Continued support to private lawyers PDs, including training - Paralegals selected and trained in 2 additional districts (all 13 districts covered) - Handover of paralegal training programme to 	<p>mobile legal advice / legal information dissemination mechanisms in each district</p> <ul style="list-style-type: none"> 5.1.19 Design and implement refresher training for paralegals 5.1.22 Assess needs of PDs and private lawyers / provide assistance 5.1.23 Continue implementation of paralegal training programme in 8 districts and strengthen capacity of national partner organizations 5.1.24 Design and implement refresher training for paralegals 5.1.25 Collaborate with law faculty to deploy law students to existing district-level legal aid clinics 5.1.26 Continuation of mobile legal aid facility 5.1.27 Assess needs of PDs and private lawyers / provide assistance 5.1.28 Continue implementation of paralegal training programme in 8 districts, including refresher training 5.1.29 Select paralegals in 3 additional districts and implement training 5.1.30 Collaborate with law faculty to deploy law students to 		
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<p>OUTPUT 5: Enhanced access to justice</p>	<p>5.1 Legal aid</p>	<p>national and district-level partner organizations (CSOs) initiated</p> <ul style="list-style-type: none"> - Law students deployed to legal aid clinics - Continuation of mobile legal aid facility - Support to victims assistance relating to SGBV <p>Year 5:</p> <ul style="list-style-type: none"> - Continued support to private lawyers, including training - National partners fully implementing paralegal training programme - Training of paralegals continued in all 13 districts - Deploy law faculty students to legal aid clinics - Continuation of mobile legal aid facility 	<p>existing district-level legal aid clinics</p> <p>5.1.31 Continuation of mobile legal aid facility</p> <p>5.1.32 Design and implement refresher training for paralegals</p> <p>5.1.33 Assess needs of PDs and private lawyers / provide assistance</p> <p>5.1.34 Continue implementation of paralegal training programme in 11 districts, including refresher training</p> <p>5.1.35 Select paralegals in 2 additional districts and implement training</p> <p>5.1.36 law faculty students deployed to legal aid clinics</p> <p>5.1.37 M&E mechanism implemented in 3 additional districts</p> <p>5.1.38 Continuation of mobile legal aid facility</p> <p>5.1.39 Design and implement refresher training for paralegals</p>		
	<p>5.2 Legal literacy and awareness for rights holders and duty bearers</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Support the finalization and adoption of the Information, Communication and Education Policy for the Justice sector (ICEJ) - Ensure complementarity with initiatives of other actors 	<p>5.2.1 Support provided for finalization and adoption of ICEJ</p> <p>5.2.3 Areas of support for MoJ's public information office identified</p> <p>5.2.3 Hold regular and periodic dialogues with programmes</p>	<ul style="list-style-type: none"> - A2JCB PSU - MoJ - ASF 	<ul style="list-style-type: none"> • 200,000: Public information officer (international UNV for 3 years) • 90,000: Public information / communications officer (national) X 5 years • 150,000: design, publication and

OUTPUT 5: Enhanced access to justice	5.2 Legal literacy and awareness for rights holders and duty bearers	<ul style="list-style-type: none"> - working on legal awareness - Support provided to MoJ Public Information office - Public information needs analyzed and PI strategy formulated - Media campaigns utilizing TV & radio organized on a quarterly basis - Awareness-raising for people at the grass roots in 4 districts <p>Years 2-5:</p> <ul style="list-style-type: none"> - Continued awareness-raising for people at grass-roots in 4 additional districts - Continued community outreach & media campaigns - Continued production and dissemination of legal information material 	<ul style="list-style-type: none"> 5.2.4 and projects involved in legal awareness-raising Public Information strategy formulated 5.2.6 Produce, publicize and disseminate legal information materials 5.2.9 Awareness-raising for people at the grass roots in 4 districts 5.2.10 Conduct media campaigns 5.2.11 Continuation of legal awareness/information activities from year 1 	<ul style="list-style-type: none"> - MoJ - A2J-CP PSU & TWG - Public info / Communications officers - UNMIT AJSU and sub-group on traditional justice - Formal court actors - Informal justice actors - CSOs and other community-based human rights 	dissemination of legal information material X 5 years <ul style="list-style-type: none"> • 2,025,000: Public Awareness at grass-roots • 100,000: Media campaign support costs X 3 years <p style="text-align: right;">Subtotal: 2,265,000</p>
	5.3 Strengthen synergies between formal justice institutions and traditional/customary/informal local institutions	<p>Year 1:</p> <ul style="list-style-type: none"> - Support provided to MoJ on formulating legal framework for interface between formal-informal systems of justice 	<ul style="list-style-type: none"> 5.3.1 In collaboration with UN sub-group on traditional justice, assist MoJ in research on policy options for legal framework for formal-informal justice systems 5.3.2 Support hosting of MoJ's national seminar on informal justice systems 5.3.3 Support MoJ for drafting of legal framework for demarcating jurisdiction and enforcement of decision made in traditional/customary/informal institutions 	<ul style="list-style-type: none"> • 30,000: Informal justice legal consultant (SSA) X 3 months • 15,000: National seminar costs • 100,000: Training costs X 2 years 	

<p>OUTPUT 5: Enhanced access to justice</p>	<p>5.3 Strengthen synergies between formal justice institutions and traditional/customary/informal local institutions</p>	<p>Year 2:</p> <ul style="list-style-type: none"> - Hold training / sensitization sessions with justice actors the interface between formal/informal justice systems - Participatory process of developing code of ethics/procedures by and for informal justice actors initiated - Legal framework on informal justice adopted - Informal justice actors provided with training on citizens' rights, especially on women and children/youth - Introduce and implement systems of recording actions and documenting decisions into informal justice systems <p>Years 3-5:</p> <ul style="list-style-type: none"> - Code of ethics / procedures for informal justice actors adopted - Introduce community-level accountability mechanisms for monitoring consistency in decisions reached through informal systems - Continued training for formal and informal justice actors - Continued implementation of recording/documentation system for informal justice - Continued implementation of 	<p>5.3.4 Conduct training / sensitization sessions on proposed interface between informal-formal justice systems with informal and formal justice actors</p> <p>5.3.5 Support MoJ in drafting a code of conduct for informal justice actors</p> <p>5.3.7 Design and implement training initiatives for informal justice actors on citizens' rights, especially on issues pertaining to women and youth</p> <p>5.3.8 Design and implement recording/documentation systems for informal justice</p> <p>5.3.9 Wide dissemination of code of ethics / procedures for informal justice actors</p> <p>5.3.10 Design and implement community-level accountability mechanisms for monitoring consistency in decisions reached through informal systems, possibly in collaboration</p> <p>5.3.11 Continue to provide training for formal and informal justice actors</p> <p>5.3.12 Continue implementation of recording/documentation system</p> <p>5.3.14 Continue to provide training for formal/informal justice actors</p>	<p>organizations ASF</p>	<p style="text-align: right;"><u>Subtotal: 145,000</u></p>
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<p>OUTPUT 5: Enhanced access to justice</p>		<p>recording/documentation system for informal justice</p> <ul style="list-style-type: none"> - Continued implementation of community-level accountability mechanisms for monitoring consistency in decisions reached through informal systems - Continued training for formal and informal justice actors 	<p>5.3.15 Continue implementation of recording/documentation systems</p> <p>5.3.16 Continue implementation of monitoring initiatives</p>		
	<p>5.4 Measurements and strategies for public confidence in justice institutions, and monitoring and evaluation of legal aid and legal awareness</p>	<p>Year 1</p> <ul style="list-style-type: none"> - Baseline survey on access, awareness and confidence and unmet needs - Data-gathering and feedback mechanism established at district-levels - Monitoring of sensitive disputes likely to escalate into broader conflicts, and formulate response strategies <p>Years 2-5</p> <ul style="list-style-type: none"> - Monitoring survey conducted against baseline on access, awareness and confidence and unmet needs - Monitoring strategies developed under other components (legal aid, paralegals, public information, informal justice etc.) and provide suggestions for updates and changes 	<p>5.4.1 Conduct baseline survey on access, awareness and confidence and unmet needs, with specific focus on needs of vulnerable groups (women, children, disabled, etc.)</p> <p>5.4.2 Establish data-gathering and feedback mechanisms (including gender-sensitive and disaggregated data) at district-levels, and pilot in Dili, Baucau, Suai and Oecusse</p> <p>5.4.3 Continuous monitoring of sensitive disputes in the country, and develop and update response strategies</p> <p>5.4.3 Conflict & Development Analyses performed on the basis of baseline survey</p> <p>5.4.4 Annual review of strategies and plans for legal aid, legal awareness, formal/informal framework, etc., and suggestions for adjustments</p> <p>5.4.5 Two comprehensive monitoring and evaluation surveys against baseline (Year 3 and 5)</p> <p>5.4.6 Periodic meetings with</p>	<ul style="list-style-type: none"> - A2J-CB PSU - JD PSU - MoJ - UNMIT 	<ul style="list-style-type: none"> • 150,000: Comprehensive baseline survey (including 2 international consultants and 4 nationals for 2 months, mobility, codification and reporting costs) • 60,000: M&E events in year 3 and 5 for following-up on base-line survey • 60,000: Mobility for M&E activities • 20,000: Meeting costs <p style="text-align: right;"><u>Subtotal: 295,000</u></p>
<p>OUTPUT 5: Enhanced access to</p>					

justice			stakeholders/technical working group		OUTPUT 5 TOTAL: 9,135,000
<p>Output 6: CEO function established</p> <p><u>Baseline</u> Insufficient capacity for strategic planning in the justice programme Absence of updated human resource plan Weak monitoring and evaluation capacity Absence of gender strategy Language issues (translation/interpretation) very challenging IT backbone established, but application by justice sector actors very limited</p> <p><u>Indicators</u> Capacity development strategy (including human resource plan) produced and implemented Monitoring and evaluation</p>	6.1 CEO Office staffing plan	<p>Year 1: Full staffing of Chief Executive Office</p> <p>Years 2-5: Rationalising staffing</p>	6.1.1 Recruit Chief Executive Officer (national) 6.1.2. Recruit Justice Programme Specialist (international) 6.1.3 Recruit Operations Manager (international) 6.1.4 Recruit Head of M&E (international) 6.1.5 Recruit M&E Officer (national) 6.1.6 Recruit Head of IT (international) 6.1.7 Recruit IT Officer (national) 6.1.8 Recruit Language Coordinator (international) 6.1.9 Recruit Language Officer (national) 6.1.10 Recruit Programme Associate (national) 6.1.11 Recruit Finance Officer (national) 6.1.12 Recruit Administration Assistant (national) 6.1.13 Recruit Transport Assistant (national) 6.1.14 Recruit Drivers (national) 6.1.15 Recruit Office maintenance personnel 6.1.16 Review annually programme staff requirements	<ul style="list-style-type: none"> - CEO - Justice Programme Specialist - Operations Manager 	<ul style="list-style-type: none"> • 200,000 (total for five years): Chief Executive Officer • 1,000,000 (total for five years):Justice Specialist (L4) • 750,000 (total for five years):Operations Manager (international) • 750,000 (total for five years):Head of M&E (international) • 150,000 (total for five years): M&E Officer (Service Contract) • 750,000: (total for five years):Head of IT (international) • 150,000: (total for five years): IT Officer (Service Contract) • 750,000 (total for five years):Languages Coordinator (international) • 150,000: (total for five years): Languages Officer (national) • 750,000 (total for five years):Communications officer • 75,000: (total for five years): Programme associate (Service Contract) • 150,000 (total for five years): Finance Officer (Service Contract) • 45,000 (total for five

<p>capacity enhanced and applied</p> <p>Gender strategy developed and justice actors gender sensitised at national, district and local level</p> <p>Programme support units are provided with translation and interpretation capacities</p> <p>IT requirements of justice sector actors related to the programme are met</p>					<p>years): Admin assistant</p> <ul style="list-style-type: none"> • 45,000 (total for five years): Transport assistant • 30,000 (total for five years): Driver • 30,000 (total for five years): Driver <ul style="list-style-type: none"> • 15,000 (total for five years): Office maintenance <p style="text-align: right;"><u>Sub-total: 5,790,000</u></p>
	<p>6.2 Capacity Development Strategy (including Human Resources and a Gender Justice Strategy)</p>	<p>Year 1:</p> <ul style="list-style-type: none"> - Apply UNDP Capacity-Development toolkit - Development of Gender Strategy <p>Year 2:</p> <ul style="list-style-type: none"> - Completion of capacity development strategic plan - Implementation of Gender Strategy <p>Years 3-5:</p> <ul style="list-style-type: none"> - Implement components of capacity development plan on CoC directives - Implementation of Gender 	<p>6.2.1. Conduct capacity needs assessment for all justice sector institutions</p> <p>6.2.2 Recruitment of Gender Specialist (international consultant) to develop Gender Strategy</p> <p>6.2.3 Develop training plan on gender for justice actors</p> <p>6.2.4 Formulate Capacity Development Strategies for justice sector institutions</p> <p>6.2.5 Gender training of justice actors conducted</p> <p>6.2.6 Coordinate implementation of Gender strategy through programme support units</p> <p>6.2.6 Coordinate implementation of capacity development strategy through programme support units</p> <p>6.2.7 Coordinate implementation of Gender strategy through programme support units</p> <p>6.2.8 Gender training of justice</p>	<ul style="list-style-type: none"> - CoC - Chief Executive Office - UNDP Regional Centre Bangkok Capacity Development Team - Programme Support units 	<ul style="list-style-type: none"> • 25,000 (3 persons for three weeks at 400/day) • 75,000 (Gender consultant for 6 months) • 30,000 (National Justice Capacity Development Strategy Workshop)

Output 6: CEO function established		Strategy	actors conducted		<u>Sub-Total: 130,000</u>
	6.3 Monitoring and Evaluation framework & guidelines for programme units	<p>Year 1:</p> <ul style="list-style-type: none"> - M&E framework developed for five programme support units - Annual Review Report and Annual Project Review prepared <p>Year 2:</p> <ul style="list-style-type: none"> - Annual Review Report and Annual Project Review prepared <p>Year 3:</p> <ul style="list-style-type: none"> - External Mid-term Evaluation - Annual Review Report and Annual Project Review prepared <p>Year 4:</p> <ul style="list-style-type: none"> - Annual Review Report and Annual Project Review prepared 	<p>6.3.1 Preparation of M&E Framework</p> <p>6.3.2 Preparation of annual M&E reports</p> <p>6.3.3. Meeting and consultation with stakeholders/technical working group conducted</p> <p>6.3.4 Preparation of annual M&E reports</p> <p>6.3.5 Meeting and consultation with stakeholders/technical working group conducted</p> <p>6.3.6 Identification and recruitment of external evaluation team</p> <p>6.3.7 Preparation of annual M&E reports</p> <p>6.3.8 Meeting and consultation with stakeholders/technical working group conducted</p> <p>6.3.9 Meeting and consultation with stakeholders/technical working group conducted</p> <p>6.3.10 Preparation of annual M&E reports</p>	<ul style="list-style-type: none"> - Chief Executive Officer - Head of M&E - Programme Support Units 	<ul style="list-style-type: none"> • 35,000 External Mid-term evaluation (for three international evaluators spending two weeks each in Timor-Leste, including travel and DSA) • 35,000 External End-term evaluation (for three international evaluators spending two weeks each in Timor-Leste, including travel and DSA) • 25,000 Annual retreat for project staff (for work planning and internal evaluation) • 10,000 Meeting costs

		Year 5: - External End-term Evaluation - Annual Review Report and Annual Project Review prepared	6.1.11 Identification and recruitment of external evaluation team 6.1.12 Preparation of annual M&E reports 6.1.13 Meeting and consultation with stakeholders/technical working group conducted		<u>Sub-Total: 105,000</u>
	6.4 Coordination of IT support for the justice sector	Year 1: - IT connectivity plan Years 2-5: - Implementation of IT plan through programme support units	6.4.1 Development of IT Plan 6.4.2 Coordination of IT Plan implementation	- Chief Executive Office - Programme Support Units	* Costs decentralised to programme support units
	6.5 Coordination of translation and interpretation services for justice sector	Year 1: - Language training programme for justice sector actors - Language trainings conducted Years 2-5: - Language trainings conducted - Language requirements for programme implementation met	6.5.1 Recruit editor/proofreader 6.5.2 Conduct workload analysis per institution, language combination, etc. 6.5.3 Participate in and contribute to design of comprehensive training programme 6.5.4 Provide support for selection of candidates for T&I training programme	- MoJ - UNDP Parliament and Civil Service projects	<ul style="list-style-type: none"> • 100,000: Editor/proof-reader (national) X 5 years • 75,000: 10 T&Is (emoluments) X 4 years • 50,000: Purchase of T&I support equipment, including computers X 5 years • 20,000: T&I lecturer (SSAs) X 2 years

6.5.5 Facilitate screening and recruitment of T&Is for Judiciary

6.5.6 Implement interventions

			judiciary 6.5.9 Implement interventions for enhancing T&I capacities in the districts		<u>Sub-total: 245,000</u>
	6.6 Budget, finance, procurement and related operational policies	Year 1-5: - Budget - Resource mobilisation Strategy - Procurement management - Finance and operations	6.6.1 Prepare Annual budget	- Chief Executive Officer - Operations Manager	* No costs in addition to staff costs
			6.6.2 Prepare Annual procurement plans 6.6.3 Strengthen procurement capacity within project 6.6.3 Engage in resource mobilization 6.6.4 Provide accurate financial reports		
OUTPUT 6 TOTAL:					6,270,000
PROGRAMME TOTAL: \$ 34,225,000					

IV. MANAGEMENT ARRANGEMENTS

The overall value of this Project will be **US\$ 34,225,000**. UNDP's BCPR will initially contribute **US\$ 3 million** for the Access to Justice and Confidence Building output, through its Global Rule of Law Programme. The Government of Timor-Leste may also contribute to the project within the duration of the project. Additional resources will be mobilized through the support of existing and potential donor governments and organizations to the JSP.

The management structure of the project will be as follows (see also the 'Programme Implementation Strategy' section on page 18 of this document for more details):

Steering Committee (Project Board)

The project will be directly executed by the UNDP Country Office, which will be held accountable for all aspect of management of the project. The Council of Coordination will be the Steering Committee responsible for making management decisions for the project when guidance is required by the Chief Executive Officer, who is the Project Manager. Project reviews by the Steering Committee will be made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group will be consulted by the Project Manager for decisions when Project Manager's tolerances have been exceeded. The Steering Committee will contain three roles:

- The Executive, representing the project ownership to chair the group, will be the Council of Coordination;
- The Senior Supplier, to provide services for the implementation of the project, will be the UNDP Governance Unit; and
- The Senior Beneficiary, ensuring the realization of project benefits from the perspective of all beneficiaries, will be the CoC.

Advisory Committee

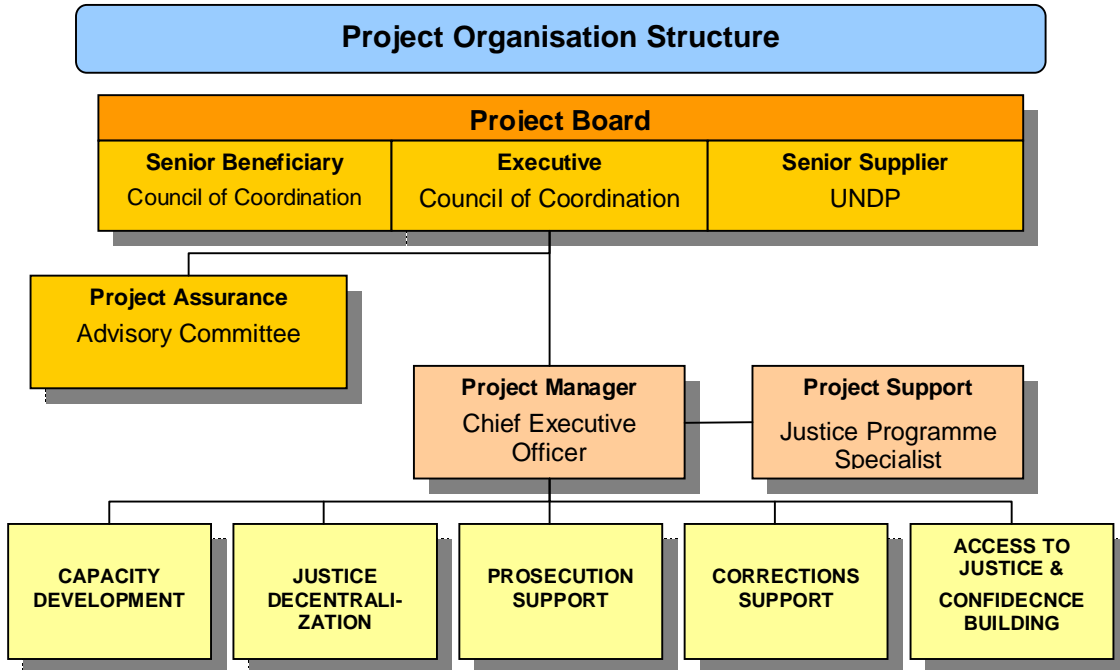
The **Advisory Committee** will be a consultative body providing advice to the Council of Coordination on issues pertaining to the justice sector. The Committee will be comprised of nominees of the Courts, Prosecution, MoJ, Public Defender's Office, Provedoria for Human Rights and Justice (PDHJ), UNMIT, UNCT, development partners, two CSO nominees, and representatives of national and international staff serving in the justice system. The Terms of Reference (ToR) for the Committee is as follows:

- To advise the CoC on overall strategic planning issues for the justice sector, including human resources planning, capacity development strategy, gender justice strategy, etc.;
- To identify and bring to the attention of the CoC key issues and priorities for the justice sector;
- To support the CoC in identification of challenges to justice sector development;
- To provide inputs to the CoC on monitoring and evaluation (M&E) of justice sector institutions;
- To advise on coordination and partnerships;
- To advise on any other issues relevant to the functions of the Council of Coordination.

The Committee shall be convened by the Chief Executive Officer and/or the International Justice Programme Specialist, who will also serve as the Secretary of the Committee. The Secretary's responsibilities include the preparation and distribution of the agenda, minute-taking during meetings and distribution minutes to members of the Committee, etc. The Committee will have quarterly sessions, and may also convene on an ad-hoc basis.

Project Manager

The Chief Executive Officer (CEO), which is a key post to be filled by a Timorese national, will be the Project Manager of the JSP with the authority to run the project on a day-to-day basis on behalf of the Project Board, within the constraints laid down by the Project Board. The CEO will be responsible for day-to-day management and decision-making for the project and will ensure that the project produces the results specified, to the required corporate standards for the JSP and within the specified constraints of time and cost. The CEO will coordinate the work of his/her own office as well as the five Programme Support Units (PSUs) established for production of the five key outputs of the Programme. S/he will report to and work under the guidance of the CoC and UNDP Governance Unit. Also, the CEO will frequently consult with the Advisory Committee for advice and inputs on various programmatic issues.



V. MONITORING FRAMEWORK AND EVALUATION

1. Internal M&E for Results-Based Project Management

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored internally through the following:

1) Within the annual cycle:

- ÿ 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.
- ÿ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- ÿ Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- ÿ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- ÿ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- ÿ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

2) Annually:

- ÿ **Annual Review Report:** An Annual Report shall be prepared by the Project Manager and shared with the Project Board and Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as summary of results achieved against pre-defined annual targets at the output level.
- ÿ **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.

2. External Evaluations

An independent and external mid-term evaluation of the Programme will be conducted in early 2011 to measure impact, assess achievements and present recommendations on the way forward. A final evaluation will take place upon completion of the Programme. In accordance with UNDP DEX regulations, the Programme will be subject to external audits on an annual basis.

3. Specific M&E Structure for RJSP

In response to the recommendations of the External Evaluation report, the RJSP will have a dual M&E structure for internal evaluation of project delivery. A central M&E function, led by an international Head of M&E, will be placed in the Chief Executive Office. This function has several roles:

- Develop M&E guidelines to quality assurance functions within the PSUs
- Assist the CEO in revising ongoing work plans in light of information yielded by the monitoring of performance of PSUs and changes in national priorities
- Assume responsibility of the formulation of Capacity Development strategy for the justice sector, including needs assessment, HR requirements and alignment with national priorities.
- Assist MoJ and the inspectorates of the justice sector in the establishment of a system for data collection, devise indicators to enable performance appraisals of justice sector actors, and measure the responsiveness of these institutions to the needs and requirements of right holders

In addition to the central M&E function, each PSU will have measures and mechanisms for continuous monitoring and evaluation of project delivery. This includes regular and periodic reviews of implementation performance and strategies as well as meetings and consultations with stakeholders and technical working groups. The Access to Justice and Confidence Building PSU, in light of its conflict-preventing and confidence-building role, will closely monitor, and devise response strategies for, tensions and conflicts at the local level that may escalate into broader conflicts and violence..

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Democratic Republic 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.