

# Final Review Report 2016-2020

UNDP Timor-Leste

Timor-Leste National Police – Strengthening Governance and Service Delivery, 00072017



Project Identification	Geographic coverage of the project
<ul style="list-style-type: none"> <li>• <b>Project Title:</b> Timor-Leste National Police –Strengthening Governance and Service Delivery</li> <li>• <b>Award ID:</b> 00098933 (output)</li> <li>• <b>Weblink:</b> <a href="http://www.tl.undp.org/content/timor_lesste/en/home/operations/projects/democratic_governance/TL_DG_PNTLproject.html">http://www.tl.undp.org/content/timor_lesste/en/home/operations/projects/democratic_governance/TL_DG_PNTLproject.html</a></li> </ul>	<p><b>National level coverage (Yes/No):</b> Yes</p> <p><b>Number of districts covered:</b> 13</p> <p><b>Number of sucos (villages) covered:</b> All</p>
Strategic Results	Implementing/Responsible partner(s)
<p><b>UNDP Strategic Plan Outcome:</b>  <u>Outcome 2:</u> Citizens expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.  <u>Outcome 3:</u> Countries have strengthened institutions to progressively deliver universal access to basic services.</p> <p><b>UNDP Strategic Plan Output:</b>  <u>Output 1:</u> PNTL Headquarter Capacity for Management and Administrative Systems Strengthened.  <u>Output 2:</u> PNTL Management and Service Delivery in Pilot Districts Improved.</p>	<ol style="list-style-type: none"> <li>1. UNDP Timor-Leste</li> <li>2. Timor-Leste National Police (PNTL)</li> </ol>
<p><b>UNDAF/CPD Outcome:</b>            By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded.</p>	
<p><b>UNDAF/CPAP Output:</b>  <u>CPAP Output 3.1:</u> Capacities and systems of justice sector institutions and police enhanced to provide access to effective and efficient justice and protection to the citizens, particularly for rural women, children and vulnerable groups.</p>	

Project Budget (US\$)	Project Duration
UNDP Contribution: N/A	<b>Start Date (day/month/year):</b> 01 January 2016
Government Contribution: N/A	<b>End Date (day/month/year):</b> 31 December 2018 (with an extension to June 2019 and then again to December 2020)
<b>Other Contributions:</b> N/A	<b>Implementation Modality</b>
<b>Donor Contributions:</b> See Annex 1 – 2019 Annual Progress Report  <b>Funding for the extension in 2020:</b> <b>\$33,820.13</b> <b>Source:</b> UNDP	DIM

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## PROJECT SUMMARY AND OBJECTIVES

The National Police of Timor-Leste (PNTL) was created by the United Nations in 2002 and, up until the UN drawdown of the United Nations Mission in Timor-Leste (UNMIT) in 2012, primarily received assistance from the United Nations Police (UNPOL), which focused on operational support and provision of training, ranging from driving lessons to the use of firearms. Additional support was provided in bilateral collaboration with the Australian Federal Police (the Timor-Leste Police Development Programme), the New Zealand Government (the Timor-Leste Community Policing Programme), and the European Union, notably on community policing, investigation capacity, forensic sciences, and discipline. Following the drawdown of UNMIT, the “Capacity Building Support to the National Police of Timor-Leste” Project shifted its focus of assistance to the PNTL away from operational support to instead focusing on building up the capacity of the PNTL to run and manage operations independently. The first phase of the project ran from 2013 to 2015 and was titled “Capacity Building Support to the PNTL” while the second phase ran from 2016 to 2018, titled “PNTL – Strengthening Governance and Service Delivery”. Due to the elections in 2017 and 2018, the project could not deliver all the project funds and was extended for another six months in 2019 from January to June. The project was later extended into 2020 to provide financial support to mechanics at the PNTL.

As a UNDP Timor-Leste programme of support, this project operated under the outcomes and outputs of the United Nations Development Assistance Framework (UNDAF) and Country Programme Action Plan (CPAP). Specifically, the project was directly aligned with;

- **UNDAF Outcome:** By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded.
- **CPAP Output:** Capacities and systems of justice sector institutions and police enhanced to provide access to effective and efficient justice and protection to the citizens, particularly for rural women, children and vulnerable groups

The two primary outputs of the second phase of the project were:

### **Output 1: PNTL headquarter capacity for management and administration systems strengthen**

Under output 1, the project focused on:

- Strategic Planning
- Information Technology Management
- Fleet Management
- Public Relation

### **Output 2: Context-specific capacity development plans for 2 model district police stations designed and implemented based on the findings of functional reviews**

Under output 2, the project provided dedicated support to:

- The development of capacity in the district
- Active support for gender mainstreaming in the work and operations of the municipality

## KEY ACHIEVEMENTS

The key achievements are reported against the pre-determined indicators and targets per the Project Document for the project's duration up until 2019 in the 2019 Annual Progress Report (Annex 2). Since 2019, only minor assistance was provided to PNTL in the form of financial support. As such, there has been no change to the achievements of the project since the 'closure' in 2019.

In 2020, UNDP provided minor financial support to cover the salary costs for two automotive mechanics for via a Letter of Agreement (LOA). Under the LOA the PNTL were responsible to achieve the following results from the inputs from UNDP:

- Vehicles maintained in accordance with government guidelines on maintenance level A, B, and C
- PNTL vehicles are maintained in a timely manner as to support daily patrol
- PNTL drivers are well informed on the conditions of each vehicle

## CONCLUSION AND WAY FORWARD

Since the final extension of the project in 2020 to encompass the support to the PNTL mechanics, the project is fully completed and closed. No further assistance and/or action is envisaged at this point in time as UNPD's other projects are partnering with PNTL in relation to their specific areas of focus.

## ANNEX 1. LESSONS LEARNED REPORT

### PROJECT LESSONS-LEARNED REPORT

Total length of report: 2-3 pages.

Please refer to the [Deliverable Description](#) for more information on the purpose and use of this report

<b>Project Title:</b>	Timor-Leste National Police –Strengthening Governance and Service Delivery
<b>Country:</b>	Timor-Leste
<b>Related CPAP Outcome</b>	See above.
<b>Project Description and Key Lessons-Learned</b>	
<b>Brief description of context</b>	See Annex 2 – 2019 Annual Progress Report.
<b>Brief description of project</b>	See above.
<b>Key project successes</b>	See Annex 2 – 2019 Annual Progress Report.
<b>Project shortcomings and solutions</b>	See Annex 2 – 2019 Annual Progress Report.
<b>Lessons learned</b>	<ul style="list-style-type: none"> <li>- There is no strong coordination among the key PNTL administrative and logistics office, which challenge the overall project implementation. However, this was addressed in routinely project meeting with 10 counterparts. Most PNTL Commanders were also undergoing a 9-month intensive state defense and security training, which affected the planned dashboard management training, resulting in their cancellation. This indicates the importance of clearer communication and cooperation between UNDP and PNTL to minimize competing priorities and commitments.</li> <li>- The government were not increasing the PNTL budget annually as requested by PNTL which affected the development initiative taken by UNDP, especially as PNTL did not have their own budget to finalize the PNTL Strategic Planning 2019 – 2030. This indicates the importance of further advocacy with the government to budget as per needs.</li> </ul>
<b>Follow-up Actions</b>	The closure of this project marks the closure of UNDP singular project support to PNTL, and no follow-up action is envisaged. Further support to PNTL will be provided by other UNDP projects in relation to their areas of focus.

<b>Project Information</b>	
<b>Award ID:</b>	00098933
<b>CO Focal Points:</b>	Youngchan Kim (Head of Governance Unit): <a href="mailto:youngchan.kim@undp.org">youngchan.kim@undp.org</a>
<b>Partners:</b>	See above.
<b>Project resources:</b>	See above.
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	Annex 2 - 2019 Annual Progress Report prepared by Sebastiao Freitas (Project Manager)
<b>Date:</b>	24 <sup>th</sup> March 2021