



Project Document

**STRENGTHENING THE
NATIONAL POLICE CAPACITY
IN TIMOR-LESTE**
July 2011





United Nations Development Programme

Country: Timor-Leste

Project Document

Project Title

Strengthening the National Police Capacity in Timor-Leste.

UNDAF Outcome(s):

Outcome 1: By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

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

Expected Output(s):

(Those that will result from the project)

1. PNTL management and administration capacity developed
2. PNTL training capacity enhanced;
3. PNTL internal oversight mechanisms strengthened;
4. Technical assistance provided to the Secretariat of State for Security to finalize the PNTL promotions regime.

Implementing Agency:

UNDP Timor-Leste

Brief Description

This project, Strengthening National Police Capacity in Timor-Leste, is intended to strengthen the capacities of the Timorese National Police (PNTL) to deliver quality policing services to the population of Timor-Leste following resumption of executive policing over the national territory in March 2011, and to maintain stability during the potentially sensitive period of the 2012 national elections and later after UNMIT draw-down. The project will also inform UNDP future interventions for supporting capacity development of the PNTL. It aims to (1) develop PNTL management and administration capacity; (2) enhance its training capacity; (3) strengthen its internal oversight mechanisms; and (4) provide technical assistance to the Secretariat of State for Security (SoSS) to finalize the PNTL promotions regime. Close coordination will be facilitated with the ongoing UNDP-OHCHR project supporting the Provedor's Office, the UNDP Justice programme and the Secretariat of State for Security to enhance coordination and complementarities among the various actors. The project is in line with the UNMIT Transition Plan, which provides a road map for hand-over of UNMIT responsibilities and support functions to relevant partner institutions both within and outside the UN. UNDP has been included as possible partner to the Government in all UNMIT focus areas, including Police and Security.

Programme Period: UNDAF 2009 -2013

Key Result Area (Strategic Plan) 3.2 Strengthening Post-Crisis Governance Functions

Atlas Award ID: _____

Start date: 01 August 2011

End Date: 30 July 2012

PAC Meeting Date: _____

Management Arrangements Direct Implementation

Total resources required 1,030,620 USD

Total allocated resources: 501,904 USD

- Regular 501,904 USD
- Other:
 - Donor _____
 - Donor _____
 - Donor _____
 - Government _____

Unfunded budget: 528,716 USD

In-kind Contributions (UNPOL) USD 616.850

Agreed by the PNTL General Commander: _____

[Handwritten signature] 21/7/11

Agreed by UNMIT Police Commissioner: _____

[Handwritten signature] 21/07/2011

Agreed by UNDP Country Director: _____

[Handwritten signature] 21/7/11

I. SITUATION ANALYSIS

Timor-Leste has made significant progress since the restoration of independence in 2002¹. Although the 2006 crisis led to a significant setback in the nation building agenda, the country is on track for recovery from the political crisis, which caused widespread population displacement, significant disruption of the social fabric and serious delays in the nation-building activities. In response to the crisis, key development activities were put on hold in order to focus national efforts on security, stability, and recovery, and to resolve tensions in the society. Four years after the civil unrest, the situation in Timor-Leste has significantly improved. The presidential and parliamentary elections held in April and June 2007 were largely peaceful, free and fair. The progress achieved could be perhaps best illustrated by the fact that despite the serious attacks against the President and the Prime Minister in February 2008, the country did not regress into violence and democratic mechanisms were applied to deal with the difficult period afterwards. The political situation, though fragile, is relatively stable and the 65 IDP camps in the country were officially closed in September 2009.

In the aftermath of the 2006 crisis, the Security Council mandated the United Nations Integrated Mission in Timor-Leste (UNMIT) to assume executive police authority through its UN Police (UNPOL) component, and to simultaneously support the National Police (PNTL) in re-building its capacity². The authorized strength of UNPOL before the drawdown stood at 1,023 during the financial year 2010-11. After the drawdown phase beginning from July 2011 onwards, the authorized strength is 1,280 including 790 police officers and 480 officers of the Formed Police Units (FPUs).

As of 22 March 2011, a total of 3,135 PNTL officers were registered. On 23 December 2010, the Secretary of State for Security and the General Commander of the national police officially announced the planned recruitment of an additional 250 officers, to begin in January 2011. Timorese nationals between 18 and 23 years of age will be targeted. Women are to represent at least 10 per cent of the candidates.

For the resumption of primary policing responsibilities by PNTL, an agreement, which defined mutually agreed criteria, was concluded between UNMIT and the Prime Minister on 13 May 2009³. Accordingly, joint assessment teams of civilian and police representatives from the Government and UNMIT assessed all 13 districts and 12 units as of 22 March 2011. The resumption process of full executive policing authority by PNTL was completed on 27 March 2011.

The district assessments and action plans which are part of the PNTL resumption process have led to the development of the PNTL Strategic Development Plan 2011-2012 which intends to address the shortcomings identified in the districts and by the various PNTL units. As a follow up, the PNTL/UNPOL Joint Development Plan was signed on the 23 February 2011. It covers five strategic objectives: Legislation⁴, Training⁵, Administration⁶, Discipline⁷, and Operations⁸. The Plan is intended as a guiding document that

¹ In August 1999, 79 percent of the population voted for independence. In the two weeks following the vote, members of the pro-integration faction destroyed over 80 percent of Timor's houses and public buildings, including more than two-thirds of its health facilities and schools. More than 1,500 people were killed and about 250,000 were displaced or forcibly moved to West Timor. About a third of the displaced people returned within six months. The international community responded swiftly to the crisis. The United Nations Transitional Administration in East Timor (UNTAET) was established on October 25, 1999, under a Security Council Resolution to ensure stability and establish a transitional government. In December 1999, UNTAET was given a mandate to oversee the country's reconstruction, develop Timorese capacity, and implement a strategy to hand over functions to a Timorese administration. Peace was restored under a United Nations-led administration, and in July 2000 the East Timor Transitional Administration (ETTA) was created and five Timorese Cabinet Ministers were appointed. An election was held in August 2001 and a Council of Ministers, led by a Chief Minister, was appointed along with a Constituent Assembly of 88 members with a mandate to write the country's constitution. In May 20, UNTAET handed over control to the government of independent Timor-Leste. The country was accepted into the United Nations on September 27, 2002.

² Security Council Resolution (SCR) 1704 (August 2006) and subsequent Resolutions, namely, SC Resolutions 1704 (2006), 1745 (2007), 1802 (2008), 1867 (2009), 1912 (2010) and 1969 (2011).

³ See S/2009/504, para. 20.

⁴ The Legislation pillar includes two strategic objectives: (SO 1A) finalization of the consolidation phase, execution of the reconstitution and preparation of a new Supplemental Agreement; and (SO 1B) regulations for the PNTL Organic Law and implementation of the Statutes, Rules of Procedure, Regulations and Organization Standards and Procedures. .

⁵ The Training pillar intends to increase the training capacity and activities, as well as the technical and professional capacity development of

links UNPOL capacity development activities to PNTL priorities, clarifies roles and responsibilities, and defines expected results. Key to success will be the effective coordination of its implementation, including with other UN Agencies and bilateral partners.

The history of Timor-Leste is yet another testimony to the fact that, there can be no sustainable peace and development without the rule of law. The 2006 rift between the armed forces (F-FDTL) and the national police (PNTL) is yet to be fully mended and their roles clearly delineated. Civilian oversight of the security sector, an effective police force and access to justice extend far beyond the phase of “stabilization” – it is the very foundation for peace-building and development⁹. There is more onus on PNTL to deliver quality policing services to the population of Timor-Leste following resumption of executive policing over the national territory in March 2011 and to maintain stability during the potentially sensitive period of the 2012 national elections and later after UNMIT draw-down.

Key Challenges

The institutional development of the PNTL is a long term process, which requires dedicated resources, sustainable efforts and above all local leadership and ownership. Though there has been progress in the PNTL reform, substantial challenges remain to be addressed¹⁰.

The key oversight and management challenges mapped by the previous Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste¹¹ provide an overview of priority issues to be addressed in order to ensure stable foundations for peace-building and development.

1. Legislation - Regulation of the PNTL Organic Law and implementation of the Statutes, Rules of Procedure, Regulations and Organization Standards and Procedures

The PNTL Organic Law (Decree-Law no. 9/2009, of 18 February 2009) is the major legal document outlining the duties, responsibilities and powers of PNTL. The Law on Internal Security and the Law on National Security also outline the functions of PNTL in relation to other security organizations like the FFDTL, especially in times of national emergencies.

Several national operating norms and procedures have been developed. Nevertheless, the force still lacks standard operating procedures, directives, guidelines and basic training on the execution of duties. 71 Norms of Organization and Procedure (NOPs) have been defined of which 51 have been approved. The remaining are in the final stage of approval. Forty Three (43) of the NOPs have already been printed in a two volume version both in Tetun and English and disseminated to the PNTL and UNPOL units for implementation. A gap analysis should be carried out to ascertain comprehensiveness. Furthermore, NOP training and awareness would need to be followed up.

PNTL (SO 2).

⁶ The Administration pillar will focus on PNTL human, material and financial resources management capacity (SO 3).

⁷ The Discipline pillar will develop PNTL capacity for action and disciplinary accountability (SO 4).

⁸ The Operations pillar addresses (SO 5A) the capacity of maintaining public order, security and tranquillity in favour of political stability and socio-economic development, and (SO 5B) increasing PNTL capacity in criminal investigation and crime prevention.

⁹ See Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste (for the period from 24 September 2009 to 20 January 2010), 12 February 2010, S/2010/85.

¹⁰ The following section is based on the findings of the UN Expert Police Mission (2008), the UN Technical Assessment Mission (2010) and the finding of the Joint Technical Team (JTT) and Joint Field Assessment Teams (JFAT) composed of both UN and Timorese experts to evaluate the readiness of the districts/units for hand-over (2009).

¹¹ See Report of the Secretary General to the Security Council on the Integrated Mission in Timor-Leste (for the period from 24 September 2009 to 20 January 2010), 12 February 2010, S/2010/85.

2. Training – Increase the training capacity, the training activities, as well as the technical and professional capacity of PNTL Capacities

Technical assistance and capacity development are needed in the following areas: leadership; criminal investigations (including gender-based violence); forensic and crime scene management; use of force; development of norms and procedures; community policing; traffic management; maritime policing; border policing; close protection; communication skills; discipline, ethics and human rights. Specific training-related issues relevant to the implementation of the rest of the 5 pillars in the 2011-12 PNTL/ UNPOL Joint Development Plan or JDP (Legislation, Operations, Administration, and Discipline) are also critical.

Overall, the aforementioned areas for training will address problems related to enhancing leadership and management competencies; specialized technical capacity to maintain peace and order, as well as deal with emerging crimes; and critical competencies in administrative and technical services. These priority areas are in line with the recommendations reflected in both UNMIT and government documents, mainly: 2010 DPKO Technical Assessment Mission, 2010 UNMIT Concept of Operations, 2009-2010 Joint Field Assessment Team (JFAT) assessment documents, Monitoring Reports, and most especially the “National Police of Timor-Leste’s Strategic Development Plan 2011-2012”.

The current reality is that majority of the courses offered for PNTL, whether basic, specialized or advance, are centralized at the Police Training Center (PTC), Dili. However, PTC’s limited carrying capacity affects the quality of teaching-learning environment, limits the number of police trained within a certain period, and increases the cost of training for those coming from outside Dili district.

Under a bilateral arrangement with Australian TLPDP, PTC is currently undergoing renovation of classrooms, dormitories, and other physical training facilities. Even with these renovations, the problem remains because the first Basic Recruit Course (since 2000) will start mid 2011 — allowing no more classroom and accommodation space for all other courses specified in the “National Police of Timor-Leste’s Strategic Development Plan 2011-2012”, which calls for UNPOL support to “increase the training capacity, the training activities, as well as the technical and professional capacity building of PNTL members” (Strategic Objective 2). Implied in this is the capacity building and institutional strengthening support to PTC as the national police training provider.

3. Administration: Development of the PNTL human, material and financial resources management capacity

Existing administrative systems, including for personnel, budget and finance, procurement, assets and file management, require considerable improvement, particularly in regard to systematic updates and maintenance. Moreover, relevant policies, internal rules of procedure and guidelines are still either non-existent or work in progress. There is a need to update existing policies following the adoption of the new PNTL Organic Law in 2009 to allow more decentralization and operational autonomy.

In the area of human resources management, the PNTL is still in a transition stage. The human resource policy on recruitment, personnel development, promotion, transfers, dismissal, welfare and retirement are not fully established yet. The PNTL Promotions Follow-up Commission headed by a member of the Secretary of State for Security oversees the PNTL promotions regime which is still work in progress. While the personnel appraisal system has just been developed, it is still to be communicated. Thus, there is still some need to support human resource systems within PNTL.

The PNTL has an annual planning framework in place for developing the annual action plan. The annual action plan is thereafter submitted to the Secretary of State for Security for budget allocation. The funds are centralised in the SoSS and all purchase requests and procurement are subject to the SoSS’ processing and approval. This often results in administrative and financial delays. Streamlined financial procedures and controls should be considered to prevent such delays.

An efficient procurement and supply management system is crucial for enhancing PNTL operational capacity and individual accountability vis-à-vis equipment and material assigned to PNTL officer for undertaking their duties. The development of PNTL capacity for managing its logistical resources and to draw up the rules governing maintenance of materials and equipment is essential as there is currently no maintenance policy or plan.

There is a need to build human capacity in the planning and management of infrastructure and equipment through allocation of budget and specialised training. While there are new infrastructures being constructed for the PNTL, the PNTL does not have existing knowledge and skills or adequate funds to manage or maintain the new premises to achieve optimal utilisation. This compromises the effective and efficient use of the premises and affects sustainability.

The PNTL Logistic Department is responsible for the storage and distribution of stock, material and equipment to various Units, Departments and Districts. In principle, the storage facility must provide proper conditions for protection from damage and destruction of stock so that it retains its original condition when issued to the operating units. Presently, PNTL HQ utilizes the new constructed warehouse. The old one is no more functional as it was converted into a Communication Training Room as part of UNPOL/ TLPDP project. All the existing stock was transferred to the new warehouse, which does not have the minimal technical standards. Currently the stock (such as stationery; food items such as rice and soya; and ready to assemble furniture and office equipment) is kept on the floor. Hence, there is a great risk of damage. There is an urgent need to upgrade the PNTL warehouse by equipping it with all the necessary storage equipment in order to meet the objectives and standards of a storage facility, including the need for further training on procedures and flow of documentation as a follow up on the workshop undertaken in November 2010 by UNMIT Supply Section. A new policy and procedures for the circulation of the stored goods and documents would need to be eventually developed.

As part of its assets, PNTL operates a fleet of 249 vehicles. The PNTL Strategic Plan 2011-2012 foresees under its Strategic Objectives no. 8 and 9, respectively, the acquisition of more vehicles and the improvement of its border management by increasing the PNTL fleet of vehicles. However, until now it does not have a system for their management and maintenance. Their use off-duty including by non-authorized people is not controlled, and the vehicles are not regularly serviced which affects PNTL operational capacity and increases costs. PNTL currently relies on contracting private workshops which are not technically screened and often too expensive. For example, by July 2010, vehicle maintenance has cost a total of USD 646,983 from the approved budget of USD 680,598 for that whole year. Training PNTL staff in proper vehicle maintenance would significantly contribute to overall PNTL capacity and reduction of costs.

In collaboration with UNPOL and TLPDP, a Radio Communications Maintenance Capacity Development activity was undertaken within the framework of the EU- funded Security Sector Capacity Development Facility completed in December 2010. It aimed to develop the capacity of communications technicians from PNTL and other key security sector institutions in the area of repair, maintenance and use of radio communication equipment. It should be noted that communication was identified as a priority for PNTL and the weak link as shown during the 2006 crisis. A preliminary assessment undertaken in 2009 indicated that the Communications Unit of PNTL was manned by 3 uniformed PNTL officers only and 2 non-uniformed personnel from the Transport and Telecommunications Department of the Ministry of Infrastructure. PNTL had 410 radio communications sets nationwide, of which only 54 (or 13%) were operational. Over the 2 phases, 61 students coming from PNTL, F-FDTL, National Fire Service, Transport and Telecommunications Department, National Directorate for Public Building Security, and Civil Aviation completed the course. The outcome included not only a small group of skilled technicians but also the reprogramming and repair of 150 radios, the installation of 245 radios bases and 23 repeaters, and the programming of more than 1,000 radios (included donated equipment) and 25 repeaters. The inter-district networks were tuned using a radio frequency spectrum analyzer. 36 repeaters still need repair. TLPD has contributed a workshop with testing equipment, including radio spectrum analyzers, oscilloscopes and spare parts for repeaters.

So far PNTL does not possess the capacity to establish contact between HQ and districts without UNPOL support.

4. Discipline – Development of PNTL’s capacity for action and disciplinary accountability.

There has been a slow but general increase in the population’s confidence in PNTL since 2006. However, allegations of corruption and impunity for acts of misconduct, including some incidents involving arbitrary arrests, excessive use of force and mishandling, particularly by the PNTL Task Force, have damaged trust in PNTL, especially among the youth and vulnerable groups. The lack of proper policy procedures for the use of force, of facilities to store weapons, and of adequate accountability mechanisms have also contributed to the misuse of firearms by some PNTL officers. This underlines the need to strengthen institutional policies and procedures regarding the use of force, in line with national and international standards. The accent on accountability and transparency in delivering security services highlights the fact that in a democratic system security services have to operate within the rule of law and be accountable to the democratically elected political leaders. There are various external and internal civilian oversight mechanisms of relevance to PNTL. These include:

The President has constitutional oversight functions over the security sector¹². He is responsible for monitoring the activities of the entities that make up the Integrated System of National Security and is also expected to take part in the decision-making processes regarding their joint deployment and control, namely in a crisis¹³. His Office is expected to also play a role in reviewing security sector-related legislation and policies but is hampered by the lack of human resources.

The Parliament is involved in debates, adoption and monitoring of the National Security Policy, scrutiny of proposed legal developments and relevant international agreements, review of budget allocation and execution of security institutions, and proposal of remedial actions to ensure compliance with national as well as international legal frameworks and commitments. Its role has been limited so far due to the lack of access to information and specific technical expertise.

The Provedoria for Human Rights and Justice (PDHJ) is a constitutionally mandated independent institution charged with oversight of public institutions. In particular, the PDHJ is required to promote and protect human rights and promote good governance in relation to government entities, the police service, the military and the prison service.¹⁴ The vast majority of PDHJ’s human rights investigations relate to the Police. The PDHJ has received 241 complaints against the PNTL since opening its doors in 2006. However, follow up is not systematically afforded. In line with the PDHJ’s mandate to promote human rights, the PDHJ undertakes human rights training of police in collaboration with the Police Academy of Timor Leste and training of F-FDTL trainers in collaboration with the F-FDTL and the SoSD. Closer coordination and mechanisms should be set up to follow up on the PDHJ investigations and to mainstream human rights issues in PNTL’s standard operating procedures.

The Civil Society’s capacity to engage on issues pertaining to the security sector is limited in general. This also applies to the research capacity of the few non-governmental organizations (NGOs) that ‘formally’ deal with security sector issues. The Provedoria supports a network of NGOs in Dili and the districts for human rights reporting; however, they consistently struggle with funding, resources and qualified personnel for sustaining their activities. Effective and quality involvement of Civil Society in security governance debates could broaden national ownership of security sector reform processes and increase public confidence in security institutions. It will also promote evidence-based policy dialogue based on feedback from civil society. Public outreach and consultation has been limited and ad hoc up till now.

¹² Articles 74, 85 and 86 of the Constitution.

¹³ Article 21 of the National Security Law no.2/2010 dated 21 April 2010.

¹⁴ Article 3 of National Parliament law No. 7/ 2004.

The Inspectorate General of the Secretariat of State for Security is mandated by the Organic Law of the Ministry of Defence and Security to propose the policy and prepare draft regulations necessary for the oversight of various institutions under SoSS, including PNTL; ensure police resources are provided appropriately; and establish mechanisms for collaboration and coordination with other Government organs with responsibility for related areas, among other.

PNTL Cabinet of the Inspector General is directly accountable to the General Commander and is mandated to conduct internal audits into operational, administrative, financial, disciplinary and technical matters; and to verify, evaluate, investigate and report on performance of all services and activities of PNTL under Article 14 of the PNTL Organic Law (Decree-Law 9/2009). The Police Inspectorate is an executive body, which aims to enhance police accountability and organizational performance. It was set up in August 2010. The Internal Regulation for the Inspectorate has been drafted for approval by the Minister of Defence and Security.

PNTL Department of Justice is responsible for the investigation of allegation of disciplinary misconduct of individual PNTL Officers. The Disciplinary regulation, Decree Law 13/2004, provides for detailed responsibilities for the Department of Justice in the investigations allegations of disciplinary misconduct against individual PNTL Officers, principles of discipline and penalties. It also establishes the relationship between criminal proceedings and internal PNTL disciplinary proceedings. The Department of Justice has a detailed operating manual regulating the conduct of their investigations. Suitable disciplinary mechanisms and coordination need to be established with the above-mentioned bodies to ensure the integrity of the personnel and accountability of the PNTL officers' vis-à-vis human rights violations and breaches of discipline.

5. Operations – Maintenance of public order, security and tranquility in favor of political stability and socio-economic development and increasing capacity for criminal investigation and crime prevention

In general, the PNTL continues to face serious operational challenges. On March 28 2011, the PNTL has assumed full policing responsibilities for all police operations and activities in Timor Leste. Whilst they will be at the forefront for the maintenance of public order and security, they will still be supported by UNPOLs when required.

The main challenge of the PNTL would be to ensure that they have the capacity and capability to handle all public order and security situations after the withdrawal of international security forces at the end of 2012. In order to meet this challenge, PNTL will need to enhance their capacity in the conduct of police routine duties. Capacity enhancement for PNTL will encompass the further development of both general police operations and specialised areas such as criminal investigation.

Such capacity building requirement can only be mapped out taking into consideration the current ground reality and the practicality of implementation. To ensure feasibility and success of any programs PNTL will need to take ownership and see the need for the development plans.

The Engagement of the United Nations and the International Community with the Police in Timor-Leste

As per its mandate, UNMIT has four priority areas: review and reform of the security sector; strengthening of the rule of law; promotion of a culture of governance and dialogue; and economic and social development.¹⁵ The UNDP's 2009-2013 programme covers most of these areas, particularly democratic governance, crisis prevention and recovery, poverty reduction and environmental management.

¹⁵ See UNMIT Medium Term Strategy http://unmit.unmissions.org/Portals/UNMIT/latest_docs/Medium_Term_Strategy-En.pdf

As such, UNMIT has supported the Security Sector since 2006. UNPOL is UNMIT's single largest component and contribution. The rule of law mandate of UNMIT is of two-folds: (1) Interim law enforcement, including the maintenance of public security throughout the country until the PNTL is reconstituted; and (2) assisting with further training, mentoring, and institutional development and strengthening of the PNTL. The latest Security Council Resolution 1969 of 24 February 2011 further reaffirms the capacity development mandate in view of UNMIT gradual drawdown after the National Elections. To further strengthen UNPOL's role in the area of capacity development the Security Council approved SC decision (no. S/2010/522 Para 59) the recruitment of civilian advisers in the areas of donor liaison, database management, policy and project development, finance, human resource management, human rights, legal advisor and community policing, among others. These advisers have been arriving consecutively as of April 2011.

UNDP has provided support to PNTL as early as 2003 through the *"PNTL Institutional Capacity Project"* implemented with the Ministry of Interior and the previous UN Mission Support to East Timor (UNMISSET). The project organised a workshop on key recommendations made by the Joint Assessment Mission conducted by the Government of Timor-Leste, UNMISSET, UNDP, other development partners, and the PNTL Institutional Strengthening Committee, and developed in collaboration with the Australian Embassy and UNPOL a text book on law enforcement procedures and the Indonesian Penal Code which was in use then. In addition a handbook defining arrest and detention, and search and seizure procedures was published with Japanese funding in pocket-size format. These publications were used for training new recruits at the Dili Police Academy. The last batch was distributed in 2008.

More recently, UNDP/UNMIT supported through the *"Security Sector Review and its Capacity Development Capacity"* (2008/2010) trainings for PNTL representatives, both overseas and locally, on Communications Equipment Repair and Maintenance, Managing Public Security and the Rule of Law, Gender-Responsive Police Reform, and National Security and Defence. PNTL also participated in a study tour to Angola focusing on security and defence policy development, and in the workshop on *"Whole of Government Approach to Natural Disaster Response in Timor-Leste"*.

The Portuguese Guardia Nacional Republicana (GNR) is engaged in basic police training. New Zealand has taken the lead on community policing. All UNPOL officers contributed by New Zealand are assisting the PNTL in the area of community policing, while TLPDP from Australia has provided mobile forensic labs and criminal investigation kits to the PNTL besides assisting them in training and logistics.

Gender Equality

There are fewer women in senior positions in the police. The PNTL has 18 per cent female police officers in the organization representing 577 of 3,197 in total as of January 2011. The following table presents gender disaggregated data¹⁶:

PNTL Female Police Officers as of 6 January 2011	
Rank	Number of female officers
Superintendent	02
Assistant Superintendent	01
Chief Inspector	01
Inspector	09
Assistant Inspector	11
Agents and Senior Agents	553
TOTAL	577

The working space is not often appropriate for the special needs of women, which may negatively affect their well-being and the delivery of their responsibilities, and eventually gender parity and empowerment in the force. The challenges also apply to VPU and detention premises.

¹⁶ Source UNMIT Security Sector Support Unit, January 2011.

There is limited understanding of the VPU's mandate to investigate domestic violence cases as per the Domestic Violence Law adopted on 3 May 2010. Empirical data indicates that victims are often referred back to their families or traditional systems for mediation or arbitration.

II. PROJECT OBJECTIVES AND STRATEGY

There is now wide-spread consensus that Timor-Leste is on track towards a new phase, where an international peacekeeping presence will no longer be required after the Presidential and Parliamentary elections in 2012. The reconfiguration of UNMIT's support to the Timorese Government is already well underway, with the handover of primary policing responsibilities to the PNTL completed on 27 March 2011. The Government of Timor-Leste and the leadership of UNMIT have begun planning the transition towards UNMIT drawdown. To facilitate the transition process, a High-Level-Committee on Transition, co-chaired by the President and Prime Minister of Timor-Leste and the Head of UNMIT, was established. The High Level Committee requested that a joint transition plan be developed as a road map for UNMIT's drawdown and ultimate withdrawal. Highlighting those fields where Timorese institutions will require continued support beyond 2012, the plan also provides a road map for hand-over of responsibilities and support functions to relevant partner institutions both within and outside the UN. UNDP has been included as possible partner to the Government in all UNMIT focus areas, including Police and Security focus¹⁷.

This project is intended to strengthen the capacities of PNTL to deliver quality policing services to the population of Timor-Leste following resumption of executive policing over the national territory in March 2011, and to maintain stability during the potentially sensitive period of the 2012 national elections and later after UNMIT draw-down. It will also inform UNDP's future partnerships contributions to PNTL capacity development, and assist in refining its approach and scope of interventions, as applicable. The project aims to (1) Develop PNTL management and administration capacity; (2) Enhance its training capacity; (3) Strengthen its internal oversight mechanisms and (4) Support the Secretariat of State for Security to finalize the PNTL promotions regime. Details under each output are given below.

The project is guided by the PNTL Strategic Development Plan 2011-2012 and the corresponding PNTL/UNPOL Joint Development Plan, as well as by the National Priority no. 7 on Security and Public Safety¹⁸, which reflect the continuing need to develop PNTL oversight and management capacity.

The duration and scope of the project also take into consideration the timing of the Presidential and Parliamentary elections and UNMIT drawdown over the course of 2012. In line with UNMIT's Integrated Strategic Framework and the Transition Plan, UNDP and UNPOL will collaborate closely in the implementation of the project, complementing UNPOL's support to PNTL which is outside the scope of this project. The UNPOL Civilian Advisors¹⁹ will constitute the backbone of the technical expertise needed for delivering the project activities.

The project team will benefit from additional expertise and support as needed from the Police Department of the UN Office of Rule of Law and Security Institutions in the Department of Peacekeeping Operations, and from the Governance and Rule of Law Group at the UNDP Bureau for Crisis Prevention and Recovery. Close coordination will be facilitated with ongoing UNDP-OHCHR project supporting the Provedor's Office, the UNDP Justice Support Programme (JSP). Collaboration with the UNDP-OHCHR project could include awareness raising among PNTL personnel and inclusion of Human Rights issues in SOPs, guidelines and specialised trainings, such as Human Rights-responsive investigation techniques. The synergy with the JSP could be through case management and the VPUs. Indeed, the JSP is facilitating the integration of the case management systems of the judiciary (Prosecutor General's Office), the Provedor and the PNTL. A research on socio-economic barriers to women access to the formal justice sector will also be launched. This project could complement in terms of ensuring coherence with SOPs, guidelines and trainings. Joint awareness raising campaigns for VPU officers, for example, on their legal mandate to investigate domestic violence cases could be explored.

¹⁷ Draft Joint Transition Plan, May 2011.

¹⁸ Timor Leste 2011 National Priorities Matrix (February 2011).

¹⁹ 19 Civilian Advisors are currently under recruitment in various fields of expertise in the areas of donor liaison, database management, policy and project development, finance, human resource management, human rights, legal advisor and community policing, among others.

Output 1: PNTL management and administration capacity developed.

This output will support the implementation of the strategic objective no. 3 on 'Administration: Development of the PNTL human, material and financial resources management capacity' of the PNTL/UNPOL Joint Development Plan, through providing technical assistance, basic equipment, and training, in three main areas (3.1.9; 3.1.10 and 3.1.13):

Procurement²⁰ and Supply: This activity will assist PNTL in developing and implementing policies and guidelines for streamlining procurement and establishing an effective supply system. It includes modernizing storage facilities in Dili and Oecussi, developing procurement and supply policies and procedures in close coordination with concerned PNTL units and departments, and implementing specific trainings.

A proper system of warehousing and distribution of equipment is crucial for enhancing the operational capacity of PNTL, as well as the individual accountability of PNTL officers for the equipment and materials assigned to them for the conduct of their regular duties. Besides Dili HQ, Oecussi was selected due to its status as an isolated enclave.

This activity aims to promote stock management according to category; easy location and access to needed items; accurate inventory management and verification; protection of stock to preserve it in original conditions; optimal use of storage space; improvement of management including saving on stock, labour and time of PNTL staff.

Fleet Management and Vehicle Maintenance: This activity will also support the achievement of Objectives no. 8 and 9 of the PNTL Strategic Plan 2011-2012. The aim of this activity is to enhance the operational capacity of PNTL through developing management skills and tools for optimizing the use of the PNTL fleet and reducing associated costs. The project will assist PNTL in developing and implementing a fleet management and vehicle maintenance system. This includes refurbishing the PNTL vehicle maintenance facility including the procurement of basic equipment, developing the relevant package of policies and procedures, and implementing specialised trainings on fleet management and vehicle maintenance.

Achieving higher quality standards in detention centres and VPUs: The existing detention centres and Vulnerable Persons Units (VPUs) require urgent intervention in order to improve the quality of these infrastructures, and to comply with the basic human rights standards in this area. Therefore, the project will assist the PNTL with the material and financial resources necessary to upgrade the existing detention cells and VPUs up to an acceptable level of hygiene and security that are responsive to women and children needs. Special focus will also be given to incorporating such considerations in the procedures and mechanisms of VPUs as applicable.

Improvement of Duty Officer working condition: The PNTL Duty Officers premises are open 24hours, 7 days of the week and serve the citizens when they approach this service with their complaints. They are a permanent interface between the police and the citizens. They are important for operational capacity of district police units. Duty Officers play a critical role in the chain of command during out-of-office hours of other PNTL officers and units, and they should have good working conditions, which are important elements to increase the quality of service and motivation of these officers. This way, the citizens who approach these Duty Officers with complaints or problems should feel welcomed and safe. It is of special importance for victims of domestic violence and violent crimes, since PNTL is presenting its outreach capacity in dealing with such situations. Thus, this will result in a quality and sustained service, and will contribute to improve public image of PNTL as a whole.

Output 2: Training Capacity of PNTL enhanced

The second strategic objective of the PNTL/UNPOL Joint Development Plan is on 'Training: Increase the training capacity, the training activities, as well as the technical and professional capacity building of PNTL

²⁰ Procurement is currently centralized in SoSS.

members' (Activities 2.1-2.6). Based on the established consultative process at the Police Training Centre (PTC), the capacity development program will build on the foundation already established since the beginning of UNMIT, and will reinforce all other initiatives to assist PNTL transform into a professional, accountable, efficient and effective police service. Due care will be provided not to duplicate other initiatives.

These activities include capacity building projects in support of the Police Training Centre, and PNTL in the preparation and conduct of Command and Direction Courses to Unit Commanders and to PNTL Heads of Services, notably on account of executing the recent Promotions Process; in the conduct of Specialisation Courses to PNTL members assigned to Special Units, Services and Organs; preparation of the Annual Training Plans, taking into account the objectives and the general and specific needs of PNTL Units and Services, as well as supporting the PNTL Command in the execution and monitoring, with the participation of the Portuguese Formed Police Units, in training courses for Agents in Public Order Maintenance, Close Protection Courses, Explosive Ordnance Deactivation Courses, and Special Operations Courses at the Police Training Centre.

Provided technical assistance will place special focus on:

- (1) Developing a cadre of trainers/training coordinators at the district/unit level to help implement the JDP, decentralize training, and increase the number of police officers trained;
- (2) Implementing the courses outlined in the 2011-12 Training Plan, which is also reflected in the JDP;
- (3) Establishing a Courseware Development Unit (CDU) within PTC to develop and evaluate future training materials according to individual/organizational needs. This CDU development necessitates training of personnel to run it.

Output 3: PNTL internal oversight mechanisms strengthened

This output supports the implementation of the strategic input no. 4 on 'Discipline – Development of PNTL's capacity for action and disciplinary accountability' of the PNTL/ UNPOL Joint Development Plan (activities 4.1 and 4.2) through outreach and awareness raising, on-the-job mentoring and training.

To develop a culture of discipline and ethics in PNTL, general awareness campaigns will be organised. In addition, a new reporting format will be put in place to measure performance and compile data on the case load of internal investigations. This will be followed up by a post investigation review of internal investigations and complaints to define policies, procedures, guideline, and training needs. UNPOL officers in the Conduct and Discipline Unit will be assigned to mentor a small group of PNTL Disciplinary Investigators. These UNPOL officers will review investigation documents on a weekly basis and provide feedback on the investigation process, the application of relevant rules and regulations at every phase of the process, and the use of specific forms. S/he will also document findings and recommendation on a weekly basis and appraise individual progress based on a set of pre-agreed criteria. Needed coaching and guidance for PNTL counterparts will be provided through interaction on-the-job. In addition, 2 types of trainings will be delivered in collaboration with the Police training Centre: general courses on disciplinary awareness for PNTL officers in general, and specialized courses for the Justice Department such database management, disciplinary investigation.

There are 2 types of inspections: (1) ordinary or regular inspection of the efficiency and effectiveness of the professional activities of the police²¹, and (2) extraordinary inspection carried out when there are

²¹ Ordinary or regular inspection include: management of police buildings; management of budget, finances and procurement; management of vehicles and equipment; management of human resources; management of weapons and ammunition; management in the cases of arrest and police detention; management of the patrols; management of investigations and revealed of the crime; management of appeals against the police and investigation of disciplinary violations; management of local police plans, security of citizen and initiatives of police activities in the community; management personal data processing in accordance with applicable laws; and management of border police.

reasonable grounds of suspicion to believe that the action or behaviour of the police involves a serious breach of applicable law.

The project will assist PNTL Inspectorate General in developing and implementing internal audit policy and systems in line with international standards and practices, particularly in operational areas that have greatest exposure to fraud, waste, abuse, inefficiencies and mismanagement, such as procurement and finance. This will include developing standards for ex ante controls and internal audits, propose standardized methodologies for audit processes, and facilitate the development of operating procedures, templates for financial control and internal audit manuals, charters and code of conduct in line with international standards. Relevant training will be conducted for concerned personnel for effective implementation.

Output 4: Technical assistance provided to SoSS to finalize the PNTL promotions regime

The promotions regime aims to streamline the administration of PNTL personnel and their careers, and to increase the effectiveness and efficiency of PNTL in performing its functions. Article 42 of PNTL Organic Law establishes that the career and promotions system shall be ruled by specific regulations. The SoSS is in the final stages of developing the promotions regimes. A short-term consultant will be recruited for 6 months to assist the legal department at SoSS in finalising the drafting of the regulation in close consultation with PNTL/UNPOL. S/he will facilitate consultation and feedback between the two organisations to ensure ownership and consensus building.

Gender Empowerment

Both female and male UNPOL officers and civilian advisors will be assigned to support project activities in their areas of expertise. In addition to enhancing the quality standards in detention centres and vulnerable persons units (VPUs), gender mainstreaming will be part of all activities, with a special focus on training contents. Gender parity will be observed, as much as practically feasible, during the selection of trainees and gender considerations will be incorporated in course material and trainings.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

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

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: Enhanced accountability, gender-sensitivity and public perception of the Security Sector; **Baseline:** Three-tier national architecture established to address security sector reform; scattered information available from TLPDP, F2020, SSR perception survey and post-training monitoring. **Target:** Basic mechanisms for management and oversight of the security sector are in place.

Applicable Key Result Area (from 2008-11 Strategic Plan): Crisis Prevention and Recovery

Partnership Strategy: The project will be implemented jointly with UNPOL. Joint supervision and assessments with national counterparts will be undertaken. South-south cooperation and trilateral agreements for secondment of relevant expertise from CPLP or other countries will be explored.

Project title and ID (ATLAS Award ID): Strengthening Civilian Oversight and Management Capacity in the Security Sector

INTENDED OUTPUTS	OUTPUT TARGETS / INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: PNTL management and administration capacity developed	<ul style="list-style-type: none"> Plan for equipment storage implemented (Y/N) Policies and procedures for the Procurement and Supply Management System implemented (Y/N) No. of concerned PNTL staff trained 	1.1. Develop and implement policies and guidelines for an streamlining procurement and enhancing supply management system: <ul style="list-style-type: none"> Implement store modernization in Dili and Oecussi; Develop procurement and supply policies and procedures in close coordination with concerned PNTL units and departments; Implementing specific trainings on procurement and supply. 	PNTL UNPOL UNDP	<ul style="list-style-type: none"> UNPOL Police Training Department, and Procurement and Supply Officers (Part-time, UNPOL in-kind contribution) Equipment for Dili and Oecussi
	<ul style="list-style-type: none"> Policy and guideline on fleet management and vehicle maintenance system developed (Y/N) Vehicle maintenance facility refurbished (Y/N) No. of concerned PNTL staff trained 	1.2. Assist PNTL in developing and implementing a fleet management and vehicle maintenance system <ul style="list-style-type: none"> Refurbishing the PNTL vehicle maintenance facility; Procure basic equipment; Developing the relevant package of policies and procedures; Implementing specialized trainings on fleet management and vehicle maintenance. 	PNTL UNPOL UNDP	<ul style="list-style-type: none"> UNPOL Transport and Asset Management Officers (Part-time, UNPOL in-kind contribution) Equipment and materials Opening ceremony costs

INTENDED OUTPUTS	OUTPUT TARGETS / INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<ul style="list-style-type: none"> No. of detention Centres upgraded No. of VPUs upgraded Quality of the intervention (premises, furniture, hygiene facilities, etc) 	<p>1.3. Assist PNTL in achieving higher quality standards in detention centres and VPUs</p> <ul style="list-style-type: none"> Procure basic equipment Provide basic maintenance of facilities 	<p>PNTL UNPOL UNDP</p>	<ul style="list-style-type: none"> Equipment and materials Contract services to construction companies
	<ul style="list-style-type: none"> No. of Duty Officer rooms upgraded Quality of the intervention (premises, furniture, hygiene facilities, etc) 	<p>1.4. Assist PNTL in the improvement of Duty Officer working condition</p> <ul style="list-style-type: none"> Procure basic equipment Provide basic maintenance of facilities 	<p>PNTL UNPOL UNDP</p>	<ul style="list-style-type: none"> UNPOL Officers (Part-time, UNPOL in-kind contribution) Equipment and materials Contract services to construction companies
<p>Output 2: Training Capacity of PNTL enhanced</p>	<ul style="list-style-type: none"> Courseware Development Unit established (Y/N) Training needs assessment document prepared No. of PTC staff trained in CDU or learning resource development/management No. of PNTL trained in Instructors Development Course (or TOT) to help implement the JDP and Training Plan No. of courses implemented and PNTL trained 	<p>2.1. Increase the capacity of the Police Training Centre to plan and implement technical and professional courses:</p> <ul style="list-style-type: none"> Establish a Courseware Development Unit with basic equipment to develop/evaluate future training material according to individual/organizational needs, job descriptions and other elements mentioned in the training needs assessment Train core PTC staff in courseware development or learning resource development/management Implement the priority courses under the 2011-12 Training Plan—especially those that address leadership/management capacities, the needs of specialized units, as well as technical services, and general election plans. 	<p>PNTL UNPOL UNDP</p>	<ul style="list-style-type: none"> UNPOL Police Training Department (Part-time, UNPOL in-kind contribution) Trainings, workshops & conferences costs including facilitation, Interpretation/translation & printing costs Short-term professional services.
<p>Output 3: PNTL internal oversight mechanisms strengthened</p>	<ul style="list-style-type: none"> Standards for ex ante controls and internal audits implemented (Y/N) Standardized methodologies for audit processes defined (Y/N) Operating procedures, templates for financial control and internal audit manuals, charters and code of 	<p>3.1. Support the development and implementation of an internal audit policy and systems in line with international standards and practices:</p> <ul style="list-style-type: none"> Develop standards for ex ante controls and internal audits Propose standardized methodologies for audit processes 	<p>PNTL UNPOL UNDP</p>	<ul style="list-style-type: none"> UNPOL Discipline Officer (Part-time, UNPOL in-kind contribution) Trainings costs including printing costs

INTENDED OUTPUTS	OUTPUT TARGETS / INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	<p>conduct defined in a participatory manner (Y/N)</p> <ul style="list-style-type: none"> • Number of national awareness campaigns are undertaken • New reporting format in place (Y/N) • A post investigation analytic review undertaken (Y/N) • Number of PNTL officers mentored in Dili and the districts • Number of officers completed general training • Number of officers completed specialised trainings 	<ul style="list-style-type: none"> • Facilitate the development of operating procedures, templates for financial control and internal audit manuals, charters and code of conduct in line with international standards. • Conduct training for concerned personnel for effective implementation. <p>3.2. Promote discipline and ethics among PNTL Officers:</p> <ul style="list-style-type: none"> • <i>Organize general awareness campaigns will be organized.</i> • <i>Implement a new reporting format to measure performance and compile data on the case load of internal investigations.</i> • <i>Undertake a post investigation review of internal investigations and complaints to define policies, procedures, guideline, and training needs.</i> • <i>UNPOL officers in the Conduct and Discipline Unit mentor a small group of PNTL Disciplinary Investigators and document progress on a weekly basis.</i> • <i>Organize in collaboration with the Police training Centre general courses on disciplinary awareness for PNTL officers in general, and specialized courses for the Justice Department such database management, disciplinary investigation.</i> 	<p>PNTL UNPOL UNDP</p>	<ul style="list-style-type: none"> • UNPOL Advisors (Part-time, UNPOL in-kind contribution) • UNPOL mentors • Trainings costs including facilitation, Interpretation/translation & printing costs.
<p>Output 4:</p> <p>Technical assistance provided to SoSS to finalize the PNTL promotions regime</p>	<ul style="list-style-type: none"> • Promotions Regime completed (Y/N) • At least 4 consultations with PNTL organized before finalization of the regulation 	<p>4.1. Support the finalization of the PNTL promotions regime:</p> <ul style="list-style-type: none"> • <i>Support the legal department at SoSS in finalizing the drafting of the regulation in close consultation with PNTL/UNPOL.</i> • <i>Facilitate consultation and feedback between the two organizations to ensure ownership and consensus building.</i> 	<p>SoSS PNTL UNPOL UNDP</p>	<ul style="list-style-type: none"> • A short-term consultant (6m)

INTENDED OUTPUTS	OUTPUT TARGETS / INDICATORS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		General Project Management and Administration	UNDP	<ul style="list-style-type: none"> • Project Manager 12m (UNPOL in-kind contribution) • Programme Specialist 12 m (shared 50% with other Security Sector Oversight project) • National Monitoring Officer (50% shared with other Security Sector Oversight project) • National Project Assistant (50% shared with Security Sector Oversight project) • Sundry and Administration costs

IV. ANNUAL WORK PLAN

2011 – 2012 Budget

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 1: PNTL management and administration capacity developed							
<p>Baselines:</p> <ul style="list-style-type: none"> The procurement system is centralized at the Secretariat of State for Security and the Ministry of Finance. PNTL provides input only at the early stages of the process. Five staff are dealing with distribution. The newly constructed warehouse in Dili PNTL HQ serves all the PNTL districts and units. It does not possess the minimum technical standards or equipment. The warehouse in the enclave of Oecussi serves 118 PNTL officers in the district HQ and 4 substations located in Makasar, Oesilo, Boacnana and Pasabe. Stock is sent to Oecussi every 3 months using the ferry service. The building is in good condition but must be re-configured into a warehouse. <p>Indicators:</p> <ul style="list-style-type: none"> Policy and procedures for supply management are developed (Y/N) No. of concerned PNTL staff trained. <p>Targets:</p> <ul style="list-style-type: none"> At least 30% saving on wasted goods and supplies due to bad storage facilities. Both storage facilities in Dili and Oecussi are upgraded. At least 5 staff per location trained on the new system. 	1.1 Develop and implement policies and guidelines for an effective supply management system	X	X	UNDP	UNDP	72300 Materials & Goods	76,509
<p>Baselines:</p> <ul style="list-style-type: none"> PNTL operates a fleet of 249 vehicles. Their use off-duty including by non-authorized people is not controlled, and the vehicles are not regularly serviced. The cost of maintenance in private facilities is very expensive and there is no control over the quality of service provided. 	1.2. Assist PNTL in developing and implementing a fleet management and vehicle maintenance system.	X	X	UNDP	UNDP	72300 Materials & Goods	142,972

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
<ul style="list-style-type: none"> The assigned building at PNTL HQ has no gates and some walls are missing. There is virtually no equipment. <p>Indicators:</p> <ul style="list-style-type: none"> Cost saved on fleet maintenance in Dili per year. Policy and procedures on fleet management and vehicle maintenance are developed (Y/N) No. of PNTL personnel trained <p>Targets:</p> <ul style="list-style-type: none"> At least 30% saving in cost of maintenance per year in Dili. Fleet maintenance workshop established in PNTL HQ At least 10 PNTL staff trained to man the workshop 		X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	500
<p>Baselines:</p> <ul style="list-style-type: none"> The existing detention centres and Vulnerable Persons Units (VPUs) require urgent intervention in order to improve the quality of these infrastructures, and to comply with the basic human rights and hygiene standards in this area. <p>Indicators:</p> <ul style="list-style-type: none"> Selected detention centres and VPUs are upgraded (premises, furniture, hygiene, women-friendly facilities, lighting, etc) <p>Targets:</p> <ul style="list-style-type: none"> At least 4 detention centres and VPUs are upgraded to acceptable basic standards 	1.3. Assist PNTL in achieving higher quality standards in detention centres and VPUs	X	X	UNDP	UNDP	72300 Materials & Goods	200,000
<p>Baseline:</p> <ul style="list-style-type: none"> PNTL Duty Officers premises are open 24hours, 7 days of the week for citizens' complaints. Both Duty Officers and citizens should feel welcome and safe. <p>Indicators:</p> <ul style="list-style-type: none"> Selected detention centres and VPUs are upgraded (premises, furniture, hygiene, women-friendly facilities, lighting, etc) <p>Targets:</p> <ul style="list-style-type: none"> At least two Duty Officer room upgraded to acceptable basic standards 	1.4. Assist PNTL in the improvement of Duty Officer working condition	X	X	UNDP	UNDP	72300 Materials & Goods	50,000
Subtotal 1							469,981

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 2: Training Capacity of PNTL enhanced							
<p>Baseline:</p> <ul style="list-style-type: none"> Most current courses offered for police rely on old training materials since 2000. The PTC would need to develop a cadre of staff capable of developing and/or updating training materials suited to the current needs of the organization and the various learning styles of police personnel. All courses are centralized at PTC in Dili, which limits the number of police trained within a certain period, and increases the cost of training for those coming from outside Dili district. While 2011-12 Training Plan has been approved, there is no or little budget allotted for the implementation of priority courses for specialized units, technical and administrative services, leadership and management, courses, and elections preparedness. 	2.1 Increasing the capacity of the Police Training Centre to plan and implement technical and professional courses	X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	50,000
<p>Indicators:</p> <ul style="list-style-type: none"> Courseware Development Unit established (Y/N) No. of PNTL personnel both at the operations and management levels completing specialised trainings (disaggregated by theme, gender and functional role) <p>Targets:</p> <ul style="list-style-type: none"> Training plan completed based on needs assessment At least 3 PTC staff trained in courseware development or learning resource development/management At least 25 PNTL trainers representing all districts and units/departments have completed the Instructors Development Course At least 60% of PNTL in specialized units (BOP, SOC, CSP, Border Patrol, Forensic, CIS, Maritime), staff in Admin/Technical Services (Budget, Finance, Procurement, HRM, Logistics) trained in specific areas as per the Training Plan. All key personnel (District/Unit Commanders, Deputy Commanders, Operations Officers) trained in general and specific elections duties. 						72100 Contractual Services-Companies	150,000
Subtotal 2							200,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 3: PNTL internal oversight mechanisms strengthened							
<p>Baseline:</p> <ul style="list-style-type: none"> The Inspectorate was set up in August 2010. The Internal Regulation has been submitted for approval by the Minister of Defence and Security. <p>Indicators:</p> <ul style="list-style-type: none"> Standards for internal controls and audits implemented (Y/N) <p>Targets:</p> <ul style="list-style-type: none"> Operating procedures, templates for financial control and internal audit, charters and code of conduct defined in a participatory manner (Y/N) At least 50% of concerned staff is trained. 	3.1. Support the development and implementation of an internal audit policy and systems in line with international standards and practices.	X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	20,000
<p>Baseline:</p> <ul style="list-style-type: none"> The General public is not well informed on the disciplinary rules and regulations governing the PNTL or relevant mechanisms for complaints. There is little knowledge on gender and human right standards in the PNTL. <p>Indicators:</p> <ul style="list-style-type: none"> Public awareness on PNTL disciplinary rules and regulations implemented. No. of PNTL officers receiving gender and human rights related trainings. <p>Targets:</p> <ul style="list-style-type: none"> At least 2 public awareness campaigns undertaken. New reporting format in place (Y/N) A post investigation analytic review undertaken (Y/N) At least 75 PNTL officers have completed general training in Dili and other districts At least 25 officers have completed specialised trainings 	1. 3.2. Promote discipline and ethics among PNTL Officers	X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	20,000
						72100 Contractual Services- Companies	100,000
Subtotal 3							140,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 4: Technical assistance provided to SoSS to finalize the PNTL promotions regime							
<u>Baseline:</u> <ul style="list-style-type: none"> The Promotions regime is in the latest phases of drafting. <u>Indicators:</u> <ul style="list-style-type: none"> Promotions Regime completed (Y/N) <u>Targets:</u> <ul style="list-style-type: none"> At least four consultations with PNTL are organized before finalization of the regulation for consensus building. 	4.1. Support the finalization of the PNTL promotions regime	X	X	UNDP	UNDP	71200 Intl Consultant	48,000
Subtotal 4							48,000
General Project Management	International Programme Specialist (6m)	X	X	UNDP	UNDP	77300 Fixed Term Appointment	95,000
	National Monitoring Officer (6m)	X	X	UNDP	UNDP	71400 Service Contract	9,000
	National Project Assistant (6m)	X	X	UNDP	UNDP	71400 Service Contract	9,000
	Miscellaneous (communication costs, fuel, office supplies, etc.)	X	X	UNDP	UNDP	74500 Miscellaneous	20,000
	Administration Costs (4%)	X	X	UNDP	UNDP	75000 Facilities & Administration	39,639
Subtotal general project management							172,639
TOTAL							1,030,620

Total Project Budget	1,647,470
Requested Funds	1,030,620
UNPOL In-Kind contribution	616,850

2011 Budget

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 1: PNTL management and administration capacity developed							
<p>Baselines:</p> <ul style="list-style-type: none"> The procurement system is centralized at the Secretariat of State for Security and the Ministry of Finance. PNTL provides input only at the early stages of the process. Five staff are dealing with distribution. The newly constructed warehouse in Dili PNTL HQ serves all the PNTL districts and units. It does not possess the minimum technical standards or equipment. The warehouse in the enclave of Oecussi serves 118 PNTL officers in the district HQ and 4 substations located in Makasar, Oesilo, Boacnana and Pasabe. Stock is sent to Oecussi every 3 months using the ferry service. The building is in good condition but must be re-configured into a warehouse. <p>Indicators:</p> <ul style="list-style-type: none"> Policy and procedures for supply management are developed (Y/N) No. of concerned PNTL staff trained. <p>Targets:</p> <ul style="list-style-type: none"> At least 20% saving on wasted goods and supplies due to bad storage facilities. Storage facility in Oecussi is upgraded. At least 3 staff trained on the new system. 	1.1 Develop and implement policies and guidelines for an effective supply management system	X	X	UNDP	UNDP	72300 Materials & Goods	10,000
<p>Baselines:</p> <ul style="list-style-type: none"> PNTL operates a fleet of 249 vehicles. Their use off-duty including by non-authorized people is not controlled, and the vehicles are not regularly serviced. The cost of maintenance in private facilities is very expensive and there is no control over the quality of service provided. 	1.2. Assist PNTL in developing and implementing a fleet management and vehicle maintenance system.	X	X	UNDP	UNDP	72300 Materials & Goods	120,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
<ul style="list-style-type: none"> The assigned building at PNTL HQ has no gates and some walls are missing. There is virtually no equipment. <p>Indicators:</p> <ul style="list-style-type: none"> Cost saved on fleet maintenance in Dili per year. Policy and procedures on fleet management and vehicle maintenance are developed (Y/N) No. of PNTL personnel trained <p>Targets:</p> <ul style="list-style-type: none"> At least 20% saving in cost of maintenance per year in Dili. Fleet maintenance workshop established in PNTL HQ. At least 10 PNTL staff trained to man the workshop. 		X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	0
<p>Baselines:</p> <ul style="list-style-type: none"> The existing detention centres and Vulnerable Persons Units (VPUs) require urgent intervention in order to improve the quality of these infrastructures, and to comply with the basic human rights and hygiene standards in this area. <p>Indicators:</p> <ul style="list-style-type: none"> Selected detention centres and VPUs are upgraded (premises, furniture, hygiene, women-friendly facilities, lighting, etc) <p>Targets:</p> <ul style="list-style-type: none"> At least 1 detention centre and 1 VPU are upgraded to acceptable basic standards. 	1.3. Assist PNTL in achieving higher quality standards in detention centres and VPUs	X	X	UNDP	UNDP	72300 Materials & Goods	58,060
<p>Baseline:</p> <ul style="list-style-type: none"> PNTL Duty Officers premises are open 24hours, 7 days of the week for citizens' complaints. Both Duty Officers and citizens should feel welcome and safe. <p>Indicators:</p> <ul style="list-style-type: none"> Selected detention centres and VPUs are upgraded (premises, furniture, hygiene, women-friendly facilities, lighting, etc) <p>Targets:</p> <ul style="list-style-type: none"> At least one Duty Officer Room is upgraded to acceptable basic standards. 	1.4. Assist PNTL in the improvement of Duty Officer working condition	X	X	UNDP	UNDP	72300 Materials & Goods	25,000
Subtotal 1							213,060

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 2: Training Capacity of PNTL enhanced							
<p>Baseline:</p> <ul style="list-style-type: none"> Most current courses offered for police rely on old training materials since 2000. The PTC would need to develop a cadre of staff capable of developing and/or updating training materials suited to the current needs of the organization and the various learning styles of police personnel. All courses are centralized at PTC in Dili, which limits the number of police trained within a certain period, and increases the cost of training for those coming from outside Dili district. While 2011-12 Training Plan has been approved, there is no or little budget allotted for the implementation of priority courses for specialized units, technical and administrative services, leadership and management, courses, and elections preparedness. 	2.1 Increasing the capacity of the Police Training Centre to plan and implement technical and professional courses	X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	50,000
<p>Indicators:</p> <ul style="list-style-type: none"> Courseware Development Unit established (Y/N). No. of PNTL personnel both at the operations and management levels completing specialised trainings (disaggregated by theme, gender and functional role). <p>Targets:</p> <ul style="list-style-type: none"> Training plan completed based on needs assessment At least 2 PTC staff trained in courseware development or learning resource development/management. At least 15 PNTL trainers representing all districts and units/departments have completed the Instructors Development Course. At least 30% of PNTL in specialized units (BOP, SOC, CSP, Border Patrol, Forensic, CIS, Maritime), staff in Admin/Technical Services (Budget, Finance, Procurement, HRM, Logistics) trained in specific areas as per the Training Plan. More than 50% of key personnel (District/Unit Commanders, Deputy Commanders, Operations Officers) trained in general and specific elections duties. 						72100 Contractual Services-Companies	50,000
Subtotal 2							100,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 3: PNTL internal oversight mechanisms strengthened							
<p>Baseline:</p> <ul style="list-style-type: none"> The Inspectorate was set up in August 2010. The Internal Regulation has been submitted for approval by the Minister of Defence and Security. <p>Indicators:</p> <ul style="list-style-type: none"> Standards for internal controls and audits implemented (Y/N). <p>Targets:</p> <ul style="list-style-type: none"> Operating procedures, templates for financial control and internal audit, charters and code of conduct defined in a participatory manner (Y/N). At least 50% of concerned staff is trained. 	3.1. Support the development and implementation of an internal audit policy and systems in line with international standards and practices.	X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	10,000
<p>Baseline:</p> <ul style="list-style-type: none"> The General public is not well informed on the disciplinary rules and regulations governing the PNTL or relevant mechanisms for complaints. There is little knowledge on discipline regulation, as well as gender and human right standards in the PNTL. <p>Indicators:</p> <ul style="list-style-type: none"> No. of PNTL officers receiving training on discipline and regulations. <p>Targets:</p> <ul style="list-style-type: none"> At least 50 PNTL officers have completed general training in Dili and other districts. At least 15 officers have completed specialised trainings. 	3.2. Promote discipline and ethics among PNTL Officers	X	X	UNDP	UNDP	74500 Trainings, workshops & conferences	5,940
						72100 Contractual Services-Companies	0
Subtotal 3							15,940

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1 (Jul-Dec 2011)	Yr 2 (Jan-Jun 2012)		Funding Source	Budget Description	Amount (USD)
Output 4: Technical assistance provided to SoSS to finalize the PNTL promotions regime							
<u>Baseline:</u> <ul style="list-style-type: none"> The Promotions regime is in the latest phases of drafting. <u>Indicators:</u> <ul style="list-style-type: none"> Promotions Regime completed (Y/N) <u>Targets:</u> <ul style="list-style-type: none"> At least four consultations with PNTL are organized before finalization of the regulation for consensus building. 	4.1. Support the finalization of the PNTL promotions regime	X	X	UNDP	UNDP	71200 Intl Consultant	48,000
Subtotal 4							48,000
General Project Management	Programme Specialist (6m)	X	X	UNDP	UNDP	77300 Fixed Term Appointment	90,000
	National Project Assistant (6m)	X	X	UNDP	UNDP	71400 Service Contract	6,000
	National Monitoring Officer (6m)	X	X	UNDP	UNDP	71400 Service Contract	0
	Driver (12m)						3,600
	Miscellaneous (communication costs, fuel, office supplies, etc.)	X	X	UNDP	UNDP	74500 Miscellaneous	6,000
	Administration Costs (4%)	X	X	UNDP	UNDP	75000 Facilities & Administration	19,304
Subtotal general project management							124,904
TOTAL							501,904

V. MANAGEMENT ARRANGEMENTS

The overall management of the project will be undertaken by UNDP under the Direct Implementation (DIM) modality in partnership with UNPOL. PNTL and SoSS will be the responsible party for the implementation of specific project activities as indicated in the Results and Resources Framework. A Project Board will provide strategic guidance and oversight to the project and will be represented by PNTL, UNDP and UNPOL. Board meetings will be held every quarter, however, they can also be convened when needed, upon the request of the Project or the Board members. The Board will endorse the annual work plan and budget, monitor results and provide guidance on issues of strategic nature.

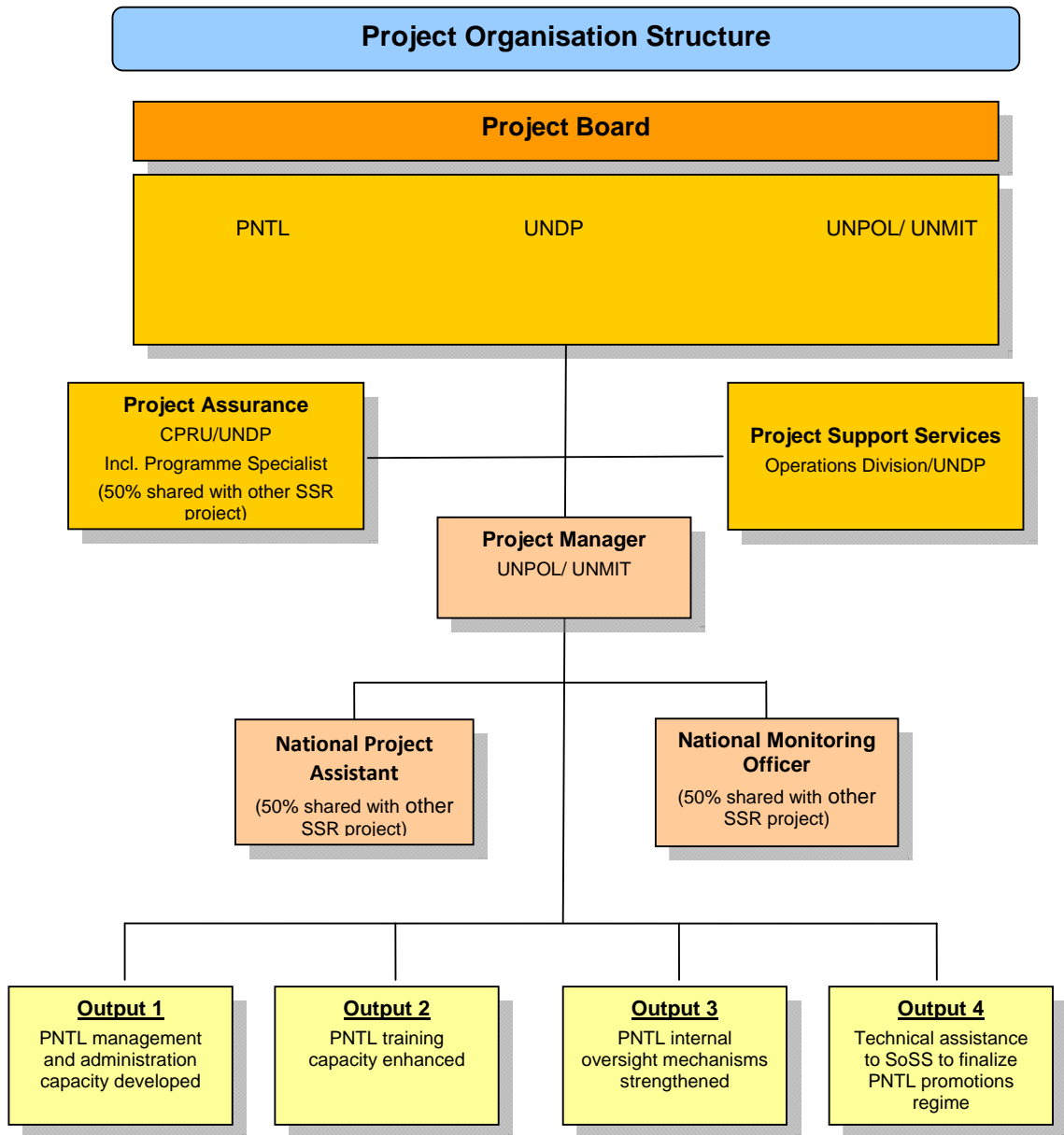
A Project Manager will be assigned by UNPOL to be responsible for the day-to-day management of project implementation ensuring coherence between the project and other UNPOL activities. The Project Manager will report to the Project Board on a quarterly basis, also serving as the secretariat, and will present the annual work plan, the status of project implementation and results and critical issues for Board guidance and decisions. Regular supervision of the Project Manager will be jointly provided by UNDP through the Assistant Country Director/Crisis Prevention and Recovery Unit and UNPOL through the Deputy Police Commissioner for Administration and Development. The Project Manager will regularly coordinate with PNTL and the Secretariat of State for Security to ensure effective planning and implementation of relevant activities outlined in the work plan, mobilisation of inputs and quality assurance of technical assistance and advice provided to PNTL. S/He will also supervise UNPOL Advisers to the extent of their contribution to project activities and other technical experts contracted under the project. This includes the technical backstopping and oversight of those with Government contracts under a Letter of Agreement between UNDP and the relevant Government institution. S/He will ensure quality and consistency of activities and results, in line with the project document, work plan, and Project Board decisions.

A Programme Specialist within the Crisis Prevention and Recovery Unit of UNDP will be responsible for project assurance. S/He will interact regularly with the Project Manager to provide guidance and assurance on compliance with UNDP rules and regulations and project management guidelines. On an exceptional basis, the programme specialist will perform project manager approval role in ATLAS based on signed hard copies provided by the Project Manager. This is due to the fact that access to ATLAS cannot be provided to staff not holding a UNDP contract. To avoid conflict of interest and in line with Internal Control Framework requirements, the direct payment requests will be approved by another Programme Officer within the UNDP CPR unit. The specific management arrangements between UNDP and UNPOL are attached in Annex 1.

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

1. The provision of UNPOL Civilian Advisers and other UNPOL staff members as in-kind contributions in the areas identified in the resource and results framework above (Annex 3);
2. The provision of specific expertise for short term assignments through competitive procurement or through cooperation agreements with other stakeholders. Contracts may be issued by UNDP or by the Government under a Letter of Agreement between UNDP and the respective government institution.

In addition to quality assurance provided by the Crisis Prevention and Recovery Unit, the UNDP Operations Division will provide project support services such as financial transactions, procurement of services and goods, recruitment of project staff, and security.



VI. MONITORING FRAMEWORK AND EVALUATION

Within the annual cycle

- (a) On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. The project team will actively compile with national partners the data required for M&E purposes comprising across each of the specified activity areas:

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

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

- Interacting with designated national coordinators in each activity area to confirm implementation of activities and progress.
- Interview randomly selected participants from capacity development activities to acquire feedback on the activities.
- Solicit participants' written feedback from any capacity development activity via a questionnaire.
- Solicit the project management board's feedback on each activity phase
- Monitor the media (press, radio, television, relevant internet sites) for relevant information reflecting the achievement of targets.

The project team will also draw up relevant lessons learned on the basis of their findings as appropriate to shape the next phases of the project, and to evaluate the project in the final instance.

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

Annually

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

Monitoring and evaluation activities will take place according to UNDP standard policies and procedures. Monitoring results will be shared with the Project Board on a quarterly basis. The Project Manager will submit quarterly progress reports (both narrative and financial). A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the project. An internal final evaluation will be carried out in accordance with UNDP's results-oriented monitoring and evaluation planning cycle.

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

Preliminary Risk Log

Project Title: Strengthening National Police Capacity in Timor-Leste	Award ID:	Date:
-----------------------------------------------------------------------------	------------------	--------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Poor PNTL ownership		Political	Delays in progress and implementation <i>Impact: High Probability: Low - Medium</i>	Early involvement in the design phase of the project, continued liaison, and overall close collaboration with concerned parties throughout the project.	TBC	Who submitted the risk	When was the status of the risk last checked	e.g. reducing, increasing, no change
2	Unbalanced and non-inclusive selection of participants or beneficiaries		Operational	Poor representation and participation of stakeholders <i>Impact: Medium Probability: Low</i>	Regular communication and outreach to key stakeholders				
3	Poor representation of women		Operational	Unbalanced and non-inclusive process <i>Impact: Medium Probability: Medium - High</i>	<ul style="list-style-type: none"> • Involvement of Gender Focal Points in partner institutions in project activities. • Communication and outreach to raise awareness on gender issues and ensure that selection methods are inclusive 				
4	Volatile security situation		Strategic	Failure to implement the project <i>Impact: High Probability: Medium</i>	Close monitoring of the political situation in the period leading up to the 2012 elections, and of any other serious security incident, and adjustment of implementation strategy accordingly.				
5	Failure to secure relevant resource persons		Organizational	Failure to effectively implement some project components <i>Impact: High Probability: Low</i>	Resource persons will be identified from a diverse number of sources and geographical areas.				
6	Antagonism		Organizational	Failure to effectively	Involvement of counterparts in TOR				

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	between resource persons and stakeholders			implement some project components <i>Impact: High</i> <i>Probability: Low- Medium</i>	development and recruitment panels to ensure ownership of recruitment.				

Quality Management for Project Activity Results

Output 1: PNTL management and administration capacity developed		
Activity Result 1	Develop and implement policies and guidelines for an effective Procurement and Supply system	Start Date: June 2011 End Date: December 2012
Purpose	Promote stock management according to category; easy location and access to needed items; accurate inventory management and verification; protection of stock to preserve it in original conditions; optimal use of storage space; improvement of management including saving on stock, labour and time of PNTL staff.	
Description	This activity consists of the following tasks: <ul style="list-style-type: none"> • Implement store modernization in Dili and Oecussi; • Develop procurement and supply policies and procedures in close coordination with concerned PNTL units and departments; • Implementing specific trainings on procurement and supply. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Policy and procedures for supply management are developed (Y/N)	<ul style="list-style-type: none"> • Progress reports submitted by UNPOL Advisor(s) based on approved work-plan and milestones • Consultation with counterparts. 	Quarterly Monthly At the end of the task
<ul style="list-style-type: none"> • No. of concerned PNTL staff trained 	<ul style="list-style-type: none"> • Evaluation questionnaires before and after training • Interviews with counterparts. 	At the time of implementing the trainings

Output 1: PNTL management and administration capacity developed		
Activity Result 2	Assist PNTL in developing and implementing a fleet management and vehicle maintenance system	Start Date: June 2011 End Date: December 2012
Purpose	Enhance the operational capacity of PNTL through developing management skills and tools for optimizing the use of the PNTL fleet and reducing associated costs.	
Description	This activity consists of the following tasks: <ul style="list-style-type: none"> • Refurbishing the PNTL vehicle maintenance facility; • Procure basic equipment; • Developing the relevant package of policies and procedures; • Implementing specialised trainings on fleet management and vehicle maintenance. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Cost saved on fleet maintenance in Dili per year 	<ul style="list-style-type: none"> • Joint estimation by UNPOL and PNTL based on last year's data 	At the end of the task
<ul style="list-style-type: none"> • Policy and guideline on fleet management and vehicle maintenance system developed (Y/N) • Vehicle maintenance facility refurbished (Y/N) 	<ul style="list-style-type: none"> • Progress reports submitted by the Consultant based on approved work-plan and milestones. • Consultation with counterparts. • Policy and guideline submitted for approval. • Procurement records. 	Quarterly Monthly At the end of the task
<ul style="list-style-type: none"> • No. of concerned PNTL staff trained 	<ul style="list-style-type: none"> • Evaluation questionnaires before and after training • Interviews with counterparts 	At the time of implementing the trainings

Output 1: PNTL management and administration capacity developed		
Activity Result 3	Assist PNTL in achieving higher quality standards in detention centres and VPUs	Start Date: June 2011 End Date: December 2012
Purpose	Improve the conditions in detentions centres and VPUs, achieving minimum human rights standards	
Description	This activity consists of the following tasks: <ul style="list-style-type: none"> • Procure basic equipment • Provide basic maintenance of facilities 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Selected detention centres and VPUs are upgraded (premises, furniture, hygiene, women-friendly facilities, lighting, etc) 	<ul style="list-style-type: none"> • Reports of inspection of construction sites • Final report results 	Monthly At the end of the task

Output 1: PNTL management and administration capacity developed		
Activity Result 4	Assist PNTL in the improvement of Duty Officer working condition	Start Date: June 2011 End Date: December 2012
Purpose	Improve working conditions for PNTL Duty Officers and improve the quality of services provided to the citizens.	
Description	This activity consists of the following tasks: <ul style="list-style-type: none"> • Procure basic equipment • Provide basic maintenance of facilities 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Selected Duty Officers rooms are upgraded (premises, furniture, hygiene, women-friendly facilities, lighting, etc) 	<ul style="list-style-type: none"> • Reports of inspection of construction sites • Final report results 	Monthly At the end of the task

Output 2: Training Capacity of PNTL enhanced		
Activity Result 1	Increase the capacity of the Police Training Centre to plan and implement technical and professional courses:	Start Date: June 2011 End Date: December 2012
Purpose	Enhance the performance and professionalism of PNTL officers.	
Description	This activity consists of the following tasks: <ul style="list-style-type: none"> • Training needs assessment conducted • Train core PTC staff in courseware development or learning resource development/management • Establish a Courseware Development Unit with basic equipment to develop/evaluate future training material according to individual/organizational needs and job descriptions • Implement the priority courses under the 2011-12 Training Plan—especially those that address leadership/management capacities, the needs of specialized units, as well as technical services, and general selection plans. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Courseware Development Unit established (Y/N) 	<ul style="list-style-type: none"> • Progress reports based on approved work-plans and milestones • Consultation with counterparts • Unit work plan and procedures submitted for approval 	<ul style="list-style-type: none"> • Quarterly • Monthly • At the end of the activity
<ul style="list-style-type: none"> • No. of PNTL personnel both at the operations and management levels completing specialised trainings 	<ul style="list-style-type: none"> • Progress reports based on approved work-plans and milestones • Joint evaluation of advisors' performance 	<ul style="list-style-type: none"> • Quarterly

Output 2: Training Capacity of PNTL enhanced		
Activity Result 1	Increase the capacity of the Police Training Centre to plan and implement technical and professional courses:	Start Date: June 2011 End Date: December 2012
(disaggregated by theme, gender and functional role)	<ul style="list-style-type: none"> • Interviews with counterparts • Evaluation questionnaires before and after training 	<ul style="list-style-type: none"> • At the time of implementing the activity

Output 3: PNTL internal oversight mechanisms strengthened		
Activity Result 1	Support the development and implementation of an internal audit policy and systems in line with international standards and practices.	Start Date: June 2011 End Date: December 2012
Purpose	Assist PNTL Inspectorate General in developing and implementing internal audit policy and systems in line with international standards and practices, particularly in operational areas that have greatest exposure to fraud, waste, abuse, inefficiencies and mismanagement, such as procurement and finance.	
Description	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> • Develop standards for ex ante controls and internal audits • Propose standardized methodologies for audit processes • Facilitate the development of operating procedures, templates for financial control and internal audit manuals, charters and code of conduct in line with international standards. Conduct training for concerned personnel for effective implementation. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Standards for controls and internal audits implemented (Y/N) 	<ul style="list-style-type: none"> • Progress reports submitted by UNPOL Advisor(s) based on approved work-plan and milestones • Consultation with counterparts. • Policies and procedures submitted. 	<p>Quarterly</p> <p>Monthly</p>

Output 3: PNTL internal oversight mechanisms strengthened		
Activity Result 2	Promote discipline and ethics among PNTL Officers.	Start Date: June 2011 End Date: December 2012
Purpose	To develop a culture of discipline and ethics.	
Description	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> • Organize general awareness campaigns will be organized. • Implement a new reporting format to measure performance and compile data on the case load of internal investigations. • Undertake a post investigation review of internal investigations and complaints to define policies, procedures, guideline, and training needs. • UNPOL officers in the Conduct and Discipline Unit mentor a small group of PNTL Disciplinary Investigators and document progress on a weekly basis. • Organize in collaboration with the Police training Centre general courses on disciplinary awareness for PNTL officers in general, and specialized courses for the Justice Department such database management, disciplinary investigation. 	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Public awareness campaigns on PNTL disciplinary rules and regulations undertaken 	<ul style="list-style-type: none"> • Reports submitted by UNPOL Advisor(s) based on approved work-plan and milestones • Consultation with counterparts • Evaluation questionnaires before and after campaign. 	<p>Quarterly</p> <p>Monthly</p> <p>At the end of the campaign</p>
<ul style="list-style-type: none"> • No. of PNTL officers receiving gender and human rights related trainings 	<ul style="list-style-type: none"> • Evaluation questionnaires before and after training • Interviews with counterparts. 	<p>At the time of implementing the trainings</p>

Output 4: Technical assistance provided to SoSS to finalize the PNTL promotions regime		
Activity Result 1	Support the finalization of the PNTL promotions regime.	Start Date: June 2011 End Date: December 2012
Purpose	Streamline the administration of PNTL personnel and their careers, and to increase the effectiveness and efficiency of PNTL in performing its functions.	
Description	<p>This activity consists of the following tasks:</p> <ul style="list-style-type: none"> • Support the legal department at SoSS in finalising the drafting of the regulation in close consultation with PNTL/UNPOL. • Facilitate consultation and feedback between the two organisations to ensure ownership and consensus building. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> • Promotions Regime completed (Y/N) 	<ul style="list-style-type: none"> • Progress reports submitted based on approved work-plan and milestones • Interviews with counterparts. • Regulation submitted for approval. 	<p>Bi-monthly</p> <p>At the end of the task</p>

VII. LEGAL CONTEXT

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

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

The executing agency shall:

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

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

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

VIII. ANNEXES

Annex 1

UNPOL-UNDP Project Management Arrangements

UNDP and UNPOL will jointly implement the “*Strengthening the National Police Capacity in Timor-Leste*” project to ensure efficient and coherent support to PNTL under this project. A special management arrangement is agreed between UNPOL and UNDP for the purpose of the project, in the context of the integrated UN mission in Timor-Leste (UNMIT) that optimises the collaboration between the DPKO mission and the UN Country Team.

UN Membership in Project Board

The Project Board provides strategic guidance and oversight to the project and is represented by PNTL, UNDP and UNPOL in order to ensure joint ownership over project results.

Supervision of the Project Manager

The Project Manager will be assigned by UNPOL for the day-to-day management of the project. The Project Manager will report to the Project Board on a quarterly basis, also serving as the secretariat, and will present the annual work plan, the status of project implementation and results and critical issues for Board guidance and decisions. Under this special management arrangement, regular supervision of the Project Manager will be jointly provided by UNDP through the Assistant Country Director/Crisis Prevention and Recovery Unit and UNPOL through the Deputy Police Commissioner for Administration and Development. The Project Manager will regularly coordinate with PNTL and the Secretariat of State for Security to ensure effective planning and implementation of relevant activities outlined in the work plan, mobilisation of inputs and quality assurance of technical assistance and advice provided to PNTL. S/He will also supervise UNPOL Advisers to the extent of their contribution to project activities and other technical experts contracted under the project. This includes the technical backstopping and oversight of those with Government contracts under a Letter of Agreement between UNDP and the relevant Government institution. S/He will ensure quality and consistency of activities and results, in line with the project document, work plan, UNDP rules and regulations, and Project Board decisions. The Project Manager will supervise the National Project Assistant and the National Monitoring Officer for the administration and monitoring of the project²². The performance of the Project Manager will be jointly evaluated by the UNPOL Deputy Police Commissioner for Administration and Development and UNDP Assistant Country Director/Crisis Prevention and Recovery Unit. The Project Manager will evaluate the performance of the National Project Assistant and the National Monitoring Officer for the tasks under this project. The Project Manager will also evaluate the performance of advisors and experts mobilised for the project in coordination with the relevant national authorities and UNPOL.

A Programme Specialist within the Crisis Prevention and Recovery Unit of UNDP will be responsible for UNDP project assurance and interact regularly with the Project Manager to provide guidance and assurance on compliance with UNDP rules and regulations and project management guidelines. In addition, under this special management arrangement, the Project Manager is from UNPOL without ATLAS access rights and as such, the UNDP Programme Specialist will have the ATLAS approval rights for ATLAS requisitions submitted in ATLAS by the National Project Assistant accompanied by a hard copy of the requisition signed by the Project Manager (payment approvals on requisitions will be done by another UNDP staff member). To avoid conflict of interest and in line with Internal Control Framework requirements, the direct payment requests will be approved by another Programme Officer within the UNDP CPR unit. The Programme Specialist will update the ATLAS Project Management Module based upon signed inputs from the Project Manager, including budgeted work plans, monitoring, risk, lessons logs. In the context of the UNMIT Transition Plan, the Programme Specialist will through his/her engagement with the project, will support the possible transition from UNPOL to UNDP in the continuation of capacity building support to PNTL post-UNMIT drawdown. The ToR for the Programme Specialist is in Annex 2.

²² The National Operations Officer and National Monitoring Officer will also have 50% responsibilities for the Security Sector Reform project under another Project Manager. The National Operations Officer is funded from the Security Sector Reform project.

As mentioned above, the regular supervision of the Project Manager is jointly provided by the Assistant Country Director/Crisis Prevention and Recovery Unit/UNDP and the Deputy Police Commissioner for Administration and Development/UNPOL. Strategic and policy-level guidance and oversight will be provided through a senior level meeting chaired by the Deputy Special Representative to the Secretary General (D-SRSG) for Security Sector Support and Rule of Law, joined by the Police Commissioner/UNPOL and the UNDP Country Director.

Tasks of the UNPOL Project Manager

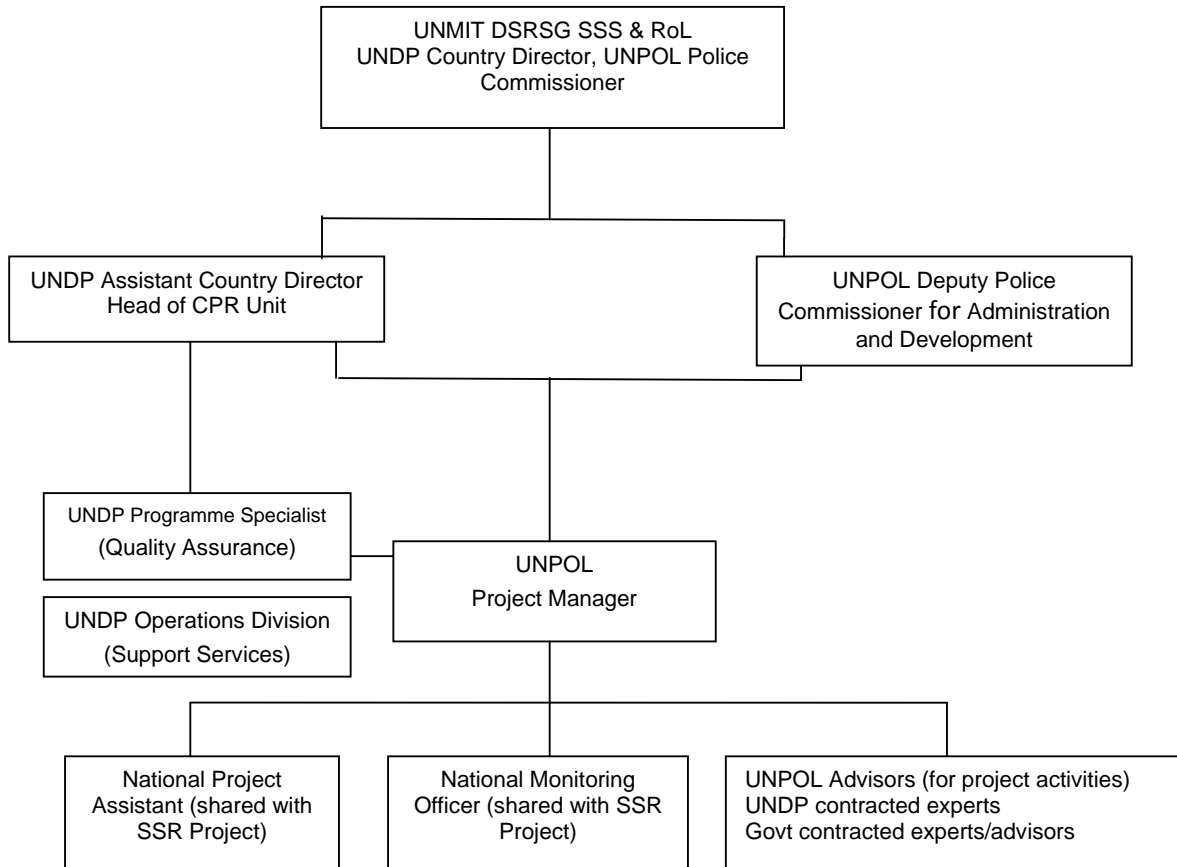
The Project Manager's responsibility is to ensure smooth delivery of project activities and inputs including the following:

- Develop a detailed annual work plan with budget upon assumption of duties and share the work plan with the UNDP Programme Specialist, Assistant Country Director and the UNPOL Deputy Police Commissioner for Administration and Development for approval prior to submission to the Project Board;
- Plan project input mobilisation and activities with UNDP Programme Specialist and concerned UNPOL Advisors and ensure that the appropriate resources and information are made available for this purpose;
- Regularly update the UNDP Programme Specialist on project implementation and monitoring and seek guidance on UNDP rules and regulations and project management guidelines;
- Draft ToRs and specifications for mobilisation of personnel, goods and services and for oversight of all contractors' work and services;
- Supervise the National Project Assistant for the administration of the project and ensure the latter's coordination with UNDP Programme Specialist and relevant UNDP Operations Unit for input mobilisation (human resources, procurement, travel, finance);
- Approve requisitions (for input mobilisation by UNDP) and direct payment requests (on hard copy) and submit to UNDP Programme Specialist for processing by relevant UNDP Operation units (finance, human resources, procurement, travel);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Prepare technical and financial reports with verification from Programme Specialist for Project Board submission;
- Coordinate with PNTL and SoSS and organise meetings to discuss project activities and in so doing invite concerned project team and the Programme Specialist as relevant and useful;
- Advise UNDP Operations units to involve UNPOL Advisors, as appropriate, in input mobilisation, such as selection of project personnel and procurement;
- Coordinate UNPOL Advisors in the implementation of project activities to ensure timely, quality and coherent provision of services defined in the relevant work plans and ToRs;
- Supervise project consultants and service providers for timely and quality inputs and in the case of government contracted personnel provided through the project, provide technical backstopping and oversight in coordination with the relevant government institution;
- Facilitate the organization of project events in consultation with concerned national authority and UNPOL Advisors;
- Share relevant technical papers from project activities with UNDP Programme Specialist and concerned UNPOL Advisors for quality control and feedback prior to finalization;
- Supervise the National Monitoring Officer to ensure monitoring of project activities and results and coordinate evaluations as necessary with the UNDP Programme Specialist;
- Liaise regularly with project stakeholders to ensure responsiveness to the context and progress achieved in developing the capacity of PNTL;
- Ensure coordination of project activities with other relevant development partners and work together with UNDP Programme Specialist for resource mobilisation;
- Participate in joint assessments and evaluations of project activities and consultants with concerned stakeholders;
- As the Secretariat for the Project Board, prepare the agenda in consultation UNDP Programme Specialist, UNDP ACD/CPRU and UNPOL Deputy Police Commissioner for Administration and

Development, organise the meeting including advance submission of relevant documents to Board members, present project updates and plans at the meeting and ensure timely preparation of minutes;

- Inform the UNDP Programme Specialist, Assistant Country Director and the UNPOL Deputy Police Commissioner for Administration and Development for deviations from plans and risks to seek guidance, and as necessary to bring to the attention of UNMIT/UNPOL/UNDP senior management and the Project Board.

UNPOL-UNDP project management arrangements



Annex 2 Terms of Reference

Title: Programme Specialist, Security Sector

Duty Station: Dili, Timor-Leste

Type of Contract: Fixed Term Appointment

Duration: 12 months

Overall Responsibility

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

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

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

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

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

Specific tasks under the respective projects are elaborated below.

Strengthening Civilian Oversight and Management Capacity in the Security Sector

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

Strengthening National Police Capacity in Timor-Leste

1. Provide guidance to the Project Manager (UNPOL) on UNDP rules and regulations and project management guidelines.
2. Ensure that funds are made available for project implementation and budget revisions are properly done.
3. Ensure that the project is making progress towards intended outputs.
4. Perform regular monitoring activities, such as periodic monitoring meetings and visits.
5. Ensure that resources entrusted to UNDP are utilised appropriately in compliance with UNDP rules and regulations.
6. Ensure that critical project information is monitored and updated in ATLAS.

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

Qualifications and Experience

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

Expected Deliverables

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

Annex 3
Breakdown of UNPOL In-kind Contribution to the Project

Functional Title	Level Expert	% time	amount
Human Rights Officer	P3	10%	17,500
Public Information Officer	P4	25%	47,500
Coordination Officer (Donor Liaison & Resource Mobilization) ²³	P4	25%	47,500
Legal Officer	P3	25%	43,750
Human Resources Officer (Police)	P3	10%	17,500
Programme Officer ²³	P3	50%	87,500
Finance & Budget Officer	P3	50%	87,500
Protection Officer	P3	25%	43,750
Procurement Officer (Police Systems Development)	P4	50%	87,500
Senior Policy and Projects Adviser	P5	12,5%	26,250
Total Civilian experts			506,250
Total Police experts			110,600
Total civilian + police experts			616,850

²³ The Coordination Officer and the Programme Officer will be involved in project management.



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