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Capacity Building of the Provedoria for Human Rights and Justice Project

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NEW ZEALAND
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Acronyms and Abbreviations

APF	Asia Pacific Forum of National Human Rights Commissions
CAT	Convention Against Torture and Other Forms of Cruel, Inhuman and Degrading Treatment
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPD-RDTL	Popular Resistance Committee of the Republic of Timor-Leste
DAP	PDHJ Directorate of Public Assistance
DBG	PDHJ Directorate for Good Governance
DDH	PDHJ Directorate for Human Rights
DMA	PDHJ Monitoring and Advocacy Department
ECMS	Electronic case management system
ESCR	Economic, social and cultural rights
HRAU	Human Rights Adviser's Unit
HRC	United Nations Human Rights Council
KJM	Monitoring Management Committee
KRM	Revolutionary Council of Maubere
MAP	Preliminary monitoring assessment
NGO	Non Governmental Organization
NHRI	National Human Rights Institution
NZAID	New Zealand Aid Programme
OHCHR	Office of the High Commissioner for Human Rights
PDHJ	Provedoria for Human Rights and Justice
PED	PDHJ Promotion and Education Department
PSC	Project Steering Committee
SEANF	South East Asia NHRI Forum
SAP	Standard administrative procedure
SOP	Standard operating procedure
UNDP	United Nations Development Programme
UPR	Universal Periodic Review (of the UN Human Rights Council)

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Project Data

Project Name	Capacity Development of the Provedoria for Human Rights and Justice
Project Number	00073841
Duration of the Project	5 years (2010-2014)
Allocated Budget in 2014	USD 563,513.00
Sources of Funding for 2014	New Zealand Aid Programme, OHCHR (4 th quarter only) and UNDP
Executing Agency	United Nations Development Programme
Direct Beneficiary	Provedoria for Human Rights and Justice

Introduction

Project background

The UNDP “Capacity Development of the Provedoria for Human Rights and Justice” Project (the Project) objective is to “improve the institutional capacity of the Provedoria for Human Rights and Justice (PDHJ) to serve the public and promote public institution’s actions in line with human rights principles and standards”.¹ Project activities are designed to deliver four outputs, human rights knowledge and skills, strengthened institutional and management structures, effective information and knowledge management and project management.

The Project is a 5 year Project (2010 – 2014). At a meeting of the Project Steering Committee (PSC) on 11 November 2014, the PSC agreed to a no-cost extension of the Project until April 2015. While funding from OHCHR will end in 2014, the New Zealand Aid Programme approved the carry forward of unspent funds to 2015, which will be supplemented by additional core funds from UNDP.

Report format

This report provides a summary of the Project’s key achievements in 2014 and an overview of all Project activities and results by output for 2014, including specific results against each indicator and target.

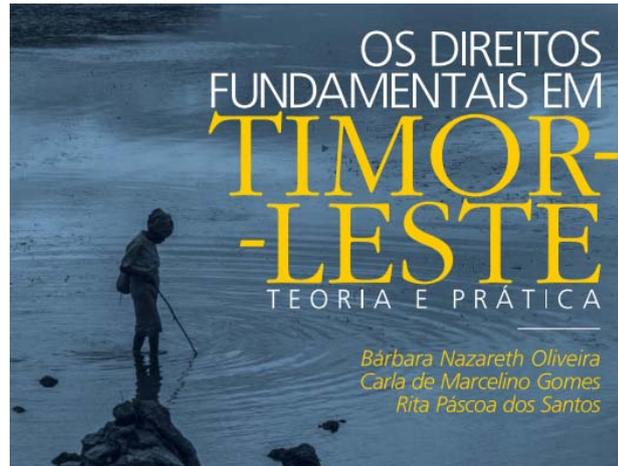
The financial report and staffing structure follow and the report concludes with a summary of the key challenges and lessons learned from 2014.

¹ UNDP Timor-Leste, Country Programme Action Plan 2009-2014 (extended to 2014), (Output 1.4)

Key achievements in 2014

Human rights knowledge and publications

- **Increased knowledge in economic, social and cultural rights** as a result of a 3 day introductory training conducted by the Project with the support of the United Nations Human Rights Adviser's Unit. Economic rights will be particularly relevant as development projects in Timor-Leste increase (eg the Tasi Mane Project and the Oecusse special economic zone). Following this training, PDHJ finalised a monitoring plan for the school feeding programme (which addresses the rights to food and education) and developed its own plans for further economic, social and cultural rights training in the future;
- Launch of the **PDHJ's Human Rights Training Manual for the PNTL**. This Manual covers all key issues relating to human rights and policing, including a CD with handouts, the relevant law and other training materials. The package will form the basis of a train-the-trainer programme for PNTL by PDHJ with a view to PDHJ phasing out direct training for PNTL over time, and moving to a support or advisory role. By agreement between the New Zealand Police and PDHJ, 440 community police officers will be trained by using the Human Rights Manual and human rights booklet for PNTL produced by the Project. The Project has also developed a Human Rights Training Booklet for the PNTL for in-class use by new cadets. This will be distributed during the train the trainer workshops in February 2015.
- Launch of the PDHJ's **Human Rights Manual** which contains a simple explanation of the main human rights in Timor-Leste and the relevant law from a national and international perspective. It provides simple analysis tools so that staff can easily identify a human rights violation, be directed to the relevant national and international law and understand how violations are often inter-related. This Manual is being used as a reference for internal use by human rights investigators and monitors but is also publicly available on PDHJ's website and for distribution by PDHJ to civil society as required;
- A new **legal textbook on Fundamental Rights in Timor-Leste** was completed (in Portuguese language). This book was published as the result of a collaboration between the Project, PDHJ and the University of Coimbra in Portugal. It is the first textbook on fundamental rights in Timor-Leste. Portuguese is the legal language in Timor-Leste and it is anticipated that this book will be a valuable resource to the legal sector in Timor-Leste and will support increased capacity for lawyers and the judiciary to promote and protect human rights in Timor-Leste;



Cover of the new Legal Textbook on Fundamental Rights in Timor-Leste

- **Training in human rights treaty reporting and advocacy** for the Convention Against Torture and other Forms of Cruel and Unusual Treatment (CAT) which resulted in PDHJ convening a meeting with civil society to discuss a process for writing a treaty report and writing its own CAT report, and a human rights monitor developing an advocacy strategy for PDHJ to address the issue cruel treatment in prison detention. This strategy attracted funding of €5000 and will be implemented by PDHJ over the next 18 months.

Case management and investigation

- In 2014, the Project consolidated work commenced in previous years by completing the **internal procedures for the receipt of complaints, complaint assessment and investigation**. Each phase is supported by a procedure, a guideline and all relevant templates. These procedures were finalised after 18 months of mentoring and guidance on each phase of the complaint and investigation process. As a result of this highly participatory process, staff are very familiar with the procedures and they are already being implemented.

Human rights and good governance monitoring

- The Provedor approved all key components of the **new monitoring system** which was designed by the Project with input from PDHJ staff; the standard operating procedures for the monitoring system, the urgent monitoring system and the role of regional offices in the monitoring system, as well as 13 templates for use in the monitoring process;
- Progression of training on **skills required for the new monitoring system** including desk research, identifying relevant documents and stakeholders, and new skills in tablet programming, questionnaire development and data analysis. Staff have already used the new technology and skills in their monitoring work to improve the quality of data collection and reporting;
- **4 PDHJ Monitoring teams conducted monitoring** on the topics of border security, maternal and reproductive health, use of state vehicles and the business licence application system in accordance with the new monitoring system;

- **PDHJ responded to urgent human rights issues:** The urgent monitoring system enabled the PDHJ to respond to monitor the State actions taken against two outlawed groups, Conselho Revolusau Maubere (KRM) and Conselho Popular Demokratiku – Republika Demokratiku de Timor-Leste (CPD-RDTL);
- The publication of the first **two reports from the monitoring system:** These reports are the result of monitoring exercises in relation to the joint operation of security forces in the east of Timor-Leste in 2014 and people missing during the 1975- 1999 conflict. The reports were presented to Parliament and other relevant entities and PDHJ has since followed up the recommendations in those reports;

Mediation and conciliation

- The Project supported the new **Mediation and Conciliation Department** with mentoring, internal procedures for mediation and conciliation and a guideline on mediation and conciliation;
- The Project's mentor supported mediators to **complete its first 2 mediations** (a good governance case regarding discrimination in the workplace and a human rights case regarding perceived intimidation by an off-duty police officer). Both cases were successfully mediated by the mediation team. Two further mediations were scheduled by the end of 2014 and staff are confident they have the skills to conduct these mediations;

Follow up recommendations

- The Project supported the new **Follow Up Recommendations Department** with mentoring, internal procedures and a guideline on the procedure to use when following up the implementation of recommendations made by PDHJ to different government departments;
- PDHJ staff are now confident to follow up recommendations in accordance with the law;

Knowledge management

- **Increase in regular users of the electronic case management system** from 2 at the beginning of the 4th quarter to 20 regular users (all relevant staff) by the end of the quarter, after intensive mentoring and training by the Project's information technology mentor and resolution of all issues identified during the **audit of the system**;
- Support for PDHJ's **new library** including development of a library regulation, cataloguing and peer to peer mentoring with the Xanana Gusmao library. This library is a valuable source of information for the monitors during the desk review and report writing phases of their monitoring work;

Public relations

- The **PDHJ website** was launched in 3 languages (Tetun, Portuguese and English) and includes **several human rights publications in Tetun languages**. Website use increased from 337 new users at the end of the 3rd quarter to 545 new users by the year end, well over the target of 400 new users in 2014;

- The Project supported the **translation and publication** of PDHJ's Annual Report 2013 in English, brochures on good governance, PDHJ's complaints process and PDHJ's mandate, posters and other promotional material to increase public awareness of PDHJ and its mandate;
- The Project supported PDHJ's attendance at various **international conferences** and human rights fora with support in speech writing and translation and publication of human rights materials for distribution. The Project also provided support for PDHJ's **International Human Rights Day celebrations** which were attended by over 200 people in Same, Timor-Leste.

Human resources

- 60 **job descriptions** were finalised for 96 staff at PDHJ. These job descriptions provide the first clear instructions for PDHJ staff on their job requirements and provide the foundation for regular reporting and management oversight;
- Implementation of the new **orientation programme** for PDHJ received positive feedback from new staff and requests for inclusion in the orientation programme by existing staff;
- The Project's mentor and legal adviser supported the creation of a **new performance evaluation system** for PDHJ so that PDHJ can manage staff performance better;
- PDHJ successfully **completed a large recruitment intake** with mentoring from the Project's human resources mentor and is able to continue the recruitment process to increase staff numbers to the full staffing complement in 2015;
- The Project supported a **range of new human resources procedures** including a leave system, a system for attending training, a correspondence system and procedures for the receptionist;
- Sensitisation of **human resources standard administrative procedures (SAPs)** occurred across the PDHJ (Dili and Districts) to improve internal management and coordination;

Management and institutional structures

- With the support of the Project, PDHJ **completed its survey of perceptions of human rights and knowledge of PDHJ** in 4 Districts of Timor-Leste (Baucau, Bobonaro, Oecusse, Manufahi), surveying almost 600 respondents. The survey provides baseline data for PDHJ to inform its public relations and educations programming. The survey included a question to gauge baseline awareness of the national human rights action plan. The perception survey was strongly supported by the Project, with training for PDHJ staff in monitoring skills and techniques, data analysis survey design and technical oversight of the survey in 4 Districts. The Project also supported the report writing process by providing the methodology and data to PDHJ's international adviser for inclusion in a report for public distribution. The Project is providing further support in 2015 to conduct the survey in Dili so that PDHJ will have national data to distribute publicly about knowledge of human rights in Timor-Leste, and national data to inform its planning, programming and reporting.

- **Increased knowledge of results based management approaches** as a result of a 2 day joint training by UNDP PDHJ project and UN Women. Managers' knowledge in planning and reporting processes increased after the trainings.
- A range of **internal procedures and templates on reporting and planning** developed by the Project were adopted by PDHJ managers in their programmes and activities, planning and reporting processes. PDHJ now has reporting and planning templates for every Directorate, Department and individual which will become effective from 1 April 2015;
- The Project supported the development by PDHJ of **results-based organisational plans**, the *Annual Action Plan 2015* and 3 year *Strategic Development Plan (2015 – 2017)*. The plans set results-based targets and indicators to guide PDHJ towards delivery of results that benefit the intended target groups;
- The **Directive Council** and the **Monitoring Management Committee** (two internal management committees) were both convened in 2014 for the first time and met regularly during the year. Project support included developing the standard procedure for each committee and provided mentoring support for the conduct of the meetings and practical templates (for example, meeting minutes templates);
- The PDHJ held its **Annual Retreat 2014** with support from the Project to develop an agenda and programme and mentor on the follow up of actions agreed at the retreat, in this way strengthening internal management at PDHJ.

Output 1: Applied Human Rights Knowledge and Concepts

Reporting Framework			Results
Application of human rights knowledge	Indicator	Demonstrated application of human rights knowledge (ICESCR and CAT) in work of PDHJ	PDHJ produced draft reports for several Treaty body reports (CEDAW, CRC, CAT) UPR. A monitor developed an advocacy strategy to address cruel treatment / torture in prison
	Baseline	In 2013, the knowledge increase was an average of 60% after 3 trainings; complaint intake, national inquiries and HIV / AIDS & human rights	
	Target	Demonstrated applied knowledge post-training by investigators and monitors	
Publications	Indicator	Increased number of PDHJ publications effectively integrating human rights issues	PDHJ was well-prepared to contribute to CEDAW and CRC treaty reporting processes scheduled for the 1 st quarter in 2015. 2 public monitoring reports, 4 draft human rights treaty reports and over 20 investigation reports effectively integrate human rights in 2014
	Baseline	In 2013, PDHJ incorporated women and childrens' rights into 2 publicly distributed materials	
	Target	Effective integration of human rights issues in at least 3 PDHJ publications in 2014	

Applied human rights knowledge

A needs assessment conducted by the Project in 2014 revealed that the primary areas requiring additional human rights training were treaty reporting and economic, social and cultural rights.

In August 2014, a three day training was held on treaty reporting with a specific focus on the Convention Against Torture and other Forms of Cruel and Unusual Treatment (CAT) and advocacy on the CAT. Participants were drawn from the Human Rights Directorate, Department of Public Assistance, Chief Department Public Relations and each of the 4 Regional offices. Of the 17 participants, 9 were men and 8 were women. The training was delivered by the UN Human Rights Adviser, an OHCHR staff member, PDHJ staff and the Project Manager. Results from pre and post tests revealed a significant increase in knowledge (57%) as a result of the training. The average pre-test result of 35% increased to 81% after the training.

In October 2014, the Project supported a three day training workshop for 30 PDHJ staff on introductory economic, social and cultural rights. There was equal gender balance among the participants and 18 national office staff and 12 regional office staff attended. There was a significant knowledge increase on basic economic social and cultural rights as a result of the training, with a baseline of self-reported insufficient knowledge of ESC rights (no training had previously been provided) to a 92% pass rate after ESC training. Staff have requested further training in the future on ESC rights.

Demonstrated applied knowledge after training included:

- Development of a PDHJ advocacy strategy by human rights monitor for PDHJ to address the issue of cruel treatment and torture in prison detention. This strategy will be implemented by PDHJ in 2015;
- Facilitation of a meeting by the Human Rights Directorate with 5 civil society organisations to present treaty report outline and discuss reporting strategy;
- Presentations by PDHJ including the Chief Department Monitoring and Advocacy (Human Rights) at the SEANF Forum in India on economic social and cultural rights monitoring
- Development of monitoring proposals to cover economic, social and cultural rights (school feeding program and the SSKA health care programme)
- Integration of torture and economic social and cultural rights issues into proposals for reporting to several treaty committees (CRC, CAT, CEDAW) and the UPR report which is due in 2016.

In response to the mid-term evaluation of the Project (2013) which recommended that all staff at PDHJ should have knowledge of human rights, the national human rights mentor also initiated a peer-to-peer training programme on human rights concepts to enhance the knowledge of human rights to 28 PDHJ staff in the Administration and Finance Directorate (15 men and 13 women). The initial training session was conducted by the Chief Department Promotion and Education (Human Rights). Staff feedback was positive.

Human rights and good governance monitoring

The new monitoring system which was initiated with the support of the Project in 2013 was finalised and implemented by PDHJ in 2014. Support from the Project included developing the monitoring system, implementing the system, developing a capacity assessment and reporting framework for monitoring staff, supporting staff during field work and data collection and report writing. The system is underpinned by 4 approved SOPs (urgent monitoring, the monitoring system, the role of the Monitoring Management Committee and the role of Regional Offices). The Project also developed 8 templates to accompany these SOPs.

Monitoring topics approved by the Monitoring Management Committee included child and material health, business licensing, border security and the SSKA health care programme. In 2014, PDHJ's monitoring programme included monitoring the Government of Timor-Leste's school feeding program (SFP). The school feeding programme offers one meal a day to all children attending basic school. In 2014 there were several high-profile incidents with the SFP, where children were given low quality food that caused several to become seriously ill. These incidents raised questions about the management and governance of the SFP. The PDHJ began monitoring the school feeding programme in 2014, using the new monitoring system developed with the support of the Project, with the aim of providing relevant findings and recommendations to the Government in order to improve the program and thereby increase the fulfilment of relevant human rights.

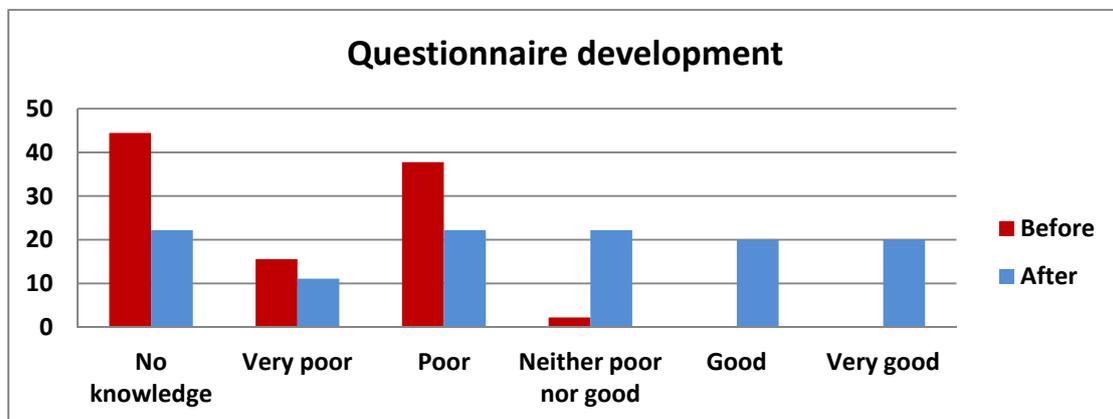
One recommendation for PDHJ in the future is to publish and disseminate the monitoring reports more widely including publication in the PDHJ website developed by Project. Several reasons have been raised for the limited distribution of reports so far. These include concerns about privacy and confidentiality and the need for legal review of all monitoring reports prior to distribution. The Project supported the development of a confidentiality

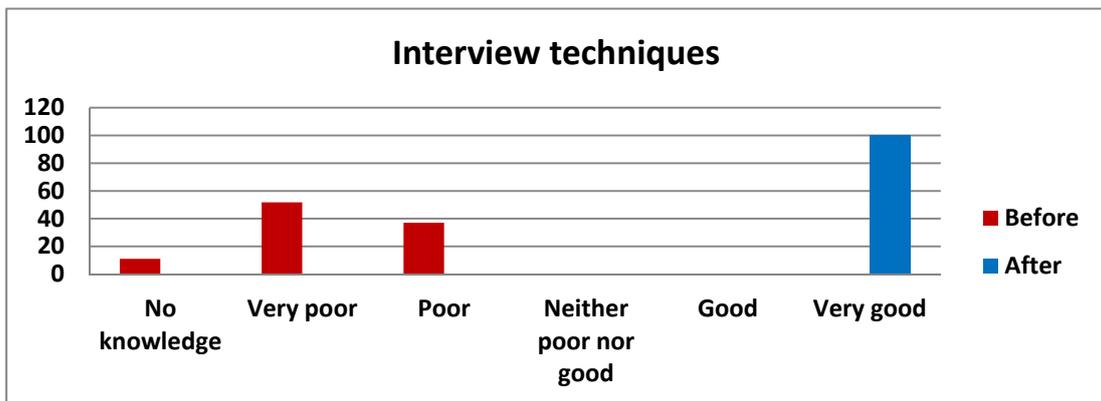
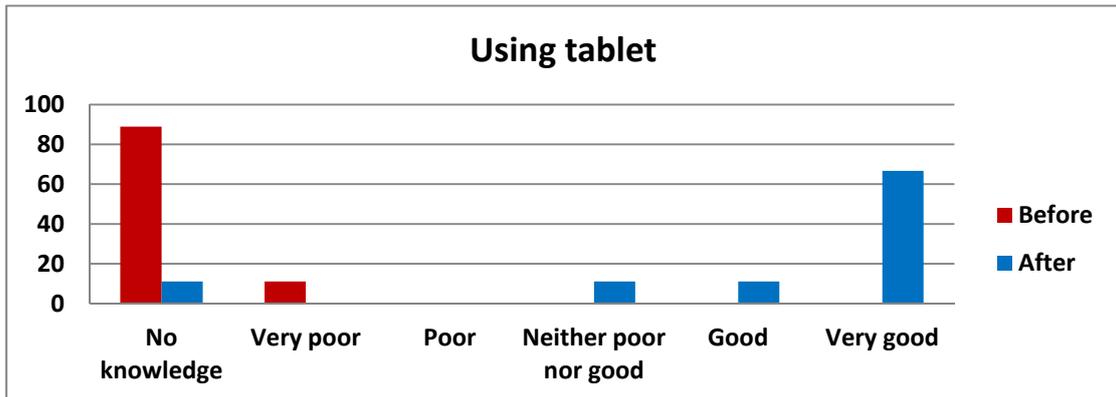
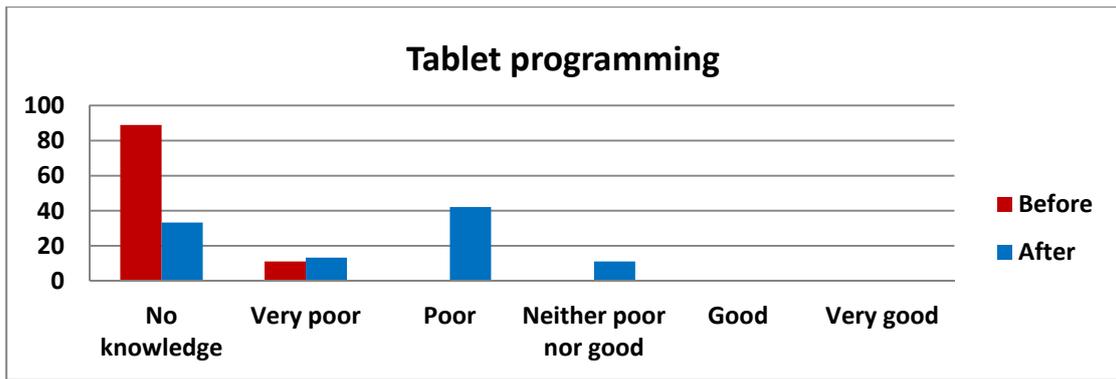
framework for PDHJ mediation and conciliations in 2014 and in the future this may be adapted for use in the monitoring system.

Recognising the need for PDHJ staff to use technology to support their data collection and analysis, the Project conducted two trainings in 2014 on the Statistical Package for the Social Sciences (SPSS) which is a tool for data tabulation and data analysis. Training in SPSS helps PDHJ staff to analyse data and produce faster and more accurate results (whether for monitoring or other activities such as the perception survey). The training included developing databases for questionnaires; inputting data into a database; cleaning, importing, exporting and merging data; transforming variables; data analysis and developing charts to graphically represent results using excel. The Project's technical mentor also mentored staff through each of these areas until they were competent. The result of the trainings was that PDHJ staff were able to conduct the perception survey and their monitoring field work using the technology and knowledge acquired from the Project's technical mentor.

The Project also trained staff to use the new Samsung Galaxy 3 tablets for field monitoring data collection. One advantage of electronic data collection over paper-based methods is the ability to monitor the data collection in real-time online through GPS and to verify data. This will contribute to data integrity, increase the credibility of PDHJ monitoring reports (and the perception survey). One limitation PDHJ experienced with using electronic tablets is that programme downloads were seriously affected by power outages at PDHJ which cut access to the internet and the slow internet speed. Access to reliable power supply and high speed internet are issues the Project has recommended should be addressed by PDHJ as soon as funding permits.

A summary of the capacity of monitoring staff in technical skills follows:





Although progress in technical monitoring skills has been strong this year, there are several areas that would benefit from additional support in the future:

- Report writing including a report writing template;
- Legal review of each monitoring report prior to publication;
- Follow up / advanced training in tablet programming and chart development.

Perception survey

The Project's national technical mentor provided technical support for PDHJ staff to conduct a perception survey in 4 Districts in 2014.

After conducting extensive mentoring and training in skills required to conduct a perception survey, the Project's technical mentor supported PDHJ staff to conduct their own perception

survey in 4 Districts in November 2014, by monitoring data collection and providing advice to survey supervisors.

The survey sample size was calculated based on the population of adults (over 17 years of age) in each of the four target districts of Baucau, Bobonaro, Manufahi and Oe-cusse. The sample was taken from the total population across all four districts (316,396) using a margin of error of 4% and confidence level of 95%. The resulting sample is 600 people, of which 584 agreed to participate.

The survey canvassed a range of issues including knowledge and awareness of human rights and the role of PDHJ and preferences in terms of receiving information, training and education. For example, the survey revealed that:

- Of those who consider human rights violations to be “serious” or “very serious”, ill treatment by the Police (31%) and military forces (14%) were identified as the most serious human rights violations in Timor-Leste;
- In relation to domestic violence, 44% either agree or strongly agree with the proposition that husbands have a ‘right’ to hit their wives. Amongst those surveyed, more women than men supported this notion.

The Project will provide further support for a survey to be conducted in Dili District in 2015, so that the data is national and will provide a comprehensive baseline for use by PDHJ, government and civil society.

As a result of the Project’s technical support for the design of the perception survey and questionnaire, the perception survey results will provide a solid basis for PDHJ programming, a baseline against which to measure the impact of future activities by PDHJ and a useful advocacy tool. The data will be a valuable resource for government and non-government organisations that are working on human rights or good governance issues in Timor-Leste.



PDHJ staff pre-testing questionnaires with PDHJ's new Samsung Galaxy tablets (Caicoli, Dili August, 2014, photo credit Masako Yokoyama)

Human rights publications

There was a strong focus on human rights knowledge publications in 2014, with the delivery by the Project of:

- Timor-Leste's first **legal textbook on Fundamental Rights in Timor-Leste** (Portuguese)
- A **human rights training manual** for the PNTL (Tetun);
- A **training CD compilation** for PNTL (relevant law, procedures, training materials);
- A **Human Rights Manual** for PDHJ use (monitoring and investigations) (Tetun);
- The **Human Rights Compilation** (compilation of international human rights instruments and select comments from Committees) in Tetun and Portuguese (hard copy and database accessible via the PDHJ website).



*Provided by Dr Silverio Pinto Baptista launching Tetun-language human rights texts
Human Rights Day, 10 December 2014, Tutuluro, Same, Timor-Leste
[photo credit: Aleixo Barros Mota Smith]*

In 2014, PDHJ published two monitoring reports which effectively integrated human rights:

- The report on the joint PNTL and FFDTL operations which contained a human rights analysis;
- The report on Timorese children missing during the 1975 – 1999 conflict which addressed the right to privacy and the right to family;
- In 2014 more than 20 investigation reports have been finalised by the Human Rights Directorate which effectively integrate human rights issues;
- PDHJ distributed over 60 Tetun language Human Rights Treaty Compilation books to government officials, CSOs and UN agencies involved in the preparation of Timor-Leste's first national human rights action plan;
- With the support of the Project, PDHJ published PDHJ's Human Rights Training Manual for the PNTL and finalised the PNTL Human Rights Booklet;

- PDHJ staff supported PDHJ’s international junior advisers to develop proposals for treaty reports for CEDAW, CAT and CRC and the UPR draft report.

Human rights Training Manual for the PNTL

The PDHJ’s human rights training manual for the PNTL was launched on Human Rights Day, 10 December 2014, in Same District. The Manual was developed with technical support from the Project (principal author and editors) and the Human Rights Adviser’s Unit.

The launch was the culmination of a long collaboration between PDHJ and PNTL to test and verify the Manual. Plans are underway to conduct the PNTL Manual train the trainer workshop in 2015.



*PDHJ, Project and HRAU team finalising the PNTL Manual, December 2014
(photo credit: Flavio Bonito)*

The manual is written in Tetun and consists of 4 modules; police duties and human rights; policing and the use of force; arrest and detention and policing and vulnerable peoples. The manual includes an up to date legal analysis of relevant laws that apply to human rights and policing in Timor-Leste and sets out this information in a simple way that relies heavily on practical exercises. It includes lesson plans, suggested topics for discussion, revision points and assessment templates. The manual includes a CD containing training materials; an electronic version of the Manual, relevant law, power-points and handouts and training videos.

Earlier in 2014, the Project supported a PDHJ human rights education officer to apply for and receive 3 months training in developing police training curricula at Raoul Wallenberg Institute in Sweden. He returned from Sweden in time to contribute to the final version of the PNTL Manual and will support the TOT training in 2015.

The PDHJ used the draft Manual in its training of PNTL cadets in 2014. The draft manual then was then validated by PNTL at a workshop on 4 November 2014 where the Manual was validated by over 40 PNTL inspectors and taskforce members.

At the launch of the Manual in Same, the Police commanders expressed a strong interest in receiving more human rights and policing material. The Provedor also expressed the desire for PDHJ to further support civil society by providing them with information and training in

human rights and policing. The Project therefore agreed to support the publication of a Human Rights Booklet for Police, which contains information about police duties and human rights; policing and the use of force; arrest and detention and policing and vulnerable peoples. The Project and PDHJ education and promotion staff finalised this booklet in the 4th quarter of 2014 and it will be printed by the Project and during the train the trainer programme in the 1st quarter of 2015.

PDHJ will use the Manual in the future to conduct train the trainer workshops for PNTL, with the first to be supported by the Project in the 1st quarter of 2015. The objective is that, over time, PNTL trainers will conduct all human rights training with only technical support as required from PDHJ. This will allow PDHJ to use its limited resources to strengthen human rights in other public institutions.

Human Rights Manual

The Human Rights Manual was developed by the Project in 2014 after extensive consultation and input from PDHJ staff. The Manual contains a simple explanation of human rights standards, based on national and international law, the identification of the obligations of the State regarding each of the standards and examples of violations of such obligations.

The Manual was also launched on Human Rights Day 2014 and has already been used by PDHJ monitoring staff to develop their monitoring plans and to form the basis for the legal analysis of human rights implications in the PDHJ's monitoring reports.

Output 2: Efficient and effective institutional systems and management structures

Output 2: The PDHJ has effective and efficient institutional structures and management			
Reporting Framework			Results from Q3
Increased public awareness of PDHJ mandate activities & results	Indicator	Increase in awareness of PDHJ through the PDHJ website and other publications	<ul style="list-style-type: none"> The website was tested and finalised in July and launched in December 2014. Website use increased from 337 new users at the end of the 3rd quarter to 545 new users by the year end, well over the target of 400 new users in 2014; The capacity assessment of staff reveals that staff are now competent to update and maintain the website and staff are doing this now without Project support; The perception survey data provides a baseline for PDHJ activities to increase public awareness in the future.
	Baseline	At the start of 2014, PDHJ had no public website	
	Target	By the end of 2014, PDHJ will have a public website and will be able to update it and maintain it and the website will have 400 hits (new users).	
Compliance with internal procedures - monitoring	Indicator	Number of monitoring activities in compliance with internal procedures	<ul style="list-style-type: none"> All 4 standard operating procedures and 8 supporting templates (which together form the monitoring system) have been developed, approved and implemented. 100% of approved monitoring activities are now completed in accordance with the monitoring system. This is overseen by the Monitoring Management Committee, which is meeting regularly, in accordance with an approved standard operating procedure.
	Baseline	Internal procedures to be developed by end Q2	
	Target	80% of monitoring activities completed after finalisation of internal procedures will be conducted in accordance with the procedures.	
Compliance with internal procedures – human resources	Indicator	At least 4 new human resources internal procedures to be developed by PDHJ in 2014	<ul style="list-style-type: none"> The Project has supported the development of 7 human resources internal procedures in 2014 and several more are in progress for finalisation in 2015. 6 of those SAPs have been approved and implemented by PDHJ (overseas training, access to the leave system, library, correspondence system, Directive Council Regulation, orientation programme) PDHJ has applied its SAP for overseas training for 100% of overseas training opportunities since May 2014 and has taken the initiative to revise and update its own SAP taking into account its experiences applying the SAP The orientation programme was successfully implemented for 100% of
	Baseline	PDHJ does not have internal procedures for attendance at external training and orientation of new staff	
	Target	By the end of 2014, PDHJ will have: <ul style="list-style-type: none"> applied its internal procedure for attendance at overseas training for at least 80% of overseas training opportunities; and after the approval of the PDHJ orientation programme SOP, all new PDHJ staff will complete the orientation 	

		programme.	new recruits from 2013 and 2014 including permanent public service staff and international advisers.
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In 2014, the Project strongly advocated for strengthened reporting and coordination mechanisms, including resumption of the Directive Council meetings, an annual retreat, conclusion of the drafting of the administrative structure of PDHJ (the ‘organics’), results based reporting and performance management. All these initiatives (with the exception of finalisation of the administrative structure, were able to be completed in 2014 after the election of the new Provedor.

Standard operating procedures

In June 2014, the Project completed an audit of PDHJ’s internal operating procedures and guidelines, which revealed several gaps. Responding to the priority needs of PDHJ, the Project developed approximately 50 new standard operating or administrative procedures and guidelines and supporting templates in 2014 (using a participatory methodology) in the areas of receipt of complaints, assessment of complaints, investigation of complaints, mediation and conciliation, monitoring, human resources, results based management templates (planning and reporting). See Attachment A for the complete list. Several of the procedures have been approved and are already being implemented (see the discussion about human resources procedures below). Others will be finalised at a week-long workshop in February 2015.

One of the challenges the Project faced in the development of these procedures is the extensive time required to develop procedures using a participatory methodology, including achieving consensus. The larger challenge has been to support PDHJ to create internal systems for the management of internal policies and procedures after Project closure. While PDHJ did identify focal points for each procedure, the Project considers that these staff do not have the capacity to consider the inter-relations between procedures, or to scan the legal and policy horizon for issues that require changes to the procedures. Finally, there is no focal point within PDHJ to oversee and maintain the entire system of procedures. The Project suggests that this is a role that a legal and policy officer could perform, in collaboration with the Director-General and Directive Council in the future.

Management committees

In 2014, the Project supported the re-establishment and functioning of the Directive Council Meetings (which oversees the whole institution) and the Monitoring Management Committee. The Directive Council Meeting SAP was developed with Project support, and the Project attended 2 meetings in 2014 after the election of the new Provedor. The Directive Council has commenced the work of encouraging the flow of information through proper channels between management and staff. This process will be supported by two templates developed with Project support, the meeting agenda template and the minutes template.

The Case Management Committee which was established and supported in previous years with Project assistance, is still meeting regularly. It does require support from a legal adviser as soon as one is appointed.

In 2014, the Project also advocated for the reconvening of the Consultative Committee with civil society organisations. As a first step, the Project encouraged the attendance of PDHJ

staff at the civil society meetings convened by the Human Rights Adviser's Unit, with a view to re-building relationships with civil society organisations and increasing transparency of PDHJ's work through public reporting of PDHJ's human rights activities.

Strategic planning processes

Another focus area for the Project in 2014 was supporting strategic planning processes at PDHJ.

The Project provided technical support for the development of PDHJ's Annual Action Plan in June 2014, to ensure that indicators and targets from PDHJ's Strategic Plan were properly integrated. The Project also supported the translation of these documents from Portuguese to Tetun to facilitate greater comprehension by the staff involved in the planning process. With the support of the Project, the PDHJ developed their Annual Action Plan 2015 and 3 year Strategic Development Plan (2015 – 2017). The Project supported the PDHJ to apply a human rights based approach and results based methodology for the first time in PDHJ's strategic planning processes. Following this process, the Deputy Provedor (Human Rights) (now the Provedor) requested that PDHJ Senior Management participate in results based management training.

In November 2014, UNDP supported results based management training for the Provedor, Director General, National Directors, Regional Directors and Chief Departments. The training was introductory level, with a focus on re-orienting PDHJ to a results focus. It introduced staff to the concepts of baselines, indicators and targets and gender mainstreaming. After this training, consultation began on the development of a set of results based planning and reporting templates which will be tested and finalised in 2015. These templates will be the first templates for PDHJ to have uniform reporting at all levels of the organisation. Further training will be required in the future on the development of indicators and targets and tracking results. However PDHJ already has several monitoring mechanisms in place including its perception survey, the eCMS, pre and post tests for training, evaluation forms and its training promotion and education database. Data from these sources can be used by PDHJ as a first step in results based planning and reporting.

The Project provided technical support for the development of the agenda and facilitation of the PDHJ's Annual Retreat in December 2014 which provided an opportunity for the newly elected Provedor to engage staff in the PDHJ's direction for 2015. The Annual Retreat included sessions on planning activities in accordance with strategic goals and developing templates to initiate results based reporting for the organisation.

Administrative structure

In 2014, the Project developed draft organics (internal administrative structures) for PDHJ in 3 languages and facilitated discussions on these organics. These internal administrative structures are required by PDHJ's Decree Law, however PDHJ was not in a position to finalise these organics in 2014 due to the leadership transition.

The draft organics and discussions informed debate at the Annual Retreat on the ideal structure for PDHJ and a series of recommendations for reform. The draft organics can form the basis of revised organics when the final structure is settled. The Project recommends that any new structure take into account recommendations from the capacity assessment report which will be issued in January 2015.

Recruitment mentoring

In 2014 the human resources mentor provided technical support to the PDHJ to conduct a major recruitment drive to increase the total number of public sector staff by 14 to 98 (which excludes temporary staff and international advisers). This mentoring support was essential because the PDHJ will undergo another recruitment drive in 2015 to increase total public sector staffing levels to 135.

The mentor also supported a review of the PDHJ staffing profile which is included in PDHJ's organic law. The current organic law restricts the ability to promote staff due to a limited number of positions at each grade.

In 2014, a new staff orientation program was developed by the PDHJ with the support of the national human resources mentor, to orient new staff in relation to the PDHJ, its mandate, functions and powers and internal procedures. The orientation program was implemented by PDHJ, with the support of the Project's national human resources mentor, for the first time this quarter. The program was attended by all 14 new public sector employees, 3 staff members who were recruited in 2013 and 5 international advisers. PDHJ staff commented that the program was very useful. PDHJ staff members who are not recent recruits also expressed an interest in participating in the orientation program to allow them to gain a better understanding of PDHJ as an institution.

Human resources procedures

Extensive support was provided for the development of human resources procedures in 2014. These include the Nomination of Staff to Participate in Courses or Trainings and Employee Leave. These procedures are now being fully implemented by PDHJ and are even being revised and updated by PDHJ without additional support as required.

The PDHJ has applied the nomination and selection procedure for 100% of staff attending overseas training since May 2014. This procedure requires staff to share their knowledge broadly at PDHJ upon their return from training. The Project supported peer to peer training sessions to facilitate this knowledge sharing. These training sessions are now fully implemented by PDHJ. Topics presented in 2014 included undertaking effective investigations; gender mainstreaming and monitoring; trafficking of women and children in southern Asia and mediation skills. These presentations and training materials will be included in PDHJ's training, promotion and education database (see below for details).

The human resources mentor supported the sensitisation of all staff at PDHJ to human resources standard administrative procedures. All staff in head office and Regional offices have now participated in information sessions about all human resources standard administrative procedures. These include, job descriptions, in-country and overseas training, leave and the orientation program. The mentor modelled information sessions for human resources staff who are now able to organise and execute information sessions which are well-planned and involve active participation by PDHJ staff.

Other standard administrative procedures which are in progress (internal performance evaluation) were unable to be finalised this quarter due to the transition in leadership at PDHJ.

External training opportunities and international human rights engagements

The Project provided technical support for several PDHJ staff members to pursue international training opportunities in 2014 including 1 staff member to attend a course at Raoul Wallenberg Institute (RWI) in Sweden (training on design of a police training manual), a fellowship in the U.S.A on leadership, law and good governance and the Asia Pacific Forum Torture Ambassador Programme.

The Project Manager and monitoring mentor also supported two staff on a weekly basis throughout the 2nd and 3rd quarters, to participate in the RWI training on gender and the human rights of women. Subsequent to the training, the participant shared her knowledge at a peer to peer training for PDHJ staff. This report-back is required under the PDHJ's overseas training standard operating procedure which was developed with the Project's support (see above).

The Project is regularly called upon to support PDHJ's participation in external trainings provided by other development partners. Support includes logistics, translations and technical support before and during the training as required.

The Project provided extensive support in 2014 to PDHJ senior management to support their attendance at international human rights meetings. Support included speech writing, translations, logistics and strategic communications support. Meetings included the Senior Executive Officer's meeting (July), the Asia Pacific Forum's Annual Meeting (September), interviews with the Centre for Economic Rights regarding the new monitoring system (September) and the SEANF technical working group meeting on Human Trafficking. One reason for the Project's support was the lack of English language skills at PDHJ. Although in previous years the Project supported language training at PDHJ, overall the training was not embraced by staff and the general level of English competency remains low. The Project recommends that in the future, a PDHJ staff member be allocated to this external relations support role to reduce dependence on international advisers.

Output 3: PDHJ has effective information management systems

Output 3: PDHJ has effective information and knowledge management systems			
Reporting Framework			Results from Q3
Support to case file and management system	Indicator	PDHJ has capacity to manage the eCMS system including outsourcing maintenance tasks as required	<ul style="list-style-type: none"> Audit conducted and all required fixes completed to the eCMS system ECMS training for all users and administrators completed Number of regular users of eCMS increased from 2 in the 3rd quarter to 20 by the end of 2014 ECMS user manual complete ECMS administrators manual complete Training video on eCMS system complete IT staff fully competent to complete minor maintenance work on the eCMS, however high level maintenance will require specialist support.
	Baseline	At the end of 2013 PDHJ had no eCMS manuals or capacity to make minor revisions or updates to eCMS	
	Target	PDHJ can make minor revisions or updates to eCMS and engage the system developer on larger maintenance issues	
Storage and categorisation of knowledge management materials	Indicator	# of knowledge management materials stored and categorised with the PDHJ library and Legal Department	<ul style="list-style-type: none"> 100% of library resource materials have been categorised and stored. 100% of Legal Department knowledge management materials have been categorised and stored.
	Baseline	Internal systems being established in the last quarter of 2013	
	Target	The PDHJ Library has stored and Legal Department have categorised at least 60% of their knowledge management materials by the end of 2014	
Use of knowledge management materials	Indicator	# of knowledge management materials developed in the Project in 2014 used by the PDHJ Human Rights Directorate staff	<p>The Compilation of International Human Right instruments is being used by Human Rights Directorate staff to contribute to the national human rights action plan, implement training for the PNTL, develop an advocacy strategy for PDHJ on CAT issues and to develop a human rights training manual for the PNTL.</p> <p>The PNTL Human Rights Manual have been used by all PDHJ Human Rights Directorate staff to either conduct training, write investigation reports or develop human rights monitoring plans.</p>
	Baseline	At the end of 2013, the Human Rights Manual, Revised Compilation of Human Rights Instruments and the PNTL Human Rights Manual had not been developed.	
	Target	By the end of 2014, at least 80% of Human Rights Directorate staff are making regular use of the Human Rights Manual, Compilation of Human Rights Instruments and PNTL Human Rights Manual.	

Training, promotion and education database

The Training Promotion and Education database is a resource management system which consolidates information about the production and distribution of material produced by PDHJ, specifically for education, training and promotion activities of PDHJ.

By the end of 2014, PDHJ was satisfied with the database (additional forms were added and the data analysis capacity increased). Staff were trained and mentored in use of the system. Over time, and as workload permits, training promotion and education data from 2014 is being added to the database.

It is anticipated that results-based reporting (including accurate data generated by the database) will support improved monitoring and evaluation of these activities and an evidence base to support an increased budget allocation for these activities in the future.

The success of the system depends on the Directive Council demanding reports to be generated using the system.

Electronic Case Management System

The Project has supported the introduction and implementation of an electronic case management system for PDHJ for several years. However, during the year, the Project Manager received feedback from the PDHJ that the system was not being used. Upon inspection, it was revealed that the PDHJ had reverted to a paper-based case register. In order to increase the number of e-CMS users, the Project developed a training film, user Manual and Administration Manual. The Project's e-CMS mentor developed a training plan for each user of the system and the system administrators and trained and mentored staff according to that plan on an individual basis to achieve competency.

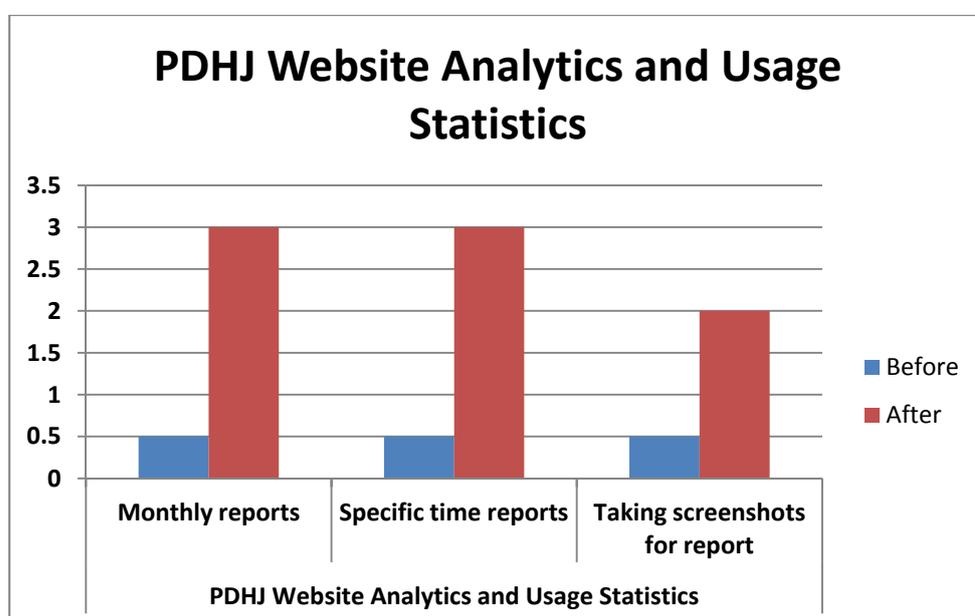
One ongoing issue for the PDHJ will be the cost of maintaining the e-CMS system. The issue affects several agencies in the Ministry of Justice portfolio including the PNTL and courts, it is not an issue specific to PDHJ. PDHJ IT staff do not have the highly specialised skills required to conduct anything more than basic system maintenance. The Project Manger has raised the need to maintain the e-CMS system with PDHJ and to lobby the Ministry for a whole of system management plan. The Project Manager has also advocated for inclusion of this budget line in PDHJ's budget proposals for 2015 and beyond. The Project has identified several locally based consultants with experience in eCMS who may provide support. However, despite these initiatives, in a country such as Timor-Leste where the technical skills to support complex IT systems are limited, the risk is that without a maintenance plan, the system will again fall into disuse. In addition, the IT infrastructure at PDHJ is so weak that all IT systems and equipment are at risk, not just the eCMS system. The Project's IT specialist will provide recommendations to strengthen PDHJ's IT system in the future, but success depends on proper budget and management oversight of the IT systems.

Website

In 2014, the Project supported the re-development of a PDHJ website (<http://www.pdhj.tl>). The website has been launched and is accessible to public. The Project's national technical mentor has mentored the Chief Department Public Relations to update the website with news and documents. The PDHJ website is now updated by PDHJ regularly without assistance from the Project.

The objective of the website is to disseminate information on PDHJ's work and its activities, to share human right laws and treaties and to raise awareness on human rights issues in Timor-Leste. At the request of PDHJ, the website was drafted in three languages - Tetun, English and Portuguese. The number of users by year end was 535, well in excess of the target of 400.

The website includes a tool to allow analysis of users, page views and user demographics, which will enable PDHJ to understand its internet audience and target information accordingly.



The Project has engaged in discussions with PDHJ about the sustainability of a tri-lingual website given the lack of Portuguese and English competency among relevant PDHJ staff. The Project has recommended that PDHJ consider employing a full-time translator and interpreter when funds permit.

The Project has also recommended that PDHJ change the server in 2015 when funds permit, because the current server is too slow and the server's capacity is also limited.

Library

The Project, in coordination with Raoul Wallenberg Institute (RWI) and the PDHJ, has taken several steps to ensure a more effective library, archive and knowledge management system. In 2014, the Project supported the revision and finalisation of the library Regulation which has now been approved by the Provedor. The Project supported PDHJ to request additional library materials and to catalogue and store all library materials in 2014.

The main use of the library is by human rights and good governance monitors who use the research materials to prepare the research component of their monitoring plans.



Staff at the training on CAT treaty reporting and advocacy using PDHJ library resources to develop an advocacy strategy (Com, Timor-Leste, September 2014).

The Project also facilitated a field visit between PDHJ's former librarian and interim librarian to the Xanana Gusmao Reading Room, which maintains its library using the KOHA database used by PDHJ. The field visit gave PDHJ staff insight into new cataloguing systems for PDHJ and discussions about improvements that could be made to the library when PDHJ renovations are completed in 2015.

Despite the progress with the library, its scope will be limited unless the following recommendations are implemented by PDHJ:

- Link the library by intranet to PDHJ staff desktops (regional and head office)
- Return the skilled librarian to library duties
- Increase the number of Tetun language materials in the library as these become more widely available
- Continue linkages with the Xanana Gusmao Reading Room for peer to peer support on the KOHA system
- When construction on the new PDHJ office site is complete, the library should be restored to a dedicated library space.

Output 4: Project Management

The Project Manager position was vacant until mid April 2014. Despite this initial setback, the Project was well executed in 2014.

Two PSC meetings were held in the remaining 7 months of the year (May and November 2014). The PSC meeting planned for September 2014 was postponed by the former Provedor pending the election of the new Provedor (31 October 2014).

At the May 2014 PSC meeting, the Project Manager received approval to revise the Annual Work Plan in a way that reflected the priority areas for PDHJ, the recommendations from the mid-term evaluation and feedback from PSC members to focus Project activities in a few key areas.

All activities agreed in the revised Annual Work Plan were completed in 2014 except the PDHJ's new administrative structure ('organics') which was put on hold pending election of a new Provedor. At the December 2014 Annual Retreat, PDHJ scheduled this activity for June 2015 (after Project closure).

The November PSC meeting agreed to waive the requirement to have an end of Project evaluation in 2014, noting the recent mid-term evaluation (completed in late 2013) and the upcoming institutional capacity assessment in January 2015. The November PSC meeting also approved a no-cost Project extension until April 2015.

Plans are underway for Project closure in April 2015. At the end of 2014, the Project Manager provided a list of all Project activities and outputs (2010 -2014) to the Provedor and agreed to present these to all PDHJ staff for internal evaluation and feedback. The process was rigorous, involving the Provedor, Director General, National Directors and all available Chief Departments and staff. Over a 2 day period, the Project Manager presented results and invited comments and feedback on Project activities.

As a result of these meetings, the Project Manager agreed to several actions prior to Project closure:

- Conducting a workshop in early 2015 to finalise several standard operating procedures and standard administrative procedures;
- Ensuring that human rights training materials are provided to PDHJ again because many staff no longer have access to them; and
- Supporting PDHJ by providing technical revision of PDHJ's monitoring manual if requested by PDHJ.

Feedback from this evaluative process also contributed to the Project's closure strategy.

The PDHJ institutional capacity assessment to be conducted in January 2015 will provide a solid basis for any future support to PDHJ.

Looking forward, the key activities scheduled by the Project for the 1st quarter of 2015 (and the final quarter prior to Project closure in April 2015) are:

- Support to PDHJ's **institutional capacity assessment** to be conducted over 2 weeks in January 2015 by a team from the APF, UNDP, OHCHR, Komnas HAM and a supporting consultant;
- A **workshop to discuss and finalise a range of standard operating procedures** for PDHJ (including case management, receipt of complaints, preliminary evaluation, investigation, follow up recommendations, mediation and conciliation);

- Development and conclusion of **results-based planning and reporting templates** for all PDHJ Directorates, Departments and individual staff members;
- Training PNTL trainers on the new **PDHJ Human Rights Training Manual** for the PNTL;
- Technical support for **PDHJ's perception survey** to be conducted in Dili District; (questionnaire design, enumerator's training and supervision of data collection and data analysis) so PDHJ can include the Dili data in its perception survey report;
- **Publication and distribution** of the Fundamental Rights in Timor-Leste textbook, training CD on eCMS and all the approved SOPs, SAPs and Guidelines; and
- Handover of **knowledge management database** from the UNDP Project to PDHJ.

Financial Information

Expenditure

As at 31 December 2014, the Project had spent approximately US \$504,331.99 out of the USD \$563,513.00 budget allocated for 2014.² The amount represents almost 90% of the allocated budget.

Project Budget and Funding³

Project (Donor)	Funding Source	2014 Annual Work Plan Budget (USD)	Expenditures as of December 2014 (USD)
NZAID		438,787.00	379,605.99
OHCHR		49,726.00	49,725.25
UNDP TRAC		75,000.00	75,000.00
TOTAL		US\$ 563,513.00	US\$ 504,331.99

Project Expenditure Details per Project Output

Project Output	Project Budget 2014 per Project Output (USD)	Expenditures per Project Output as of 31 December 2014 (USD)
Output 1 Human Rights Knowledge	231,857.00	231,857.00
Output 2 Institutional Structure and management	99,511.00	98,236.84
Output 3 Information and knowledge management	30,903.00	17,220.73
Output 4 Project Management	201,242.00	157,017.42
TOTAL	US\$ 563,513.00	US\$ 504,331.99

² This revised annual budget reflects the PSC meeting decision (11 November 2014) to hold some Project funds over for a no-cost extension until April 2015.

³ Financial information is provisional only.

Project Staffing Grid 2014

No	NAME	TITLE	Contract Period Year 2014											
			J	F	M	A	M	J	J	A	S	O	N	D
Project Management Staff														
1	Ms. Joella Marron	Project Manager				X	X	X	X	X	X	X	X	X
2	Rozentina Jap Dos Santos	Project Associate	X	X	X	X	X	X	X	X	X	X	X	X
3	Aleixo Barros Mota Smith	Project Clerk/Driver	X	X	X	X	X	X	X	X	X	X	X	X
Individual contract (IC)														
4	James Patrick Groarke	Human Rights Researcher	X	X										
5	Rishi Aryal	IT Specialist										X	X	X
6	Edi Mario D.Carvalho	Graphic Designer PNTL Manual											X	X
LOA contracts														
7	Sara Abrantes Guerreiro	Mediation and Conciliation Mentor	X	X	X									
8	Ruth Hugo	Investigation Mentor	X	X	X	X	X	X	X	X	X	X	X	X
9	Florindo Jose Cristovao	Language Officer	X	X	X	X	X	X	X	X	X	X	X	X
10	Barbara Nazareth Oliveira	Technical Adviser	X	X	X									
11	Ana Rita Pascoa Dos Santos	Human Rights Material Development Officer	X	X	X									
12	James Patrick Groarke	Monitoring Mentor				X	X	X	X	X				
13	Antony John Franklin	Part-time Information Technology Consultant	X	X	X	X	X	X						
14	Flavio Fefourli A. Bonito	National Human Resources & Knowledge management Mentor	X	X	X	X	X	X	X	X	X	X	X	X
15	Eduardo Soares, INSIGHT	Part-time Trainer		X	X	X								
16	Ivo Caldas Sarmento Rangel	National Technical Mentor						X	X	X	X	X	X	X

advisers, there is a national staff member who can oversee the quality of their work and the Inspector General's oversight capacity is increased.

Finally, the ongoing and continuing challenge of human resource capacity in public institutions is relevant to the work of the PDHJ Project. Several of the Project's focal points at PDHJ were absent for significant periods during the year. Also, the staff's capacity to perform their work as well as contribute to institutional development activities (such as discussion about the administrative structure of PDHJ, the PDHJ annual retreat and the development of planning and reporting templates) has also proved challenging for the staff.

ATTACHMENT A

PDHJ'S OPERATIONAL AND ADMINISTRATIVE PROCEDURES AND GUIDELINES DEVELOPED WITH UNDP / PDHJ PROJECT SUPPORT IN 2014

1. Receipt of Complaints (SOP)
2. Receipt of Complaints (Guideline)
3. Preliminary Evaluation of Complaints (SOP)
4. Preliminary Evaluation of Complaints (Guideline)
5. Preliminary Evaluation of Complaints templates
6. eCMS users manual
7. eCMS administrators manual
8. Mediation and Conciliation (Guideline)
9. Mediation and Conciliation (SOP)
10. Mediation and Conciliation templates
11. Investigation (SOP)
12. Investigation (Guidelines)
13. Follow up recommendations (SOP)
14. Follow up recommendations (Guideline)
15. Role of the regional offices in monitoring (SOP)
16. Urgent monitoring system (SOP)
17. Monitoring system (SOP)
18. Monitoring Management Committee (SOP)
19. Role of Regional offices in Monitoring (SOP)
20. Monitoring templates:
 - preliminary research
 - meeting with civil society
 - meeting with authorities
 - list of issues
 - indicators
 - target groups
 - preliminary assessment

- urgent preliminary assessment

21. Training promotion and education database (SAP)

22. Website management (SAP)

23. Directive Council (SAP)

24. Correspondence (SAP)

25. Receptionist (SAP)

26. Library Regulations

27. Attendance at training (SAP)

28. Work attendance and leave (SAP)

29. Performance appraisal system (SAP and templates)

30. Orientation package (SAP and Guidelines)

31. Minute taking (SAP)

32. Meeting agenda (SAP)

33. Job descriptions for all PDHJ staff

34. Results based management planning templates

- Directorate
- Department
- Individual

35. Results based management reporting templates

- Directorate
 - Department
 - Individual
-