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Annual Progress Report 2014

UNDP Capacity Building Support to Policia Nacional de Timor Leste Project



PNTL Photo exhibition, Photo by Tomas Maia Rodrigues PNTL

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Project summary

Project Name:	UNDP Capacity Building Support to Policia Nacional de Timor-Leste (PNTL)																																			
Project Objective:	By 2015, Management capabilities of the PNTL high Command for institutional and behavioural change strengthened and Systematic collaboration between the PNTL and the prosecutor services improved.																																			
Duration:	3 years (2013-2015)																																			
Budget:	<table> <tr> <td>Expenditure 2013:</td> <td>\$632,670</td> </tr> <tr> <td>Budget 2014:</td> <td>\$2,178,074</td> </tr> <tr> <td>Expenditure Q1 2014 (provisional):</td> <td>\$416,739</td> </tr> <tr> <td>Expenditure Q2 2014 (provisional):</td> <td>\$467,248</td> </tr> <tr> <td>Expenditure Q3 2014 (provisional):</td> <td>\$412,905</td> </tr> <tr> <td>Expenditure Q4 2014 (provisional):</td> <td>\$434,859</td> </tr> <tr> <td>Balance Available 2015:</td> <td>\$1,391,061</td> </tr> <tr> <td>Japan:</td> <td>\$589,361</td> </tr> <tr> <td>AFP:</td> <td>\$801,700</td> </tr> <tr> <td>Total Budget:</td> <td>\$3,718,605</td> </tr> <tr> <td>Australian Federal Police</td> <td>\$1,383,417</td> </tr> <tr> <td>Japanese Government</td> <td>\$985,187</td> </tr> <tr> <td>BCPR</td> <td>\$500,000</td> </tr> <tr> <td>BCPR-Netherlands</td> <td>\$250,000</td> </tr> <tr> <td>RBAP</td> <td>\$500,000</td> </tr> <tr> <td>TRAC1</td> <td>\$100,000</td> </tr> <tr> <td>TOTAL</td> <td>\$3,718,605</td> </tr> </table>		Expenditure 2013:	\$632,670	Budget 2014:	\$2,178,074	Expenditure Q1 2014 (provisional):	\$416,739	Expenditure Q2 2014 (provisional):	\$467,248	Expenditure Q3 2014 (provisional):	\$412,905	Expenditure Q4 2014 (provisional):	\$434,859	Balance Available 2015:	\$1,391,061	Japan:	\$589,361	AFP:	\$801,700	Total Budget:	\$3,718,605	Australian Federal Police	\$1,383,417	Japanese Government	\$985,187	BCPR	\$500,000	BCPR-Netherlands	\$250,000	RBAP	\$500,000	TRAC1	\$100,000	TOTAL	\$3,718,605
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Target Beneficiaries:	National Police of Timor-Leste																																			
Location:	Dili, Timor-Leste																																			
National Counterpart:	National Police of Timor-Leste																																			

Introduction

The project aim is to strengthen the capacity of the Timor Leste National Police (PNTL) to deliver quality policing services to the people of Timor Leste. The project focus is to support the high command transform their strategic and annual plans into tangible, measurable and financed activities. This is being done through the project team being co-located and working with counterparts on the following components: 1) Strategic plan implementation, 2)

Information technology, 3) Human resources, 4) Procurement management, 5) Fleet management, and 6) Public relations.

By the end of the first quarter of 2014 the project had reached full strength of 21 staff consisting of 7 internationals and 14 nationals, 10 of whom are on PNTL contracts on levels that comply with the Civil Service Commission. (See Annex A Staff table for details).

The 2014 project annual work plan was developed in close consultation with PNTL counterparts and with reference to a draft version of the PNTL strategic plan 2014 – 2018 (launched in February 2014). The annual work plan consists of six activity results aligned with the managerial and administrative focus areas. This support is consistent with PNTL strategic objective three – Administration – “Develop PNTL skills to manage human, financial, logistical and ICT resources to provide adequate support for policing activities”.

Each activity result consisted of a number of actions designed to address specific PNTL priority issues as well as generic actions which are common to each component. The generic areas are; training, mentoring and budget planning. The training action ensures all training support is done using existing PNTL training capacity led by the Police Training Centre. Mentoring action ensures project support is focused on building capacity as opposed to the external provision of technical skills. Budget planning action ensures that each administrative unit understand and follows the PNTL planning and budgeting process and supports PNTL actions to make these processes work. This ensures any increase in technical capacity is able to be put into practice by the receipt of appropriate funds through the budget planning process.

Increasing capability can be seen within the Information Technology Unit, Human Resources Department, and Public Relations Office. A service culture is being developed within the IT Unit with considerable efforts now being made to record and track requests for IT assistance. Infrastructure upgrades within the IT network have increased data security and resulted in improvements in uptime from 53% to 98% over the year. Likewise the Public Relations Office is also being more proactive and service oriented, with the production of a quality PNTL police magazine and information products promoting traffic safety, and the role of women in the PNTL being notable highlights. Within the Human Resources Department the completion of a formal performance appraisal system lays the foundation for improved performance generally within the PNTL and the alignment of individual effort with strategic priorities.

Despite difficulties in accessing information, comprehensive assessments were conducted of the procurement and fleet management functions within the PNTL during 2014. The results of the assessments have been discussed by PNTL leadership and a series of recommendations for reform in both these areas made which should lead to a better understanding and more effective management of vehicles and procurement.

A project review completed at the end of quarter two has made recommendations for the project to strengthen its engagement with the PNTL in key governance and service delivery areas which align with the strategic plan. A draft project document is currently under review by PNTL and development partners.

Close collaboration was maintained throughout the year with the Australian Federal Police Timor Leste Police Development Programme which is providing synergy to capacity development efforts for the PNTL. Close cooperation has also been maintained with the New Zealand Police, United States, and Portuguese Police to assist with a harmonised approach in the delivery of development assistance to the PNTL.

Annual Progress

Activity Result 1: Implementation of strategic and activity plans and collaboration with stakeholders

Implementation of Plans

In February 2014 the PNTL strategic plan 2014 – 2018 was launched identifying five strategic objectives as the priorities for policing activities, namely; legislation, training, administration, discipline and operations. Also launched was the PNTL business plan which identified the following priority objectives for 2014; budget, finance and administration, community policing, traffic and road safety, and crime prevention, investigation and intelligence.

The Commander General established a strategic plan implementation working group chaired by the Inspector General which had a meeting in May. Unfortunately due to issues concerning the availability of key participants the group was unable to meet again in 2014.

In order to educate officers on the objectives of the plan and how to apply it, a strategic plan socialisation exercise commenced in late July with assistance from the project and TLPDP. All 12 districts with the exception of Dili have been subject to a one day strategic plan workshop reaching a total of 303 PNTL officers. The project conducted a pre and post workshop survey to determine the extent of knowledge of the strategic and business plan prior to the workshop, along with perceived issues affecting implementation. The key findings of this survey were that:

- 69% of participants had no knowledge of the existence of the plans prior to the workshop
- Issues identified by participants which would impact on the implementation of the plans were:
- Transport – 15%
- Communication – 10%
- Human Resources – 10%
- Technical knowledge – 9%
- Finance – 5%
- Fuel – 3%

The findings highlight the importance of internal communication as an issue which will need to be improved if the PNTL are to achieve the objectives of its strategic and business plans. These findings have been reflected in the development of the 2015 annual work plan with activities being developed to further understand the PNTL internal communication process. This understanding will be critical to ensure the successful implementation of the strategic plan and that other corporate information broadcast by PNTL headquarters is received and understood by its members.

Co-ordination

The PNTL international liaison officer was replaced in August by Superintendent Ismael Babu. Support has been provided to assist the liaison officer establish an initial coordination meeting with international development partners of the PNTL, and a date planned for an initial meeting in January 2015. To assist in the harmonisation of activities by PNTL, international development partners were invited to attend the December Project Management Board meeting. Along with donors from Japan and the Australian Federal Police, participants also included; New Zealand Police, Portuguese Police (GNR), and a USAID contracted senior legal advisor.

Mentoring

Officers of the PNTL planning department were assisted to understand the importance of gathering data to measure whether planned objectives are being met. During the strategic plan socialisation exercise, this knowledge was applied in the form of pre and post workshop surveys, to gauge participant’s knowledge of the strategic plan, and issues impacting on its implementation. This will assist in future planning and quantifying the level of understanding of the plan across the PNTL.

Budget Planning

PNTL budget planning occurred prior to the establishment of strategic plan implementation teams, therefore this activity will be deferred until the next budget planning process in early 2015.

Implementation Monitoring and Evaluation

Baseline	Indicator	Annual Target	Progress
There is no systematic approach to ensure effective monitoring, reporting and evaluation of strategic and annual activity plans	Provision of feedback to district and unit commanders on the implementation of strategic and annual activity plans	Six district commanders and Chiefs of key departments are provided with feedback on the implementation of annual activity plans	Socialisation of strategic plan conducted in 12 districts reaching 303 officers.

Activity Result 2: Information technology (IT) and data management

IT Infrastructure

Throughout the year the IT unit oversaw upgrades to improve district connectivity, storage of data, data security, fault finding, and a redundant power supply. District based servers were relocated to headquarters resulting in improvements in server reliability and efficiency, facilitating easier maintenance. By the end of the year the land line based and 3 G connections to districts, with the exception of Lautem and Ermera, were replaced by connections to the fibre optic network. Initially only a select number of computers at district level had access to IT services, now all district level computers are connected to the network. These connections have allowed users to access a greater level of services such as webmail and file sharing. Of significance is that the funding for this was through the PNTL budget.

Connections between districts and HQ have been encrypted, making it impossible for the Network Provider, (currently Telemor), or any other party, to capture any crucial information. Devices, known as Unified Threat Management Solutions, have also been installed, that allow the district network to operate without connection to HQ. This has improved the security, management capacity and independence of the districts.

Towards the end of the year an Uninterruptable Power Supply (UPS), consisting of a main Power Management Unit connected to 10 batteries, amounting to over 700 kilograms was installed in HQ. This allows for a 1.5 hour redundant power supply, better management of the server room temperature condition and an automatic power off and power on mechanism, for where the power outage surpasses the stated duration. A Keyboard Video Mouse (KVM) switch has also been installed which provides the server room with a practical solution for managing all devices that have a keyboard and monitor. With a single console, the IT unit is able to connect easily to any of the 7 servers present in the room.

An IT security assessment was conducted earlier in the year and the recommendations made ultimately approved by the second Commander General, for implementation in 2015. The recommendations include the requirement for the registration of all computers and users allowed to access the network.

IT Systems

When considering what system development needs exist within PNTL, the approach taken through 2014 has been to consider the use of open source software, as opposed to commercial brands or custom developed, as the preferred option. This approach ensures that any development will not fail in the future due to recurrent budget shortages. This is because open source software is not subject to any initial purchase or ongoing proprietor licence fees. Given the stage of IT development within the PNTL open source software has the capacity to meet

their needs. There has been considerable progress concerning increases to the capability of the PNTL IT systems in 2014. However to capitalise on this in 2015 will require concerted efforts to promote its use and demonstrate its benefits.

Software called SOGo, has been introduced which provides E-Mail, Calendar Management, Address Book and Chat systems. With this system and through the fibre optic, electronic communication within the PNTL is now not only possible, but also fast and reliable. The E-mail system is straight forward, allowing the users to receive and send email, with the new possibility of synchronizing it with Microsoft Exchange. The Calendar system allows users to create events and tasks for themselves, and also invite other users. The address book provides the email address for all registered PNTL users. Integrated with all of this is the chat tool, which can be used to send instant messages to users who are online. For example, an officer in Baucau can share a file with someone in Oe-Cussi through the OwnCloud file server, and send an email providing comment. Both parties can then chat online to discuss the document. After that, they can create a meeting with some other members and be aware of who will be present. All of this electronically, without the use of paper or fuel to send dispatches.

At the end of the year email usage was averaging 90 emails received and 180 sent per day. This will be an interesting statistic to monitor in the future to gauge the take up rate of email communication.

The OwnCloud (Kalohan) file server system was introduced in 2014 in order to provide for a corporate approach to saving files and data security. Previously files were only saved on individual computers. Users have increased from 115 in quarter two to almost 300 at the end of the year. However the information saved has only increased marginally from 21 GB of information to 26 GB, with a total backup size of 1.8 TB. A comprehensive training plan and active efforts to promote the benefits in using this system will be needed to fully realize its potential in 2015.

A Management Dashboard prototype was developed in 2014, initially extracting data from the Incident Management System and email use data and later by integrating data concerning the PNTL vehicle fleet. The Dashboard accesses information from individual systems, sorts it, and then presents it using three separate software programmes; “Logstash”, “Elasticsearch”, and “Kibana”. This tool, once completed, will assist managers understand how resources within their area of command are being used, allowing corrective action to ensure effective use in accordance with agreed plans.

So far, with the information available, the dashboard now shows monthly fuel, service and repair expenses per car. Any information system is only as good as the information it receives and attention will be needed from the Logistics Department to ensure the collection of accurate and timely data which can be uploaded onto the system.

A Help Desk ticketing system was introduced in March in order to track requests, including response and resolution times. Requests for assistance can be made in person, by telephone, email, or through a web page. Help desk categories are; problem, new service, and Incident management System support. Tickets are assigned to an IT team or individual with both the user and IT team being kept updated on progress and resolution statistics to allow for monitoring of performance. During the last quarter of the year a monthly average of 61 tickets were created and closed. A training video explaining the use of system was produced and is available on the PNTL website.

In conjunction with TLPDP the Incident Management System was updated including the addition of new Patrol and Traffic modules. This enables the accurate tracking of patrol and traffic data which can be linked to other incidents recorded in the IMS. At the end of the year the Patrol module was steadily being used, with 303 cases inserted during the month of November, in Dili alone. To date the Traffic module remains unutilized.

Work commenced in the latter of half of 2014 concerning the development of a discipline system within the Justice Department of the PNTL. Advisory support is being provided to the Justice Department by an advisor from the Portuguese National Republic Guard (GNR), and there was also existing capacity within the IMS to manage discipline cases as a result of earlier work by TLPDP. The head of the Department, Commander Carlos Geronimo, will determine whether the existing capacity within the IMS can be subject to modification or whether a replacement system is necessary.

As the PNTL Incident Management System (IMS) is part of the broader justice Integrated Incident Management System (IIMS), meetings were held with the IMS development company, Xfact. As this company has a contract with the UNDP Justice Project which will be completed at the end of 2014, it was necessary to determine how to access source codes in case the contract is not renewed. As a result of these meetings, bug tracking and a software repository system will be made available to the PNTL by Xfact

In order to save the Internet bandwidth, an internal video library was made available for the Public Relations Office to use. Before, all videos were stored in a YouTube channel. With the internal library all users can access the same videos that are on the YouTube channel faster and without consuming band with which restricts other users.

Progress on the development of a Human Resources System is pending a budget allocation in 2015 to access the existing system used by the Civil Service Commission. Likewise support to the Procurement section and Finance department is on hold awaiting access to the Government Resource Planning (GRP) system (Free Balance) to determine what if any changes are needed.

IT Training

In 2014 the civilian IT training officer conducted 20 days of training to two separate classes on basic trouble shooting, logical wiring and cabling, and basic network configuration. The training was delivered to a total of 42 officers in their capacity as IT focal points from all districts and special units including; Immigration, Battalion Order Police, and Border Police Unit. Consistent with the project objective of utilising and strengthening existing capacity, the training was delivered at and in collaboration with the Police Training Centre (PTC). The Commander of Administration and Commander of the PTC both attended the opening ceremony. At the completion of the course, each participant was issued with a tool kit including; USB pen drive, crimping tool, and LAN tester order to apply the newly acquired skills at their respective districts and units. PTC protocols concerning final assessments and attendance were finalised by the IT trainer.

Content Management System (WordPress) training was delivered to four officers from the Public Relations Office, so they are able to update PNTL's website independently. This enables the Public Relations Office to take direct responsibility for managing not only the content of the web site but also ensuring it is regularly updated. Previously an IT officer was extracting PNTL news item from public domain news portals and posting them to the PNTL web site on an ad hoc basis.

During the last quarter of 2014 a new civilian It Training Officer, Ms. Ana Domingas, replaced the outgoing officer who had resigned. A one day general IT training was provided for Superintendents, as part of a week training session organized by TLPDP. The topics covered in the lesson included; OwnCloud, the new Groupware and the Helpdesk ticketing systems.

An advanced training based on Zentyal, the operating system framework, was provided to five PNTL IT Staff. The content of the training included how to manage Zentyal modules, which include Domain Name Server, Dynamic Host Configuration Protocol, and Firewall. The pace of this training is relative to the students' learning curve. This is greatly appreciated by them and their acceptance towards the lessons is high. It is expected that this will go on throughout all of next year, and after that they will be able to maintain these advanced services independently.

The head of the IT Unit Commander Deklino Marcal and his Deputy Inspector Andre Ximenes, went to Jakarta for an IT Management course, funded by the PNTL. The course covered the Cobit framework, IT Management and IT Governance.

Four PNTL IT Staff attended a three week training course in Jakarta on Red Hat Enterprise Linux System Administration I, II & III, with funding provided by PNTL. These officers found the training challenging and will be assisted to apply and practice the knowledge gained in the work place.

Three Webmail and Kalohan file server system training sessions were delivered to the Intelligence and Investigation units with support from TLPDP. The training was presented by the IT Unit chief or the training officer to a total of 105 people.

Mentoring

A professional working relationship has been established with the Head of IT Unit, enabling not only IT assistance but inputs to be provided into unit annual activity planning, budget planning, and other activities delegated to the IT Unit chief such as the oversight of a closed circuit television system to improve headquarter security. The establishment of separate teams within the unit to improve work performance and control, namely; management, network, database, hardware and help desk. To strengthen mentoring efforts the IT advisor provides regular feedback to both civilian and uniformed members of the IT unit and accompanied unit members conducting field trips to districts to provide quality assurance and assistance where necessary.

Budget Planning

During quarter two the head of the IT unit was assisted to prepare accurate forecasts of likely costs for inclusion in the PNTL 2015 budget. This included infrastructure, maintenance, software, spare parts, internet connectivity, training, and help desk support. There are indications that the requested budget may not be approved, especially software licenses. The use of unauthorised software has been an issued identified by the IT unit. Reductions in budget allocations for software licences, strengthens project recommendations to identify open source software.

Monitoring and Evaluation

Baseline	Indicator	Annual Target	Progress
Current infrastructure is unable to provide business continuity	% of system uptime	75% on a 24 hour per day basis	Note: Uptime is 98% in all districts with the exception of Lautem 0% and Ermera 58%.
Current IT systems do not provide data security or meet business requirements	Each department uses a centralised secure system that meets PNTL data requirements	HR, Public Relations, Asset Management, Fleet Management departments and units use a centralised secure system that meets PNTL data requirements	Security assessment completed and recommendations approved. Fleet management prototype developed. Finance and Asset awaiting access approval from PNTL to examine. HR system awaiting 2015 budget allocation to utilise Civil Service Commission system

Current training is insufficient to meet basic computer user and service provider needs	% of PNTL officers trained on basic computer skills	10% of PNTL officers trained on basic computer skills	1% Training for 42 district/unit focal points for basic trouble shooting completed. A training video for all PNTL staff has been completed but not yet released.
	% of IT staff trained on advanced administrator skills	80% of IT staff trained on advanced administrator skills	40% of IT staff have completed Linux systems administrator training

Activity Result 3: Human resource (HR) management

PNTL Identity cards

The HR Department was assisted to identify the legal and organisational requirements for the PNTL identity (ID) card policy. Those requirements included the need for categories of; police, civilian employees, and retired officers, along with the identifying particulars to be displayed and protection measures from counterfeiting. A Norms of Operational Procedure (NOP) on PNTL Identity (ID) card use was developed and approved by the Secretary of State for Security in April 2014. The NOP describes the ID cards, details information displayed on front and reverse sides, and provides guidelines on issuance including functions and responsibilities of those involved in the process. By the end of 2014, ID cards had been issued to 3,571 uniformed staff (100%) and 52 civilian staff (44%). Retired PNTL officers, classified as pensioners, will also be entitled to receive identification as to their retired status. Processing of these ID cards is dependent on the passage of a social security law from the Ministry of Social Solidarity, which to date has not happened

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Performance evaluation system

One of the annual priorities for the PNTL in 2014 is to write, socialize and implement an NOP on PNTL performance evaluation. Assistance was provided to draft the NOP together with self-evaluation forms and performance evaluation reports for command and non-command staff. The draft was widely discussed among designated officials of HR department and Administrative command, including the PNTL Chief of Department of Justice and Gender focal point. A workshop for district commanders and command staff on national level was held in September. As a result of feedback a further draft was prepared which became a subject to another workshop held in October.

Open discussions on the second workshop raised up interest of participants in a prompt implementation of the policy and revealed necessity to conduct similar workshops for deputy commanders and administrative staff of districts and units. It was also suggested to work out more detailed a chain of reporting and approving officers in performance evaluation process especially for Special Police Unit.

The final draft of the NOP was approved by the PNTL Commander General on 22nd of October. During November 2014 two more workshops were held, one for administrative staff of the districts and one for Border Police, Maritime Police and Special Police Units. Participants were acquainted with guidelines and procedures of the performance evaluation of PNTL staff members, as well as with a detailed description of duties and responsibilities of personnel involved in the process.

The formal launch of the Performance evaluation system is expected in the beginning of January 2015, with a draft dispatch having been prepared for signature by the Commander General. The dispatch will remind the staff members of the objectives of the PES, namely:

- To improve PNTL members' output and assist them in attaining higher performance levels
- To measure individual contributions towards the PNTL goals, value the performance of employees and increase their future potential to the PNTL
- To improve professional performance and increase motivation and productivity
- To enhance transparency and encourage communication between supervisors and their subordinates
- To identify training needs that can improve performance and assist in achieving the objectives of the PNTL

It will also provide a timeframe for the process (January-March) and deadlines for all three steps (self-evaluation – 31 January, evaluation – 28 February, validation – 31 March). Duties and responsibilities of all participants of the process (evaluee, reporting officer, approving officer) in terms of honesty, fairness and impartiality will be highlighted. It will determine HR Department as coordination office of the process and appoint a focal point. HR department will be charged to collect, summarize and archive the results of performance evaluation and to produce a summary report which should be submitted to Commander General before 15 May 2015.

[Link HR data](#)

One of the issues with existing HR data is that training conducted at the Police Training Centre (PTC) does not always get uploaded onto the individuals HR file. As the Timor-Leste Police Development Programme (TLPDP) has supported delivery of different specialized training for PNTL, agreement was reached between PNTL HR and TLPDP Training Unit to address this issue on an interim basis and to exchange all training records for the current year. Once training is completed this information is to be sent to HR unit. To address this issue in the longer term requires improvement in the internal communication process between HR Department and PTC.

The current HR data base has the capability to upload all information regarding education and training courses completed by a staff member as well as search this information by different criteria such as name of the officer, title of the course, and educational level. This capability of the HR data base could be very useful for personnel management purposes but is currently not utilised.

One of the planned actions for 2014 was to develop a process to capture performance evaluation system information in the HR database and support extraction of key HR data for management oversight purposes. The current HR database does not have the capability to capture performance evaluation system information. Nevertheless the adoption of the existing Civil Service Commission (CSC) Personnel Management Information System (PMIS) to the needs of PNTL have been preliminarily approved by PNTL authorities and necessary funds (\$240,000) for its implementation have been proposed to the PNTL budget plan for 2015.

HR management plan

The PNTL strategic plan launched in February 2014 included as one of its strategic objectives; “establishing a human resources management plan which includes topics like recruitment, promotions and retirement”. These topics were not given a priority by PNTL counterparts in 2014 and instead will be programmed into the 2015 annual work plan.

Training

This action concerns development of training on the performance evaluation system (PES). Three workshops to socialize and the NOP on PNTL performance evaluation were held. Each workshop consisted of presentation of the policy and practical training for evaluatees, reporting officers and approving officers. For evaluatees the information provided included;

- How to fill up a self-evaluation form and rate themselves against evaluation factors pre-established in the NOP,
- How to calculate their ratings and classify their performance,
- Timeframe and deadline for self-evaluation exercises.

For reporting officers:

- How to conduct performance evaluation interview with subordinate police officer (evaluatee) and to what extent take into consideration his/her self-evaluation report,
- How to evaluate subordinates against evaluation factors, to calculate their ratings and classify their performance,
- How to comment and justify performance classification and how to write performance evaluation report and make recommendations for further performance development,
- Timeframe and deadline for performance evaluation exercises.

For approving officers:

- Rights and duties of approving officer in terms of validation of performance evaluation report,
- Timeframe and deadline for validation of performance evaluation report.

Mentoring

Along with lack of research and drafting skills of members of the HR department, in a number of cases, their capacity to present an NOP to PNTL commanders and staff members participating in the workshop (prepare a comprehensive power point presentation, highlight main issues, lead discussion, etc.) are also underdeveloped. As a result coaching has been provided to assist the chief of HRD and his deputy to properly understand the concept of the performance evaluation system (PES) and to prepare a comprehensive presentation of the policy.

Mentoring was focused on development of their communication skills explaining them how to use easy language in their presentation mixed with live examples and visualization.

Assistance was provided while preparing presentations and modules for workshops as well as during the workshops by addressing the issue, facilitating open discussion, answering questions and giving needed explanations to the public.

Budget planning

During the second quarter an assistant inspector was delegated responsibility for budget planning. The allocated budget for the HR department for 2014, did not make provision for the necessary equipment and expenses to implement all planned activities. Therefore 2015 budget planning included provision for IT equipment and consumables for the ID card machine, and funds for local travel. As a result of developments throughout the year concerning a recommendation to align the PNTL HR system with the Civil Service Commission HR system provision of \$240,000 was made for this to occur in 2015.

Monitoring and Evaluation

Baseline	Indicator	Annual Target	Progress
There is no comprehensive HR management strategy and existing HR system does not capture all required HR data	Consolidation of HR data in one system and production of summary reports for management use on key HR information	Production of quarterly reports on national, unit and district staffing and attrition levels and recruitment targets disaggregated by gender, rank and function	Basic HR data on staffing by district and disaggregated by gender, is now published on the PNTL website. Information is provided to top level commanders upon their request. A monthly PNTL HR Report for top commanders which consists of comparative analyses of

			staffing by districts and units including rank, function, gender, age and other relevant data is being made available.
		Formal launch of performance evaluation system	The NOP on the Performance Evaluation System been approved and awaiting formal launch. Socialization of PES was conducted in October-November by organizing three workshops for PNTL command staff, districts' administrative staff and special police units' staff.

Activity result 4: Procurement

An assessment was conducted of the PNTL procurement functions following the arrival of the Procurement/Asset Management Specialist in quarter two to guide future project support. At the commencement of the assessment it was identified that there was a need to coordinate assistance in this area with a Logistics advisor funded by the United States. Due to the creation of a separate and independent Procurement section, which fell outside the PNTL Logistics Department, it was agreed with both the US and PNTL, that UNDP would focus support on the procurement functions, enabling the US to concentrate on other aspects of Logistics capacity development, including asset management. On completion of the assessment recommendations were formally accepted by PNTL Management towards the end of quarter three and a dispatch issued to formally endorse them. (Dispatch number 224/2-CG-PNTL/X/2014 refers). The recommendations guided project support in the final quarter of 2014 and are reported on below. Progress in completing the assessment, seeking feedback and seeking support to implement recommendations has been very slow. In the main this is attributed to weaknesses in the PNTL internal communication process, slow administrative processes, and unclear delegation of authority. Despite these obstacles progress has been made towards addressing some of the recommendations.

Procurement Recommendations

1. Due to the limited knowledge and experience of the staff in the Procurement Unit, training and skills development for each member needs to be applied
2. Succession planning needs to be implemented in the Procurement Unit to ensure that the unit is able to perform its role in the absence of the head of unit.

3. Existing PNTL email communication needs to be utilized by unit members to improve exchange of information both within PNTL and with potential service providers
4. Roles and responsibilities for each Procurement Unit member need to be established separating service provision roles from management oversight roles
5. Internal controls need to be established at Secretary of State Security and PNTL Inspector General level to monitor compliance with existing legislation.

Procurement management

During the Procurement assessment it was noted that the unit doesn't map progress against the approved procurement plan making it difficult to follow progress made over the course of the year. In addition, there is limited understanding of the necessity of such a report both at the section level and higher in the reporting chain. Instead at the end of the year in December, the Procurement section prepares a final report showing nominal and percentage values of procurement plan implementation. While this is helpful from an annual reporting perspective it doesn't provide any management monitoring information which would allow for implementation of timely corrective measures where necessary. Assistance has been provided to develop a procurement progress report template in order to address this issue. The template is a simple, easy to use spreadsheet, derived from information already listed on the annual procurement plan. This tool provides the information that helps PNTL management to understand current implementation rate and potential issues. This tool provides procurement section with the capacity to answer any question regarding execution rate in any moment with minimal user input. The reporting template is awaiting feedback from the Procurement section prior to its formal implementation.

Another important procurement management issue identified was the lack of succession planning in the unit. The Procurement section has been functioning as one procurement officer, being the chief of the unit, who was assisted by eight officers. Effectively there has been no management oversight being performed and the absence of the Chief of the section meant the section was not able to function. This has led to support to prepare backstopping plans and handover plans to ensure procurement functions can still continue when key members are absent.

To partially address this issue, a backstop plan has been developed which includes employees in their current position and identifies alternates in case someone is absent. A draft Handover report has also been prepared to guide staff members who are commencing leave, provide all necessary information to enable other staff members to continue progress in their absence.

These tools, coupled with planned capacity building of all members of the section, will be introduced to Procurement section during the first quarter of 2015.

Procurement training

Out of the existing nine staff in the Procurement section, only one, namely the chief of the unit, has any formal procurement training. None of the other staff have received any training and this has resulted in the chief having to perform a procurement officer role and unable to effectively manage the section. Meetings with Ministry of Finance (MoF) staff in November 2014 identified the MoF as an authorized institution for provision of trainings on the Procurement Law and best practices in procurement. MoF also possess a training team and can provide classrooms to facilitate the delivery of a range of training related to procurement for the PNTL. Agreement was reached on the following list of training topics to be delivered to the PNTL Procurement section in 2015:

1. Procurement planning
2. Tender Specification Writing
3. Tender Processes & Tender Documents
4. Tender Bid Evaluation
5. Establishing and Managing Contracts

The first training is scheduled to start in February 2015 and the last will be completed in September 2015.

Monitoring and Evaluation

Baseline	Indicator	Annual Target	Progress
In Feb 2014 first PNTL Procurement plan was prepared and approved. Procurement unit delegated authority was increased from \$100,000 to \$250,000	Percentage of Procurement Plan executed	Execution of Procurement plan beyond 85%	90% Completed

Activity result 5: Fleet management

The assessment and recommendations made in the second quarter were subject to internal PNTL reviews and a workshop chaired by the Deputy Commander General. The following recommendations have been endorsed and formalised by way of a dispatch signed by the Commander General and distributed to all staff. Dispatch No 207/2-CG-PNTL/IX/2014 dated 29 September 2014 refers. The recommendations are also designed to ensure that the fleet is allocated in accordance with PNTL priorities, and a standard is established and maintained to

ensure existing vehicles are fit for purpose through regular preventative maintenance, and the fleet and fuel are managed in a responsible manner. The assessment focused on the three functional categories of; vehicle maintenance, vehicle allocation and usage, and vehicle fuel management.

The completion of the assessment and obtaining feedback from the Logistics Department has been extremely slow which has significantly hampered progress. This is attributed to poor internal communication processes within the PNTL, and lack of understanding of the importance of collecting data to properly understand and take corrective action within the fleet management sphere. The 2014 project annual work plan has been amended to ensure project support is now consistent with the above recommendations, as per the extract below. Revised baseline, targets and indicators have also been developed.

Recommendations

1. Conduct a cost benefit analysis to determine whether all or what component of vehicle maintenance and repair functions should be outsourced. This needs to include motorcycles.
2. Implement management controls at driver, supervisor, district/unit and organisational levels to ensure that existing maintenance schedules are complied with.
3. Appoint a dedicated contract management officer to ensure quality assurance of outsourced vehicle maintenance functions.
4. In house maintenance and repair, needs to be supported by spare parts warehousing and management oversight included implementing internal controls.
5. Implement environmental management practices for the disposal of oil and waste.
6. Establish an internal audit function through the Inspector General to monitor and report on compliance.
7. Implement and enforce the manual fleet management / accounting system (vehicles, motorbikes, fuel issuance) as per Government of Timor-Leste requirements.
8. Establish a 'Standard Allocation Ratio' for vehicles and motorcycles to function as a benchmark figure when planning the vehicle allocation to units and districts.
9. Establish a 'Vehicle Establishment Committee' to decide the necessary strength and mix of the vehicle fleet down to unit level based on operational needs.
10. Establish a vehicle pool to provide transport services for units which do not require 24/7 access to transportation.
11. Create a PNTL driver manual to ensure the rules and regulations governing vehicle use are distributed to all users, supervisors and managers.
12. Adopt and use the RDTL Asset Management module (Free Balance) to accurately record details and location of each vehicle.
13. Ensure vehicles allocated to the Police Training Centre are included in PNTL asset inventory.
14. Reduce manufacturers and models of Vehicle fleet, with exceptions for specialized vehicles, down to 2-3 manufacturers and 5-6 models.

15. Develop guidelines to ensure standardised and recognisable appearance of PNTL vehicles.
16. Establish internal audit function through the Inspector General to monitor and report on compliance.
17. Enforce use of vehicle trip tickets to record mileage at time of refuelling in order to obtain data for analysis on consumption.
18. Establish quality control standards for fuel reception and daily monitoring of stock levels.
19. Review Fuel contract technical requirements in order to provide environmentally and operationally sustainable fuel delivery and emergency contingency stock.
20. Establish an internal database to facilitate data recording and analysis of fuel usage
21. Establish internal audit function through the Inspector General to monitor and report on compliance.

Fleet Management

Terms of Reference have been drafted for the PNTL Vehicle Establishment Committee (VEC), which will deal with implementing recommendations of the fleet assessment in order to improve fleet management in PNTL.

Data consolidation

Despite written instructions to use vehicle log sheets, vehicle mileage and fuel use reporting is not in place within the PNTL preventing effective management oversight in this area. PNTL Project fleet management team in cooperation with PNTL Project IT management team have developed an Open ERP database application to improve PNTL data handling and reporting capacity. Data inputs include vehicle assets, refuelling data and vehicle service data. The data collected needs to be subject to physical verification and oversight processes put in place prior to reports being generated.

Driver Manual

A draft PNTL Driver manual has been produced as a basis for recording and monitoring vehicle use, maintenance requirements and fuel management and is awaiting feedback from the Logistics Department. A study has also been conducted on vehicle maintenance which identified the need to implement control practices to ensure maintenance and repairs billed by contractors was both required and completed. The Cabinet of the Commander General was also assisted to improve the PNTL vehicle pool daily maintenance management by designing maintenance-notification stickers for PNTL vehicles.

Contract management

A draft PNTL Fuel manual has been prepared and sent for translation prior to seeking feedback from the Logistics Department. The Fuel Manual will help guide improvements in

accountability, quality and transparency in Fuel operations, in fuel use, management oversight including contractor management.

Monitoring and Evaluation			
Baseline	Indicator	Annual Target	Progress
Lack of adherence to basic vehicle maintenance procedures resulting in reduced lifespan of vehicles and reduced operational effectiveness	Compliance with approved vehicle maintenance procedures through systematic monitoring	Six districts and each administration department provide timely reports to allow compliance with agreed maintenance schedules	Assessment completed and dispatch issued to all PNTL officers to ensure compliance

Activity result 6: Public relations, media relations and internal communication

When the project commenced support in late 2013, the obstacles and challenges to capacity building in the PNTL public relations office were many and varied between logistics and resource challenges, limited to no capacity of team members to work as media officers, no work plan or established office activities, almost no coordination with any other PNTL unit, and limited management capacity to guide the team. One of the challenges concerns internal communication in establishing regular contact with other PNTL units and having all units and officers adhere to corporate standards.

By the end of 2014, the PRO has eleven members competent (to varying degrees) in producing stories, taking high-quality thematic pictures, producing basic videos, updating the re-launched website, and able to design and produce a regular high-quality magazine. The staggered, specific on-the job training and ongoing mentoring for management and staff have been very successful in building the individual capacity of staff along with creating structure and coherence for the office. A good foundation has been built from which to develop further activities.

Public information

During 2014 six separate editions of the PNTL magazine were planned, produced and 2,000 copies of each edition distributed to PNTL headquarters, government ministries, international and national NGO’s, media outlets, village chiefs and donors . One of the objectives in creating the magazine was to explain the work of the PNTL and by doing so increase transparency and to promote public confidence. The recruitment of two project funded civilians on PNTL contracts with journalistic skills greatly enhanced the ability of the Public Relations Office (PRO) to

produce quality written content. The completion of this task was complemented by specialist training to officers in; photography, graphic design, and writing. It also enabled the Chief of the office to exercise his coordination and management skills having oversight of the entire process. The magazines featured various units and districts, and news articles and are all posted onto the PNTL website. The magazines have been well received and recognized as helping to promote the PNTL in a positive way.

The PNTL website was re activated in June and two staff were trained by the IT unit to manage and update it. The previous website was in English and Tetun, whereas the revised site is in Tetun only which has simplified maintenance. The website home page has a calendar of PNTL activities, a section for public notices, a 'wanted' section for criminals at large, general contact information, links to key government websites, daily news updates, leadership information, laws pertaining to the PNTL, history of the PNTL, department/unit overview, recruitment information, and traffic and crime monthly statistics. PNTL officers can also access webmail from the site. The purpose of the website is to improve both external and internal communication. Providing timely and relevant articles and access to information about the services provided by the police will help to promote a positive image of the PNTL and increase public confidence. An official launch is still pending, however already awareness is growing with just under 2,500 hits having been registered. The website can be viewed at: www.pntl.tl

Together with an external video production company, and in conjunction with the PNTL Traffic unit, a set of five videos on road user safety as part of a broader traffic campaign were produced this year. The messages are based on the five priority areas outlined in the PNTL business plan: correct use of helmets for motor bike riders; possession of valid driver's licenses; wearing seat belts; knowing traffic signs; giving way to pedestrians when crossing at a zebra crossing. In addition two additional issues of drunk driving, and sitting atop vehicles were also included at the request of the Traffic Commander.

The messages, scripts, and campaign slogan were developed jointly by the traffic unit, the PRO and the video company, ensuring they were factual, realistic, and easily understood. The campaign slogan, "*Respeita tranzitu kuidadu o nia-an, no ema seluk nia moris,*" translated as, "Respect Traffic laws: Take care of your own life and that of others."

This is the first time that the PRO and traffic unit have worked together on a communications issue demonstrating the benefits of communication, team work and collaboration. The videos were distributed to the national broadcaster, RTTL and the private television channel STL. The videos have also been put on the Timorese website, Sapo.

In another collaborative effort, the PRO worked with the IT unit to develop an internal training video on how to seek IT assistance for PNTL officers. This was the first video independently produced by the PRO team as well as the first training video made for the IT unit. This lays a good foundation for the potential support that PRO can provide to other units.

One of the significant events where the PRO played a leading role was the annual restoration of Independence Day celebrations held in the district of Aileu in November. The media team organized an exhibition including a stand showcasing the magazine and photos, a multimedia display screening all the videos (Feto Mos Bele, traffic safety, IT support) that the PNTL had developed during the year along with a photo slide show featuring a selection of the best photos taken of each operational unit. The exhibition lasted four days and garnered a great deal of interest from the community. This was a very successful event and the first time the PRO had really been able to showcase their work.

Photography and design skills were demonstrated with the production of a major photographic exhibition to mark the PNTL anniversary along with the PNTL 2015 Calendar. The photos used in the calendar were all taken by the PNTL photographer and represent a sample of the quality pictures being produced.

The graphic design skills developed were able to be applied throughout the year by assisting several units design promotional products, including; the Vulnerable Person's Unit (VPU), the Police Training Centre, District Operations Centre and Community Policing Unit. This included designing printed products and developing a video in support of a campaign on domestic violence, produce a video on the PNTL recruitment process, designing a leaflet on the 112 emergency telephone line, and assisting the Community Policing unit design posters and notebooks in conjunction with their partners the Asia Foundation and the New Zealand Police.

Internal communication

The production of the PNTL magazine and activation of the website are initiatives that have helped PNTL officers better understand and gain information on their own organisation, thus contributing to improving internal communication within the PNTL. However there is a broader issue concerning weaknesses in the transmission of formal communication within the PNTL, which impacts on all districts and units within the PNTL including the Public Relations Office. The barriers to internal communication will need to be properly understood prior to any initiatives being developed to address them.

Event management

A draft Standard Operating Procedure on branding, logo use and style for printing products has also been drafted as part of standardized protocol on event management. After field testing these templates, the SOP will form the basis of a dispatch in order to provide an element of uniformity and brand recognition to official PNTL events.

Media Relations

There is currently no official media spokesperson role within the PNTL however there are documented standards outlining media interaction. The lack of a spokesperson limits the ability

to release timely information to the public and to respond to media requests for information. It also results in the documented standards not being complied with. A proposal recommending the creation of a media spokesperson, situated within the Commander Generals Cabinet, is awaiting consideration by the Commander General.

Mentoring

The Chief of PRO has been supported throughout the year to develop and abide by an office work plan, and the use of management tools such as monthly and daily work calendars to plan activities and establishing weekly meetings. Developing a service culture through initiating and maintaining contact with other PNTL units has also been emphasized to help market the services available from the office.

Specialized, on-the-job training by two consultants in the areas of photography and graphic design have facilitated the creation of high-quality information products. All products have involved a great deal of on the job training through planning and preparation (interviews, photo shoots), logistics, understanding of printing processes, editorial decision making, fact checking and editing, script development, approval processes, identifying and troubleshooting problems, establishing and following schedules and working to deadlines. The team has had important discussions around the development and use of messaging, the use of pictures, how to showcase concepts and messages through picture and the importance of planning and allocating responsibility for producing multi-media products.

By the end of the year it was evident that daily mentoring supported by specialist training and application of skills in the development of information products has assisted officers operate relatively independently in the exercise of their functions.

Budget planning

During quarter two a detailed budget plan for 2015, including the major activities that the PNTL needs to fund beyond 2014 was prepared. This included the magazine, other printing costs and multi-media program development and broadcasting.

Monitoring and Evaluation

Baseline	Indicator	Annual Target	Progress
PRO have limited capacity to produce information products	Information products are planned and costed annually	PRO produce a costed annual activity plan	Completed. A costed annual activity plan was submitted for implementation in 2015
	Number of information products produced and disseminated internally and externally	Six magazines, five internal videos and one national campaign produced on an annual basis	Completed. 6 x magazines produced, 2,000 copies per edition 5 x videos produced and broadcast as part of national campaign promoting traffic safety and road

			<p>compliance</p> <p>One photo exhibition completed for PNTL anniversary celebrations.</p> <p>One internal training video for the IT unit</p> <p>Design of printed products to support PNTL units (2 x posters, 1 x notebook cover, 2 x banners, 1 x invitation)</p>
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Challenges and limitations

The key challenges in the implementation of the project revolve around weaknesses in internal communication within the PNTL. This has impacted upon access to information to enable the assessments within the Fleet and Procurement areas of the PNTL to be completed in a timely manner. Weaknesses in internal communication also pose a threat to the longer term sustainability of positive changes that are made within various administrative activities of the PNTL. Unless internal communication mechanisms can be relied upon to receive information, and take corrective management actions as required, then hard fought improvements are in danger of being lost.

Acceptance and recognition of the valuable role that civilian officers can play within the PNTL is also a challenge. As the year has progressed however there is evidence that commanders are starting to properly utilise these skills that these civilians bring to the PNTL.

Conclusion and Way Forward

Despite some of the challenges positive progress has been made in each area that the project has been engaged in. The solid progress made has helped highlight the important role that corporate service functions play in supporting the development of a professional police force. Limitations have been acknowledged and strong support has been provided from senior managers within the PNTL to help address them. The agreement on capacity development activities based on the assessments of the Fleet and Procurement management functions in the PNTL has established a clear path for progress in both these areas which are vital to the future professionalism of the PNTL.

Solid progress in the delivery of information technology services, information products, and a performance evaluation system will help to promote transparency, performance and build trust and confidence in the PNTL. These improvements in the corporate services of the PNTL are essential components of a community oriented police force.

The project re formulation mission conducted in the second quarter recommended longer term project assistance to the PNTL in line with the period of the strategic plan 2014 – 2018. It has been proposed to expand project assistance into key governance areas of; finance, internal inspection and audit, gender and legal services, and ensure central improvements are translated into the delivery of practical services to the community at district level. This revised project document is expected to be finalised within the first quarter of 2015.

ANNEXE A

PNTL PROJECT STAFF TABLE 2014

Position	Name	Commenced	Funded until
Senior Technical Advisor	Stephen Moore	7/10/2013	6/10/2015
Project Manager	Naldo Rei	05/06/2013	31/12/2014
Project Officer	Yuichi Ishida	01/01/2013	31/12/2014
Capacity Building Officer	Kerrytilo Pinto	15/04/2014	14/04/2015
Finance Associate	Ermezinda Freitas	01/01/2013	31/12/2014
Driver	Anonio Periera	08/01/2013	31/12/2014
IT/Data Management Specialist	Juan Mussini	04/11/2013	30/06/2015
Human Resource Specialist	Petro Horpynchuk	10/12/2013	30/08/2015
Procurement Specialist	Predrag Perunovic	26/03/2014	31/12/2015
Fleet Specialist	Juha Mantere	01/03/2014	28/02/2015
Public Relations Specialist	Rama Razy	16/09/2013	15/09/2015
National IT Hardware Manager	Thomas Luis	05/01/2014	04/01/2016
National IT Software Officer	Maia da Silva Pereira	05/01/2014	04/01/2016
National IT Training Officer	Ana Domingas da Costa Correa	01/11/2014	31/10/2016
National Database Administrator	Abiu Belo	01/04/2014	31/03/2016
National HR Officer	Fernando Mota	03/02/2014	31/01/2016
National Public Information Manager	Santino Matias	01/05/2014	30/04/2016
National Public Information Officer	Fausta da Costa	01/05/2014	30/04/2016
National Procurement and Logistic Manager	Bernardino Xavier Pereira	01/04/2014	31/03/2016
National Fleet Maintenance Officer	Helder Tilman	01/04/2014	31/03/2016