



Project Document

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**UNDP CAPACITY BUILDING  
SUPPORT TO POLICIA NACIONAL DA  
TIMOR LESTE**  
January 2013



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## Acronyms

AWP	Annual Work Plan
BCPR	Bureau of Crisis Prevention and recovery
CO	Country Office
CPR	Crisis Prevention and Recovery
CTA	Chief Technical Advisor
DPKO	Department of Peacekeeping Organization
DSRSG	Deputy Special Representative of the Secretary General
HQ	Headquarters
HR	Human Resources
ICMS	Integrated Case Management System
IT	Information Technology
JDP	Joint Development Plan
JTP	Joint Transition Plan
M&E	Monitoring and Evaluation
MYSS	Multi-Year Support Strategy
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NOP	Normative Operational Procedure
PNTL	Polícia Nacional de Timor-Leste
RoL	Rule of Law
SOP	Standard Operating Procedure
TLCPP	Timor-Leste Community Policing Programme
TLPDP	Timor-Leste police Development Programme
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework
UNMIT	United Nations Mission in Timor
UNPOL	United Nations Police

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## Executive Summary

Future UNDP assistance to the PNTL should take a step back to re-conceptualize the goals of police assistance. Guiding principles for the next phase of police assistance from UNDP would thus include:

- ◆ The support of the PNTL in standardizing systems and processes for its role in strengthening a democratic society;
- ◆ The provision of mentoring and advice to the PNTL High Command to support administration activities;
- ◆ The support of gender mainstreaming in PNTL processes and the development of a HR strategy on positive discrimination;
- ◆ The strengthening of communication channels between the PNTL and the prosecutors in the districts.

These assistance proposals come after the Joint Transition Plan which clearly indicates the objectives of any present and future UN support. In UNDP's case, the focus should be put on its 2013-2014 Programmatic activities on Management pillars<sup>1</sup>.

*Capacity building:*

Strengthen the technical and professional capacity of the PNTL to enable full reconstitution

*Legal and regulatory framework:*

Support the Government of Timor-Leste and the PNTL in strengthening the legal and regulatory framework and amend PNTL/UNPOL interaction as needed

*Management:*

Strengthen the PNTL administrative management structures and policies

*Discipline and accountability:*

Support further development of the PNTL discipline and accountability mechanisms

*Operational support:*

Assist the PNTL command in the implementation of its operational responsibilities and provide operational support, as required and requested

Although the PNTL has improved drastically since 2006, thanks to continuous support from UNMIT, it still needs some form of support in order to be able to manage efficiently the new systems and procedures introduced. These were initially identified in the Joint Development Plan and should not be neglected. On the other hand, the PNTL is reluctant to any new concepts or models and seems to focus mainly on digesting those models proposed by the international advisors. Making more robust the systems and processes developed and mentored by UNPOL experts and advisors is therefore a must.

UNPOL-UNDP project document <*Strengthening the National Police Capacity in Timor-Leste*> as well as the <*Joint Development Plan*> and the <*Joint Transition Plan*> indicated that support should focus on operation, administration and legislation. UNDP proposals on police support for 2013-2014 will focus mainly on the administration component (the PNTL leadership) to generate a more robust impact from a top-down approach. Providing management capacities to the PNTL leadership should ease the implementation of the PNTL 5 year strategic plan and, if needed, equip the PNTL leadership with change management concepts. This would therefore smooth any future transition process. In addition, focusing on the PNTL High Command will strengthen other bi-lateral projects, notably TLPDP and TLCPP, by reinforcing the training and mentoring provided and by offering useful information for sound decision making.

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<sup>1</sup> Joint Transition Plan, 19 September 2011

This project will impact heavily the PNTL administrative processes. Although it does not address specific gender issues, it will have long term impact on each individual working for the PNTL regardless of gender. A better access to managerial information will affect commanding officer efficiency and indirectly his/her performance appraisal. In addition, in close collaboration with the PNTL Gender advisor, the HRM advisor will develop a positive discrimination strategy as well as support HRM gender mainstreaming; The Public Relation advisor will develop, on the other hand, an internal and external communication strategy to increase female applications to any PNTL position.

In conclusion, successful entry points towards supporting the PNTL should focus on providing the PNTL High Command with the tools and the expertise required for to take well documented managerial decisions. Therefore, the UNDP Capacity Building Support to Policia Nacional da Timor Leste will focus on strengthening UNPOL previous work on administrative and management issues<sup>2</sup> and linking them into a centralized system of information for improved decision making process. These tools should also be translated in Tetum as it should be for the laws, standard operating procedures (SOPs) and most of the regulations and guidelines.

#### 1-Management capacities of PNTL High Command for institutional and behavior change strengthened

- ◆ A-The PNTL High Command have adequate skills and equipment to effectively plan PNTL's day-to-day operations:

Advisor capacity to support day-to-day High Command planning capability (possibly coordinate with management training provided to High Command personnel by TLPDP) particularly how to translate their 5 year strategic plan into annual plans with efficient M&E. This activity involves all the PNTL units and the 13 districts.

- ◆ B-PNTL High Command administrative capabilities are strengthened:

International advisors on assets management, database management, Human Resources Management will provide expertise to: 1) make sure tools and processes developed by UNPOL experts and advisors are taken over with efficiency by PNTL experts; 2) transfer knowledge to selected PNTL officers; 3) link all these databases through the development of an easy to read, centralized information for decision making; 4) develop, with the support of PNTL experts, additional databases required for management purposes and monitoring, and 5) ensure gender mainstreaming at all HRM processes level and develop a positive discrimination strategy.

- ◆ C-The PNTL has developed and efficiently applied communication and coordination mechanisms to direct international support and to collaborate with relevant stakeholders:

Administrative and logistical support provision to allow the PNTL to coordinate international support in an efficient and productive manner, which could be through meetings, mechanisms of collecting and sharing projects activities (memo, minutes of meeting etc.). Although it is not a major component of the proposal, it should be looked at as a critical one for the years to come. Better coordination, better information sharing and better collaboration between donors, national counterparts and agencies are and will always be the golden key of success.

The PNTL as a provider of security to the Timorese society is by definition an organization that defines itself through its employees and how service is delivered. Its capacity to project itself has a service provider is the result of a well designed strategy often based on long term planning. To reach that goal, PNTL Leadership has identified the path to follow through its 5 years strategic plan. However, internal and external communication mechanisms should be put in place to ease the transformation process and better inform the citizen. The project proposes to recruit an advisor to strengthen the PNTL public relation unit. The advisor

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<sup>2</sup> Joint Development Plan

should 1) develop with a PNTL counterpart, an articulated communication strategy (internal and external); 2) support knowledge transfer and develop sound internal/external information mechanism; and 3) develop an efficient communication strategy on the numerous advantages to work for the PNTL, targeting female citizens.

## 2- Systematic collaboration between the PNTL and the prosecution services improved

- ◆ A-Laws and guidance relevant to the PNTL will be translated and widely disseminated:

The laws and standard operating procedures (SOPs) of Timor-Leste have been drafted in Portuguese as of most of the regulations and guidelines. Most PNTL police officers are unable to understand Portuguese especially complex, legalistic terminology. Translation in Tetum of these important documents will increase PNTL officers' capacity to better understand their basic duties, functions and legal limitations as defined in law.

- ◆ B-PNTL officers and Prosecutors have better understanding of their respective duties, tasks and functions for improved cooperation and joint intervention:

It is frequently unclear for the PNTL police officer how their functions complement those of the prosecutor and how they can best work with the prosecutor in order to ensure a criminal case is identified and prepared well. Joint trainings will allow field PNTL police officers and prosecutors to understand the needs and limitations of each other.

In addition to a better understanding of each other's duties and functions, the trainings will be an opportunity to raise the importance of respecting Human Rights as well as the importance of addressing GBV criminality.



## United Nations Development Programme

### United Nations Development Programme

Country: Timor-Leste Project Document

**Project Title:** UNDP Capacity Building Support to Policia Nacional da Timor Leste

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

**Expected CP Outcome(s):** Outcome 8.1: By 2013, the capacity of targeted national actors, including women, developed to engage in informed debates, which promote four dimensions of security sector reform (civilian oversight, operational management, financial accountability, and policy debate).

**Expected Output(s):**  
(Those that will result from the project)

Management capabilities of the PNTL high Command for institutional and behavioral change strengthened: 1) The PNTL High Command has adequate skills and equipment to effectively plan PNTL's day-to-day operations; 2) The PNTL High Command has adequate capacities to manage human resources and assets; 3) the PNTL has developed and efficiently applied communication and coordination mechanisms to direct international support and to collaborate with relevant stakeholders.

Systematic collaboration between the PNTL and the prosecutor services improved: 1) Laws and guidance relevant to the PNTL will be translated and widely disseminated; 2) PNTL officers and Prosecutors have better understanding of their respective duties, tasks and functions for improved cooperation and joint intervention.

**Implementing Agency:** UNDP Timor-Leste

#### Brief Description

This project, UNDP Capacity Building Support to Policia Nacional da Timor Leste, is intended to strengthen the capacities of the Timorese National Police (PNTL) to deliver quality policing services to the population of Timor-Leste following UNMIT closure. The project intends to provide strategic support to the PNTL High Command on their capacity to transform their managerial decisions into tangible and measurable activities. Knowledge transfer and support will be provided through advisors working on strategic planning, database management, HRM, assets/procurement management and public relations. The managerial information will be synthesized and centralized for decision making purpose. The PNTL High Command will then be equipped with a management tool to help them make decisions based on reliable, up-to-date and easy to read information.

The project is also intended to increase the communication between the prosecutor services and the PNTL by increasing the number of legal and administrative documents written in Tetum and by organizing joint PNTL-Prosecutors workshops and trainings.

Programme Period: UNDAF 2009 -2013

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

Atlas Award ID: \_\_\_\_\_

Start date: 1 Jan. 2013

End Date: 31 Dec. 2014

PAC Meeting Date: \_\_\_\_\_

Management Arrangements: Direct Implementation

Total resources required 2,540,200 USD

Total allocated resources: 1,350,000 USD

- Regular \_\_\_\_\_
- Other:
  - UNDP BCPR 750,000 USD
  - UNDP RBAP (TRAC2) 500,000 USD
  - UNDP CO (TRAC1) 100,000 USD
  - Donor \_\_\_\_\_
  - Government \_\_\_\_\_

Unfunded budget: 1,190,200 USD

In-kind Contributions(PNTL): 10,000 USD

Agreed by (Government): \_\_\_\_\_

Agreed by (UNDP) \_\_\_\_\_





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## Situation Analysis

### 1) PNTL

Up until 2011, UNPOL was mainly providing operational support and trainings ranging from driving lessons to use of firearms. Additional support was provided in collaboration with other bilateral like TLPDP, TCCPP, and EU, notably on community policing, investigation capacity, forensic sciences and discipline. It is clear that the transfer of primary policing responsibility from UNMIT to the PNTL in March 2011 is the result of extensive successful support although additional support had to be provided on strategic issues.

Therefore, in 2011, the Security Council voted resolution 1969 reaffirming the UNMIT capacity development mandate in view of a gradual drawdown after the National Elections. One of the consequences of the resolution 1969 was to strengthen UNPOL role in capacity development through the recruitment of civilian advisors.

The same year, the UNPOL component of UNMIT and the PNTL signed an agreement to link all UNPOL projects and activities to the appropriate PNTL strategic objectives (PNTL Strategic Development Plan 2011-2012) for the reform, restructuring and rebuilding of the PNTL. The final document, developed jointly between the PNTL and UNPOL proposed indicators of success in the area of legislation, training, administration, discipline and operations. It was designed to provide guidance to commanders at districts and unit levels regarding the development of relevant capacity building activities to support the PNTL in realizing the overall strategic objectives as identified by the PNTL High Command.

The plan identified clear targets and gave a good idea of the areas where additional support could be provided. On administrative issues, assets management/procurement, HRM, budget, internal auditing and database management were seen as priorities. To support the PNTL in terms of capacity development, UNPOL deployed civilian advisors during the first quarter of 2011. These advisors were tasked to work on: 1) Database System; 2) Finance and Budget; 3) Procurement and Supply; 4) Human Resources; 5) Monitoring and Evaluation; 6) Legal Affairs; 7) Human Rights; 8) Forensic; 9) Community Policing; 10) Central Registry and Archives; 11) Weapons and Explosives; 12) Projects Management; 13) Special Operations; 14) Research and Reports; 15) Protection; 16) Programme Officers; 17) Maritime Police; 18) Donor Liaison and Resource Mobilization and finally and 19) Public Information.

Although these 19 advisors and UNPOL police experts delivered expected outputs, this project will focus on PNTL administrative situation and identify where additional support would be assistance.

These civilian advisors and experts developed and implemented administrative tools and processes on HRM, assets management/procurement, internal auditing and database management. Trainings and advising support on managing these activities have started but will have to be continued in 2013 for sustainability purpose. The PNTL does not have, up until now, internal capacity to fully control, manage and improve these important tasks. One of the main reasons is that all positions in the PNTL are filled by full-fledge police officers. Therefore, in-house expertise on administrative issues (HRM, database, assets management, budget, internal controls) was sometimes minimal and intensive trainings had to be done in 2011 to increase internal capacities. On the other side, for operational

reasons, the PNTL counterparts were not always fully available when knowledge transfer implementation was needed, which complicated the capacity building process.

Additionally to the trainings, new systems and processes were introduced. Improving its administrative systems, creating functional links between these processes and adjusting them to the PNTL realities has not been fully completed yet. Meetings with the PNTL leadership and bilateral agencies brought up the importance of this issue.

Any future proposal on policing should be linked to present projects. The PNTL is still in the process of trying to integrate and harmonize all the changes introduced these last few years. It could be reluctant to introduce any additional project unless it is expressly requested by them.

Adding to the necessity of standardizing concepts, systems and processes, and linking them together for decision-making purposes, the PNTL will need continuous support on specific administrative issues to guarantee a full take over. These were identified by the PNTL Leadership as 1) Database Management; 2) Human Resources Management; 3) Assets Management; 4) Public Relations; and 5) Strategic Planning. The *Joint Assessment of the Institutional Capacities of the PNTL* report concluded that such support should be provided in 2013.

The successful outcome of this project will undoubtedly require discipline and strengthening of the organizational culture, which is not an easy task, but it goes without saying that it will eventually be very beneficial and ease the everyday overall management of the PNTL.

Additional support was identified and provided in 2011: All advisors involved in supporting the PNTL administrative functions had to train their counterparts on basic computer skills. Interviews with bilateral and UNPOL staff clearly indicated that continuous support on this matter will be required in 2013.

In terms of monitoring capacity, the PNTL has produced a precise 5-year strategic plan indicating the path to follow to transform itself into an organization designed to provide better service to the Timorese. Discussions held with UNCT, bilateral and NGOs throw light on probable mentoring difficulties for the PNTL leadership. A probable solution would be to provide the PNTL leadership with robust monitoring capacity. The TLPDP Programme does address partially the situation with a 9 month training Programme on leadership and a one-year period feedback and retraining, but it does not support High Command on a daily basis. Any future proposition should focus on allowing these officers to become fully comfortable with these basic principles learned through TLPDP Programme and UNPOL trainings. Therefore, to facilitate the learning process, a day-to-day support through a senior technical advisor, will increase their capacity to influence on a top-down approach any strategic/annual plans. In addition, access to centralized vital information will provide them with increased capacity to strictly monitor and to make sure that any annual plans or strategic decisions are implemented at the district/unit level and are taken seriously by the rank&files.

Regarding coordination mechanisms, to ease the cooperation and collaboration process between the PNTL and other international agencies/donors (mainly UNPOL, TLPDP, TLCPP, EU, UNCT and Embassies), meetings were scheduled to share information, progress and challenges. These meetings were mainly a platform of exchange. The PNTL would have a better coordination mechanism if a formal mechanism for directive PNTL monitoring was identified and implemented.

## 2) UNDP

UNDP has been providing support to the PNTL since 2003, organizing workshops, study tours, trainings as well as developing textbooks for training purposes. Although marginal, the UNDP support to the PNTL was always intended to fit the peacekeeping design development plan and therefore, contributed to the PNTL strengthening.

Following a joint UNDP-DPKO mission in August 2010, an agreement was reached between UNPOL and UNDP TL to initiate a joint Programming on policing to facilitate the transfer of responsibilities, consequence of UNMIT scale down. With UNMIT withdrawal in December 2012, with the PNTL still in the development phase and assuming UNDP phase-in, UNDP needed to find ways to develop in-house capacity in policing. The UNPOL-UNDP agreement was a logical step towards further involvement. In addition to this, in September 2010, anticipating CPR challenges and UNMIT withdrawal, BCPR supported a 2010-2013 Multi-Year Support Strategy (MYSS) for Timor-Leste. The MYSS was intended to shift UNDP support from recovery to development with four outcomes shared between BCPR and Timor-Leste CO: 1) peace capacities institutionalized; 2) rule of law and security management capacities strengthened; 3) access to justice consolidated; 4) capacities for disaster risk management and Programming strengthened.<sup>3</sup>

In July 2011, a MOU was agreed between UNDP and UNMIT regarding the strengthening of police capacity. The Project - Strengthening the National Police Capacity in Timor-Leste, is in fact for UNDP an outcome of the MYSS and was rolled out through a 600,000 USD BCPR/UNDP contribution. The project (with an overall budget of 1,840,000 USD) was in line with the Joint Transition Plan negotiated between UNMIT and the Government of Timor-Leste and the Joint Development Plan negotiated between the PNTL and UNPOL. The project implementation was led by a UNPOL project manager, UNDP providing project assurance and support services. The organizational structure of the project allowed UNPOL managers to better coordinate its numerous activities. The proposed structure provided an interesting example of the principles supporting the concept of the Focal Global Point on Justice and Police.

### 3) Current UNDP Justice Programme

In 2009, UNDP implemented a comprehensive, well-articulated 5-year plan to strengthen RoL in Timor-Leste by improving justice delivering. Police activities in the Programme are indirect; through the justice component of the RoL Programme, it support the development of a better linkage between the police and the prosecutor, notably through common training in criminal investigation, support of the concept of mobile courts, but also support of the development of a common coding system (the Integrated Case Management System ICMS). Under the ICMS project, an IT expert was recruited and is now working with the IT unit, at the PNTL working premises. TLPDP Programme has supported the networking of all 12 police districts which allows them to send regular information to the PNTL HQ. The Programme is scheduled to terminate in December 2013. UNDP is the main supporting agency to the Prosecutor General of the Republic and the Public Defender General. UNDP's credibility and capacity is well accepted and appreciated.

The justice programme is also aiming at supporting police/prosecution on key issues as well as providing some translation services. It appears however that some laws, some standard operating procedures, regulations and guidelines have been drafted in Portuguese. Most PNTL officers are not fully comfortable with Portuguese especially with complex, legalistic terminology. This inhibits their ability to understand their basic duties, functions and legal limitations as defined by the law. In addition, it is frequently unclear to the police how their functions complement those of the prosecutor and how they can best work with the prosecutor in order to ensure a criminal case is identified and prepared well.

### 4) UNMIT

As discussed earlier, in 2011, the Security Council voted resolution 1969: UNPOL role in strengthening the PNTL through capacity development (recruitment of civilian advisors). Following the transfer of primary policing responsibility in March 2011, from UNMIT to the PNTL, working groups composed of staff from the Government of Timor-Leste and the UNCT wrote a the Joint Transition Plan to help implement and monitor the completion and hand-over of UNMIT activities. They listed an inventory of UNMIT activities in seven areas from Police and Security to Impact on

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<sup>3</sup> UNDP/BCPR 2012 Assessment Mission, Djordje Djordjevic

the Local Economy. Regarding the Police and Security component, the working group focused on the JDP because of the accurate and detailed capacity building programmes it contains. On administration issues, the report specifies:

*“Further developing PNTL’s ability to manage human, material and financial resources is the focus of UNPOL’s administrative management support. The PNTL, with advice and assistance from UNPOL, will conduct a review and develop the internal rules of procedures of the Administration Command covering areas such archiving, skill and performance assessments, budgeting and petty cash management, procurement as well as vehicle, material and weapons management, as detailed in the JDP”<sup>4</sup>*

In line with the Plan negotiated between UNMIT and the Government of Timor-Leste and the Joint Development Plan negotiated between the PNTL and UNPO, a joint UNPOL/UNDP project was launched (total budget of 1,840,000 USD of which 916,000 USD were from UNPOL in an in-kind contributions type (human resources), 501,000 USD were allocated by BCPR, 100,000 USD by Norway and 425,000 USD by UNMIT). This project was intended to strengthen the PNTL capacities to deliver quality policing services to the population of Timor-Leste by aiming at 1) developing the PNTL management and administration capacity; 2) enhancing its training capacity; 3) strengthening its internal oversight mechanisms and finally 4) supporting the Secretary of State for security in finalizing the PNTL promotions regime.

The Programme had a management architecture that created the synergy between both agencies and proved to be successful: although challenging. Its objectives were reached despite tough delivering dates.

## 5) TLPDP

Government of Australia, Ministry of Foreign Affairs (through Australian Federal Police (AFP))

The TLPDP team launched an assessment mission in 2010 to re-evaluate the type of support to provide to the PNTL. Initially intending to continue to support the development and implementation of a community policing concept, they phased out this activity and focused instead on the development of a robust training programme for police managers and police investigators (level 1, 2 and 3).

- ◆ On the leadership training side, command& control, strategic planning, basic management and budgeting are some of the topics addressed and taught. Duration of the training is 9-12 months for strategic managers (superintendent and above), 3 months for tactical managers (inspectors) and 1-3 months for operational managers (sergeants) (training should start on 2013). In addition, the trainees come back for refreshing/retraining and some on the job training is also provided. The TLPDP program has also sub-contracted Coffey inc for ad-hoc projects.
- ◆ Locally owned curriculums, a train-the trainer program, modern and efficient training facilities, study tours abroad, the leadership training program is a robust and well designed project.
- ◆ In addition to leadership training, the TLPDP set up a training activities for investigators for Level 1 and Level 2 (Level 3 is on the development phase). Trainings are 6 weeks long and participants include police investigators as well as prosecutors. USAID is supporting this program by placing a criminal investigator on secondment.

The programme is also involved in producing SOP's, training on domestic violence with UNFPA , gender issues with UNWOMEN, transnational crime training, equipment and technologies to support

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<sup>4</sup> Joint Transition Plan, page 6

the training provided (case management software as an example) and rehabilitation of some training facilities.

All TLPDP programs were developed based on PNTL request and jointly negotiated which allowed resulted in a strong partnership.

## **6) TLCPP**

Government of New Zealand

TLCPP is mainly focusing on community policing. The project aims at strengthening community policing in the PNTL through direct support of police managers, mainly at district level. New Zealand police advisors are deployed in the districts to provide technical and operational support through mentoring, but also by developing tools and processes that support the concept. With a budget of 12.5M\$USD for 4 years, the program has four (4) permanent staff and 13 mentors. The TLCPP is working closely with the Asia Foundation through the development of a local Security Council.

The support and mentoring provided by the TLCPP program is well understood and well integrated in the PNTL High Command 5 year strategic plan. This being said, it should be mentioned that, from a programmatic point of view, funding an activity on community policing might be antagonistic with the TLCPP philosophy.

## **7) USAID, Asian Foundation and European Union**

### USAID

The American government has allocated some funding to the TLPDP for the next two years. More precisely, USAID has allocated money to the Asia Foundation to support their activity on community policing and has also recruited a police investigator to support the training modules. Moreover, The TL government has signed an agreement to receive support and training on Maritime Police. The US Coast Guard will provide training on C&C, operation and maintenance. Finally, USAID is discussing with the PNTL Leadership the provision of some technical support on car maintenance channeled through the national school for mechanics.

### EU

The EU is currently supporting the ministry of Justice by providing intense and specialized training (from 9 to 11 months) on legal investigation. Through an agreement with Portugal, investigators have been sent to become legal investigators. The trainings were solid and the individuals were assessed (pass/fail) meticulously. Mainly designed to support the transfer of all criminal investigation to the Ministry of Justice, the project is actually on hold because of delays at the government level (the law transferring to the Ministry of Justice PNTL investigation capacity has not been signed yet therefore the unit has not been created). The EU mission in Timor-Leste will face a reduction in its 2013 budget and activities.

### Asian Foundation

The Asian Foundation is particularly involved in improving access to justice, conflict management and community oriented policing. Through the USAID funded project - Conflict Mitigation through Community-Oriented Policing (CMCOP), the Asia Foundation is supporting both the police and the Timorese communities in developing a new partnership, enhancing police legitimacy and responsiveness to community needs. Working closely with TLCPP, it aims to improve the performance of police and build public trust by fostering collaborative community-police partnerships that use a problem-solving approach to respond to the security needs and expectations of the community.



## 8) Gender

### TLPDP

TLPDP has designed a solid program on gender issues. They approach the subject with two different angles. First, they support the concept of gender equality within the PNTL and second, on a more operational side, they focus on the Vulnerable Person Units (VPU).

- ◆ TLPDP, in collaboration with UNWOMEN, is working to increase the delivering capacity of the Gender unit through mentoring, providing equipment and improving internal processes. In fact, both agencies will support the development and the implementation of a gender policy but also work closely with the PNTL Gender Advisor to give strong impetus to successful gender mainstreaming.
- ◆ TLPDP, UNFPA, AUSAID and UNWOMEN have supported the development of a safe house for cases of domestic violence/sexual assault in Dili (for long term purposes) and two other houses (Maliana and Oecussi) for short term and transitional stays to Dili.
- ◆ In addition, TLPDP, UNFPA, UNICEF, UNPOL and UNWOMEN have invested in the Vulnerable Persons Units in all 13 PNTL Districts. In fact, in 2011-2012, TLPDP has financed a flexible concept for the VPU unit in OECUSSI District. The program designed and built a facility that provided flexibility and space, as well as all the required equipments.
- ◆ For 2013-2014, TLPDP is planning to revisit and assess all 13 PNTL VPU units for possible remodeling based on the Oecussi design (In 2012, the UNPOL/UNDP programme refurbished VPU units of Baucau, Dili, Manatuto, Lautem and Liquica and provided some basic furniture).
- ◆ It is important to underline that all VPU staff has been trained by TLPDP but also by UNPOL staff, OHCHR, UNWOMEN and UNFPA.
- ◆ Regarding the investigation capacity aspect, TLPDP has set up a robust training programme for PNTL investigators. Investigation techniques on domestic violence have been incorporated in Level 1 and Level 2 trainings and in collaboration with UNFPA, a medical protocol has been designed and implemented to ease the process of collecting evidence in cases of domestic violence, sexual assault and rape.

### OHCHR

The Office has worked extensively with the PNTL on Human Rights.

- ◆ In collaboration with UNPOL, numerous trainings were provided on human rights to VPU staff. Moreover, OHCHR distributed pocket books and posters for all VPU units on human rights issues from gender to detention and use of force;
- ◆ In 2011-2012, the Office was also involved in monitoring VPU work, especially regarding the way the units were handling the domestic violence cases;
- ◆ Support to the PNTL will continue in 2013 but activities still have to be defined between the Office and the PNTL. However, most of these activities will target training delivery and training material.

### UNWOMEN

Early 2013, UNWOMEN will deploy an international gender advisor to work with the PNTL and the Secretary of State for Security (SoSS). Gender mainstreaming, close collaboration with UNCT will be a huge part of his/her activities. Co-located at SoSS premises, he/she will be deployed for a period of 12 months. Additionally, UNWOMEN will continue work in close collaboration with UNFPA, TLPDP and the PNTL VPU units.

### UNFPA



UNFPA has been focusing for years on strengthening trainings for the PNTL as well as supporting GBV victims:

- ◆ Starting in 2009, UNFPA develop training manuals on gender for PNTL police officers. Following numerous discussion and adjustments, these are now fully integrated into the curriculum for police cadets' basic training;
- ◆ UNFPA in collaboration with TLPDP, UNICEF, IOM has developed a two weeks training module for VPU staff, staff from the community policing unit and PNTL Task Force on GBV investigation;
- ◆ Technical assistance was provided in 2012 to the PNTL Police Academy for GBV training to cadets;

Continuous support through NGOs is provided by UNFPA for:

- ◆ Forensic medical examination for women victims of violence or sexual abuse
- ◆ The national referral network (shelter house in Dili of the transition facilities)

In 2013, UNFPA will continue to support basic trainings and specialized courses on GBV investigation at the PNTL Police Academy (with other UN agencies and bi-laterals).

Agencies (UNWOMEN, UNFPA, OHCHR) and bilateral have indicated a high interest to collaborate with UNDP advisors (Human Resources Management and Public Relations) when deployed, to support the PNTL Gender advisor in designing strategies to increase the PNTL female recruitment.

## 9) Lessons learned

- ◆ As previously indicated, knowledge transfer was not fully efficient because of the absence (in some cases) of dedicated PNTL officers working closely with UNPOL civilian advisors. PNTL Leadership will have to identify and task on a full time basis, senior officers to work with the UNDP advisors to amend this situation. These PNTL officers should have a minimal knowledge of computer use and software skills. For sustainability purposes, their minimum stay in their current position should be of 2 years before being eligible for promotion to another unit.
- ◆ Although the PNTL leadership did request to focus on administration activities for 2013-2014, it is important to keep in mind that these activities depend heavily on computers. Therefore, as it was done when UNPOL advisors were deployed, training in computer and software use should be a priority.
- ◆ Some advisory activities do require being available daily. The concept of co-located advisors and experts as put in place by UNPOL proved to be successful because it simplified the communication and provided just in time solution. UNDP advisors should be co-located within the PNTL premises.
- ◆ UNPOL, TLPDP and TLCPP have been working with PNTL for years. They have introduced concepts (community policing), trainings (leadership and investigation) and processes (HRM, database, assets management) that we should continue to support until full takeover by the PNTL. Any future project should be designed as complementary to these projects.
- ◆ Coordination is mandatory when re-engineering administrative processes, simply because it will have an overall impact on the PNTL structure. Close collaboration with TLPDP will be important. As an example, TLPDP training in strategic planning can be reinforced by the STA simply by making sure the advisor will use the same terminology and concepts taught by the TLPDP. To increase the level of coordination, an implementation team led by a PNTL senior officer should be an important condition of success of this project.

- ◆ *The Joint Assessment of the Institutional Capacities of the PNTL* has listed a series of priorities for action that will need to be addressed. These priorities can also be found in a more generic approach on the PNTL 5-year strategic plan. They cover operational, administrative, legal issues as well as trainings and equipments requirement. Although these priorities are important, supporting the PNTL capacity to have operational/ improved mechanisms of monitoring management/administrative issues is of paramount importance. It should give the PNTL High Command the capacity to efficiently address those priorities. This explains why the PNTL General Commander requested during a meeting with UNPOL and UNDP leadership, a follow up support for 2013 on HRM, strategic planning, asset management, database management and communication.
- ◆ UN agencies and bi-laterals provided support on operational, legal and administrative issues. Additional support after 2012 should continue in all these areas but to increase the effectiveness of UNDP support for 2013-2014, the project should intentionally focus only on specific administrative/management issues.

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## Project Objectives and Strategy

*The Joint Assessment of the Institutional Capacities of the PNTL* report identified a series of recommendations for post 2012 support. As mentioned earlier, our attention will mainly be directed toward administration and management issues. In such, existing PNTL administrative systems, including personnel, budget, procurement, assets management and internal auditing require to be linked, improved and maintained properly (systematic updates and maintenance). UNPOL experts and advisors, through the JDP Programme developed policies, internal rules of procedures and guidelines as well as trainings, but due to the drawdown and closure of the mission, they could not fully implement them. Therefore, the PNTL is now the owner of numerous SOPs, NOPs, guidelines and procedures but will be lacking the support required for a smooth implementation. There is also a strong probability that training provided by UNPOL experts and advisors might be therefore less impactful than initially designed. PNTL Leadership and UNPOL clearly confirmed the importance to provide advisory support on database management, human resources management and assets management.

On the planning side, the PNTL has an annual planning framework in place for developing the annual spending plan. The process of translating the PNTL 5 year strategic plan into annual working plans and action plans with clear M&E is on the way but additional support would allow the PNTL leadership to fully control the process. The PNTL annual plans will have to be projected into annual action and budgetary plans which would allow the PNTL High Command to make the best decisions in case of budget cuts or increases. To prevent the PNTL High Command from being in the dark in terms of future planning but also in terms of day-to-day management of the organization, vital management information such as procurement and supply management systems is crucial for the PNTL High Command. Even if Timor-Leste laws do not allow PNTL to allocate budget to priorities, having access to sound and regularly updated information will give them the possibility to suggest the best option for value and therefore, to propose priorities.

The project offers to support the PNTL High Command through the recruitment of a Senior Technical Advisor (with strategic planning experience) who will provide a day-to-day managerial support to the senior officers and the PNTL Assessing and Planning unit. Through knowledge transfer and with the support of a database advisor, a procurement/asset management advisor, a HRM advisor and UNDP IT specialist (already deployed until 2013 through the Justice Programme), the PNTL administrative functions of assessing, doing and monitoring will be strengthened. These advisors will provide the required knowledge to their PNTL counterparts to guarantee a full takeover by the end of 2013 except on database management where support should be extended to a full two years. The UNDP IT specialist with the database advisor will also improve the networking system between PNTL HQ and the districts to increase the monitoring capacity at PNTL HQ.

Longer support on database management is requested because, in addition to develop internal expertise on managing, fixing improving actual databases, the advisor will support the development of additional databases and improve the access to vital information for decision taking purpose. Relevant databases with a centralized access to information to ease the monitoring process as well as the decision process will be developed by the end of the project.

The project is guided by the PNTL 5-year Strategic Plan, a follow up of the PNTL/ UNPOL Joint Development Plan, which reflects the continuing need to develop the PNTL oversight and management capacity and the Joint Assessment of the Institutional Capacities of the PNTL. The 5-year Strategic Plan is also a well designed methodology to increase PNTL capacity as a provider of security to the Timorese society and its capacity to project itself as a service provider. To reach that goal, PNTL Leadership has identified the path to follow but for a better coordinated international support and better external communication, mechanisms should be put in place to ease the transformation process and better inform the national and international communities. The project proposes to recruit an advisor to strengthen the PNTL communication unit through knowledge transfer and sound internal/external information mechanism. He/she should be able to support the PNTL to develop a sound and efficient communication strategy linked to the PNTL 5-year strategic

plan. The project spans two years and starts after UNMIT drawdown and closure date, which is January 1<sup>st</sup>, 2013.

This project is also guided by UNDP justice component where an important output of this programme was in 2012 about strengthening prosecution service to ensure effective delivery of criminal justice. The project focused on strengthening working relationship between prosecution and police at the district level for a better and faster case management. This concept should be extended for 2013-2014 and additionally, relevant laws, SOPs, rules and regulations not already available in Tetum should be translated and made available for the PNTL police officers working in the field.

## **Gender sensibility**

### **A- Society**

The 2010 Timor-Leste Security Perception Survey found out that women were more likely to name assaults on their personal safety as their greatest fear than men. Although other issues like poverty and hunger were identified as key factors triggering fear, the report clearly indicated that domestic violence is the area where men and women opinions are most different. In the suco-level, the survey noticed a tendency to see domestic violence as a cultural phenomenon rather than a crime. The same survey discovered that only 10% of the respondents would refer these types of incidents to the police or the court.

Clearly, education, training and awareness campaigns have to be considered in order to change this attitude. UNFPA as well as UN Women have been tackling those issues for years. Women should be considered equally and any violence against an individual should be considered as a crime.

The police force must also consider this type of phenomenon as a crime. Numerous agencies have worked extensively with the PNTL, especially with the VPU units, to increase the volume of referrals. OHCHR, TLPDP, UNIFEM, UNPOL, UNFPA and UNDP have supported for years the development and the professionalism of the VPU units in order to ease the process for a victim to make a complaint and submit to the court well prepared criminal cases.

The subsequent step is to increase the ability of the first respondents (PNTL officers working in the field) to better understand the nature and seriousness of this type of crime. As explained earlier, the project will facilitate joint trainings at districts levels (PNTL and prosecutors) to improve communication means between these two important actors but also to increase awareness of gender based violence investigations and handling of victims. In doing so, the project will enable key players such as OHCHR, UNIWOMEN and UNFPA to present and discuss Human Rights and Gender based violence issues.

### **B- Systems**

19 % of the PNTL staff are female police officers. Although it is a fair proportion, there is still space for improvement. The *Joint Assessment of the Institutional Capacities of the PNTL* identified the following points as priorities:

- ◆ The PNTL should examine efforts to improve numbers of women recruits and possibilities for women to be promoted, including through possible positive discrimination ;
- ◆ The PNTL Gender Advisor could strengthen gender mainstreaming by reviewing, and commenting on draft NOPs, providing inputs to better transmit good practice across the service.

Different activities can be launched to increase the number of female police officers: better premises and facilities for women, like private bathrooms and lockers, better working conditions especially for pregnant police officers, etc. However, as our project focuses on improving basic administrative processes, the responsibility of presenting the PNTL as a good working environment for women and easing the recruitment process should be incumbent on both the Human Resources advisor and the communication/Public Relations advisor.

In order to do so, both will design a conceptual model for positive discrimination, based on international experience. They will also look at all HRM systems and processes for gender mainstreaming.

The PR advisor will be tasked to develop a communication strategy to reach out to a wider female population and increase female recruitment rates within the PNTL.

### **Output 1: Management capacities of PNTL High Command for institutional and behavioral change strengthened.**

This output will support the PNTL High Command in increasing the required managerial attitude through supporting capacity building in the area of assets management, database management, human resources management and strategic planning. It will also support the PNTL in coordinating national and international support in an efficient and collaborative way and provide advising support on internal/external communication to ease the implementation of the PNTL 5-year strategic plan. Finally, it will facilitate channeling useful information to a management tool.

#### Activity 1.1 The PNTL High Command have adequate skills and equipment to effectively plan PNTL's day-to day operations

UNDP Capacity Building Support to Policia National da Timor Leste should reflect the work previously done by stakeholders involved with the PNTL since 2006 as well as the UN Transition Plan to Timor-Leste presented in spring 2012. In fact:

- ◆ UNDP proposals should be the continuity of existing training Programmes or existing processes and systems proposed by UNPOL experts and advisors.
- ◆ To provide needed support to PNTL High Command, deployed civilian advisors as modeled by UNMIT should ease administrative and knowledge transfer processes.
- ◆ Advisor capacity on strategic planning should support day-to-day the PNTL High Command on management and planning capability and the PNTL Assessment and Planning unit for knowledge transfer. The PNTL High Command should be in better position to translate its 5-year strategic plan or any strategic decision into annual plans with sound M&E at all districts and units.
- ◆ Focus should be put on supporting the PNTL High Command in addressing immediate strategic issues as well as near future ones. Hence, centralizing vital information at the decision level for strategic planning purpose remains important. It will allow them to monitor the evolution of the PNTL annual plan at HQ level but also at the district level and therefore take sound, well informed decisions, when required. Rapid access to information will allow PNTL Leadership to inform with more accuracy internally and externally.
- ◆ To ease the process of decision taking, any centralized information shall have user friendly capacity, snapshot style presentation allowing it to include gradually information on HR, budget, annual plans, community policing and asset management. Wherever relevant, gender disaggregated data should be collected and incorporated into management information. Through a transparent procurement process, a company will be identified to centralized required information for sound and solid decision taking and for internal/external communication. In addition, under a 18/24 month contract, software maintenance and improvement will be provided by the Company, and software expertise transferred to PNTL experts who will gradually take over the system of centralized information

For this output, a database management advisor will be deployed for two years. He will develop new administrative/management purpose databases, strengthen the actual ones and for knowledge transfer purpose support the development of in-house capacity for a full takeover by the PNTL at the end of the project. A STA will also be deployed to provide day-to-day support to the PNTL High Command on administrative issues linked to database management, asset management, HRM and strategic planning. The STA will coordinate other advisors work and he will make sure an integrated approach is developed for the Management Dashboard. To feed with relevant data the dashboard but mainly to

increase PNTL High Command mentoring capacity, the STA will support the PNTL in developing annual action plans for all units (translated into indicators of success). He will also provide advising support on strategic planning adjustment mechanism.

This output will also support the development of a genuine basic management dashboard. Outsourced through a RFQ process, the system will be designed to evolve with the agency.

Activity 1.2 The PNTL High Command have adequate capacities to manage human resources and assets

As mentioned in output 1.1, UNDP Capacity Building Support to Policia Nacional da Timor Leste should continue the work started by UNPOL experts and advisors. These advisors developed SOPs, NOPs, guiding manuals and tools, and provided trainings on important administrative issues like HR, asset management and internal controls. The support they provided was excellent but as mentioned previously, for timing reasons, they were not able to fully transfer to a PNTL counterpart the full knowledge and understanding of the tools and systems proposed. Additional support will be required to allow the PNTL to fully implement them at all levels and provide internal support in case of malfunction, required adjustments or modifications.

In the area of HRM, special focus should be put on adequate representation and promotion of female staff members in the PNTL. The HRM advisor, along with the PNTL Gender advisor and in collaboration with TLPDP, will develop a positive discrimination strategy based on international standards. For a strong impetus to successful gender mainstreaming, he will support the PNTL Gender advisor in reviewing all HRM processes, NOPs, SOPs.

To do so, UNDP proposes to recruit advisors for a period not exceeding twelve months. They will be tasked to train and provide transfer knowledge to identified PNTL counterparts. These advisors will be supported by the database advisor and the STA to ensure a fully integrated system approach. By doing so, work done by UNDP advisors and by PNTL counterparts will also make sure the PNTL High Command does have access in a decision taking way to these new databases. In fact, the PNTL High Command will gradually have access to integrated and centralized information system (management dashboard). Step-by-step, managers will have gradually access to centralized information to take sound and efficient decision.

This output will deploy a HRM advisor and an asset management advisor with the objective of a full takeover of their activities by PNTL counterpart after one year. Day-to-day trainings support and development of tools will be their main activities.

Activity 1.3 The PNTL has developed and efficiently applied communication and coordination mechanisms to direct international support and to collaborate with relevant stakeholders

This output will focus on increasing the PNTL capacity to share internally and externally its capacity to project itself as a service provider. To reach that goal, the PNTL Leadership has identified the path to follow through its 5-years strategic plan. However, for better success and prevent any internal blockage, these activities will have to be shared and understood by PNTL police officers so they support the plan. Externally, the PNTL process toward a more customer oriented police organization will have to be understood by Timorese for support and feedback. For the PNTL High Command, access to a robust communication strategy will allow them to clearly translate any future activities into well articulated communication channels. In line with a more customer-oriented police organization perspective, the PNTL has to raise the female police officers ratio. One option would be to increase how the PNTL is perceived by the female population.

The project proposes to recruit an advisor to strengthen the PNTL communication unit through knowledge transfer and sound internal/external information mechanisms. This advisor will also develop specific communication strategies: 1) overall communication strategy targeting internal and external customers; 2) targeted communication strategy on how to increase positive perception of PNTL as a career plan for female citizens.

This output will also focus on providing administrative and logistical support to allow the PNTL to direct international support in an efficient and productive manner, which could be through meetings,



mechanisms of collecting and sharing projects activities (memo, minutes of meeting etc.). Although it is not a major component of the proposal, it should be looked at as a critical one for the years to come. Better coordination, better information sharing and better collaboration between donors, national counterparts and agencies are and will always be the golden key of success.

## **Output 2: Systematic collaboration between the PNTL and the prosecution services improved**

This output will provide support to the PNTL officers working in the field by strengthening their understanding of national laws and also by networking them with prosecutors through joint PNTL-prosecutors' workshops and trainings.

### Activity 2.1 Laws and guidance relevant to PNTL will be translated and widely disseminated:

The laws and standard operating procedures (SOPs) of Timor-Leste have been drafted in Portuguese like most of the regulations and guidelines. Most PNTL police officers are unable to understand Portuguese, especially the complex, legalistic terminology. Translation of these important documents in Tetum will increase PNTL officers' capacity to better understand their basic duties, functions and legal limitations as defined by law.

### Activity 2.2 PNTL officers and Prosecutors have a better understanding of their respective duties, tasks and functions for improved cooperation and joint intervention:

It is frequently unclear for the PNTL police officers how their functions complement those of prosecutors and how they can best work with prosecutors in order to ensure a criminal case is identified and well prepared. Joint trainings will allow field PNTL police officers and prosecutors to understand the needs and limitations of each other. To increase the networking between these two agencies, a special fund will be allocated to joint police-prosecutors' activities. Highly decentralized, these activities will be set up by the working groups at district levels. They will allow other UN agencies like UNWOMAN, UNFPA and OHCHR to discuss Human rights and GBV related issues.

## **1) Major concepts**

To design such proposals, five major ideas will be introduced: 1) Knowledge transfer to support major administration issues; 2) Management Information Snapshots: the Management Dashboard; 3) The importance of the concept of co-location; 4) Building on previous or actual success stories; 5) Budgetary constraints: focus on capacity building and co-sharing the cost of specific projects with the PNTL.

### 1. Support major administrative issues: Assets Management, HRM, Strategic Planning and Database Management: the case of knowledge transfer

- ◆ UNMIT was authorized to deploy civilian advisors in 2010 to strengthen the PNTL operational and managerial capacities. They were initially co-located in the PNTL units to partner with national colleagues. The work performed by these advisors is remarkable in a sense that they produced outputs (tools) sometimes with part time support from the PNTL. Trainings were provided but unfortunately, for timing reasons (UNMIT closure), needed coaching to take over these crucial tools was not possible. As mentioned in the PNTL 5-year strategic plan and the Joint Assessment of the Institutional Capacities of the PNTL report, the PNTL needs to strengthen its administrative capacity which could be translated as transfer knowledge to dedicated PNTL officers. This means that the work initiated by the UNPOL advisors will need to be carried on to prevent these processes to go down or to crash. A day-to-day support approach to allow the PNTL specialist to absorb these new systems and to manage them (and fix them if required) is the best option. Therefore, the project proposes to provide, for a period of up to twelve months, specialized advisors on assets management and HRM for knowledge transfer purposes. Each will be paired with a fully dedicated PNTL counterpart. On database management and strategic planning, knowledge transfer will be possible for a period of up to two years.

## 2. Access to centralized information as a key managerial tool for the PNTL High Command

- ◆ Managing an organization requires expertise, knowledge but mostly access to trustworthy and available information. On the other hand, too much information reduces the efficiency of a manager simply because of the time spent to read, analyze and evaluate the importance of the information received. To improve their efficiency but also to be able to close a decision on sound facts and proper analysis, managers need to identify the type of information they need, in what format and the frequency they want to be receiving this information.
- ◆ These information need to be centralized for easy access. They also need to be presented in a fashionable way, easy-to-read so the manager will be able to pinpoint with precision critical factors for any project, implementation of any new Programme, or to follow up on annual action plans.
- ◆ The project proposes to the PNTL High Command to have gradual access to a high level of information. They will identify the type of information that is or will be critical for their day-to-day decision making process. These information will be regrouped into a one to three pages displaying graphic indicators that visually convey the overall success or failure of an organization in its efforts to achieve a particular goal.
- ◆ UNDP will outsource the development and implementation of a custom made centralized information mechanism. Based on the PNTL High Command requests, the database advisor, supported by the STA and other experts, will be able to connect any additional databases to the centralized information mechanism, making the system evolving gradually and could expand to the districts.
- ◆ To link information from PNTL districts to PNTL HQ, districts will need to secure connectivity on a 24/7 base. Therefore, Maliana, Manatuto, Oecusse and Same PNTL districts will need to be equipped with solar panel technology.

## 3. The concept of co-located advisors

- ◆ As previously discussed, UNMIT was authorized by the Security Council to deploy civilian advisors to support the PNTL. These civilian advisors arrived in 2011 and were deployed in the PNTL compounds. In addition to these civilian advisors, UNPOL had some experts at hand, and a fruitful relationship with their PNTL colleagues was developed mainly because of the day-to-day contact they had, being co-located, like the civilian advisors, in PNTL premises.
- ◆ These UNPOL experts and the civilian advisors provided some in-depth assistance to the PNTL leadership regarding the monitoring of PNTL operations and management issues. Thanks to the day-to-day contact between them, the level of knowledge transfer and the need to improve and do better was strengthened.
- ◆ For a better monitoring by both organizations (the PNTL and UNDP), the CTA should be co-located with his/her PNTL counterparts.

## 4. Building on previous or present success stories

- ◆ On community policing and leadership training, TLPDP, TLCPP and TAF teams have proved to be successful. UNDP proposals will link these Programs, if requested by PNTL High Command, to the centralized information mechanism. Providing valuable management information to the Leadership has always been the key to success. The project therefore proposes to gradually integrate managerial information coming out of these programs to the PNTL High Command.
- ◆ UNPOL civilian advisors and police experts demonstrated a high level of professionalism and technical expertise. Their work was highly appreciated and they provided helpful advice and tools. Although UNDP has specific rules & regulations regarding recruitment procedures, recruitment process should start as soon as possible to prevent losing UNPOL advisors who develop a strong network and fine formal and informal knowledge of the organization.

- ◆ UNDP Justice Project introduced a multi-agency system of allocating a number to any new incident/investigation initiated/collected by the PNTL. This system has a horizontal impact on the Rule of Law chain because the system, equipments and training to support it were provided to the police, justice and the prison systems. UNDP deployed an IT specialist at the PNTL HQ to support the PNTL IT unit in the management of this system. In addition, with TLDPD support, the PNTL has a fully refurbished, fully equipped IT room staffed with 12 PNTL employees. The Project will link information coming from the Justice Project and provide to PNTL High Command easy-to-read vital information on case management
- ◆ UNDP justice programme has demonstrated the importance of joint police/prosecutors trainings and workshops for better collaboration and understanding. It is believe this concept should be continued in 2013-2014 and strengthen by providing translated documents in Tetum for the PNTL police officers. In addition to better understand their own limitations; it will also improve PNTL officers understanding of the prosecutors requests when they submit a criminal case.

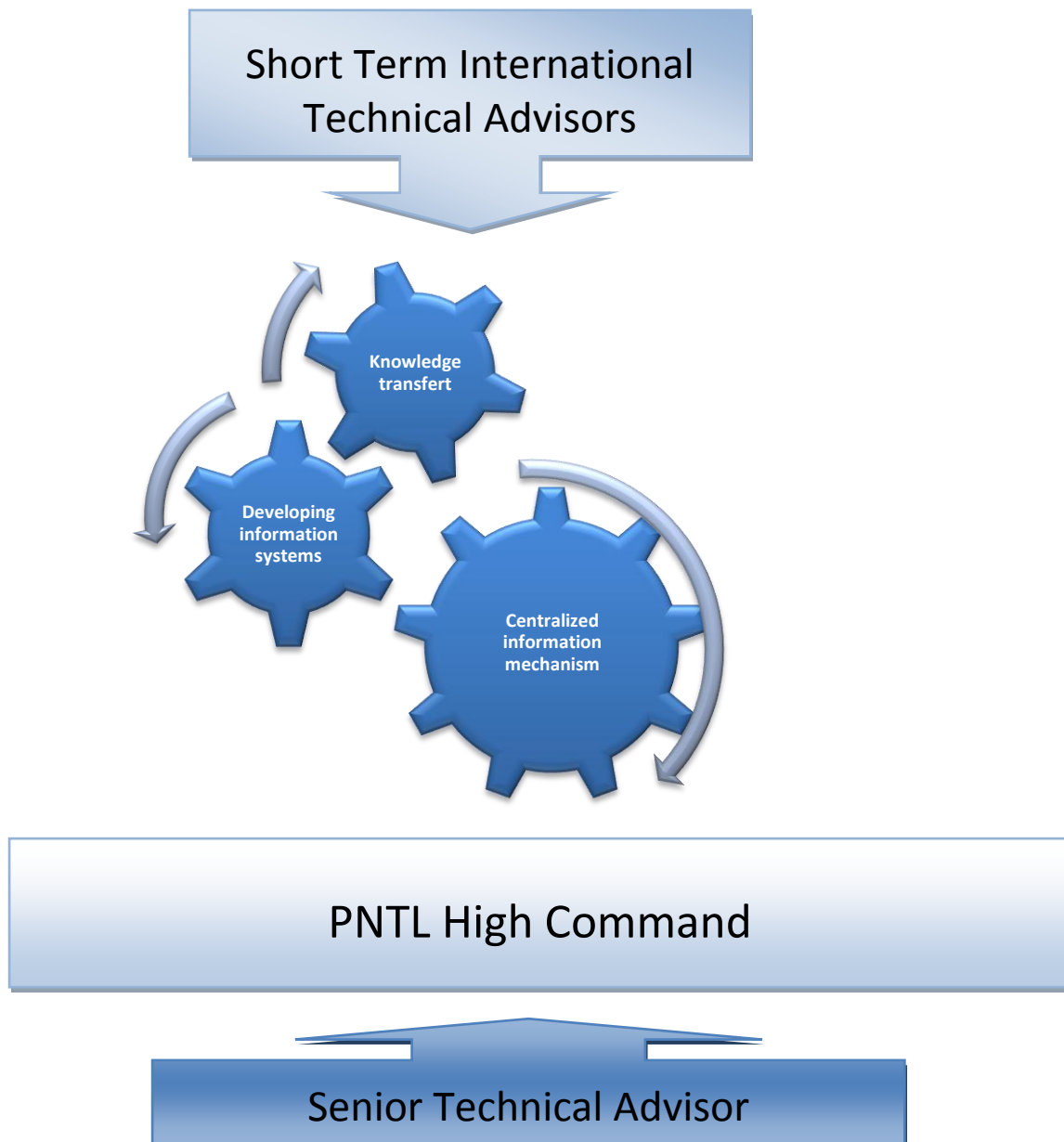
5. Budgetary constraints: focus on capacity building and cost-sharing of specific projects with the PNTL

- ◆ The PNTL has been under perfusion since DPKO was requested from the Security Council to provide security services in Timor-Leste. Since 2011 however, the PNTL gradually recovered its autonomy. With over 3000 staff members for a population of less than 1.1 million and a very low declared criminality, it assumed all security issues starting March 2011. Being fully autonomous, it needs to develop in-house expertise to manage its tools and processes, the assets, the budget and the human resources. UNDP proposal strongly suggests that a fully dedicated senior officer from the PNTL be detached and tasked to work with UNDP team to ease the transfer of expertise and take over. It also underlines the importance of having identified PNTL counterparts on database management, HRM, communication and assets management for knowledge transfer and for a future takeover.
- ◆ In collaboration with UNCT, UNMIT submitted in spring 2012 a detailed road map to tackle short term and long term challenges the Timor-Leste government would have to face in order to safeguard the country's gains. A proposed budget of 11,47m USD was submitted on Police and Security issues for 2013-2014. Although the document identified numerous activities in need of international support, most of the activities proposed in this document focus on capacity building of administrative issues through the recruitment of advisors on database management, HRM, communication and strategic planning. On the tooling side, a cost-sharing approach could be negotiated with the PNTL to support the purchase cost of specific equipment. Training and mentoring would however be provided by the experts financed by UNDP.
- ◆ The Timor-Leste government has designed a Strategic Development plan for 2011-2030 where most of the investment will be bankrolled by the Petroleum Fund which is actually around 10 billion USD.

The PNTL Leadership has agreed to identify and detach for a period of 12 months a senior police officer who will work closely with the STA to increase advisors efficiency on knowledge transfer to the PNTL counterparts.

Member of the implementation team, the PNTL senior officer will also facilitate the required collaboration between the advisor and other PNTL officers. He and the STA will report regularly to the Head of Administration for follow-up and blockages.

For better planning and programming, he will be trained on UNDP rules& regulations.



## 2) Critical issues:

### A. Bridging

- ◆ The UNMIT mission developed a fruitful approach with the PNTL leadership allowing a shift from suspicion to support. This climate of confidence did facilitate the development of a positive network which allowed UNPOL experts and advisors to have a better understanding of the administrative issues they would have to face and therefore to develop adapted solutions. These solutions were presented and implemented late 2012. These advisors will leave in December 2012.
- ◆ In January 2013, the PNTL will have to manage three important databases (HRM, Armory and Internal Affairs) and will have to systematize HRM systems and assets management systems. In addition, the PNTL High Command will have to translate as soon as possible their 5-years strategic plan into a sound and detailed action plans. Designing these plans with sound mentoring capacity will be crucial for the PNTL. Finally, the PNTL internal and external communication will be highly solicited to inform Timorese on the future of their police organization as well as international organizations and donors.

- ◆ UNDP Project will bridge such activities for a period of 12 months to prevent a possible crash of the systems, to provide training as soon as possible to the PNTL counterpart, and to increase linking capacity between the systems. A second phase will start when additional money from Japan will kick in. The second phase will continue to support PNTL on strategic planning and databases management and strengthen PNTL High Command capacity to manage through the support of centralized information.

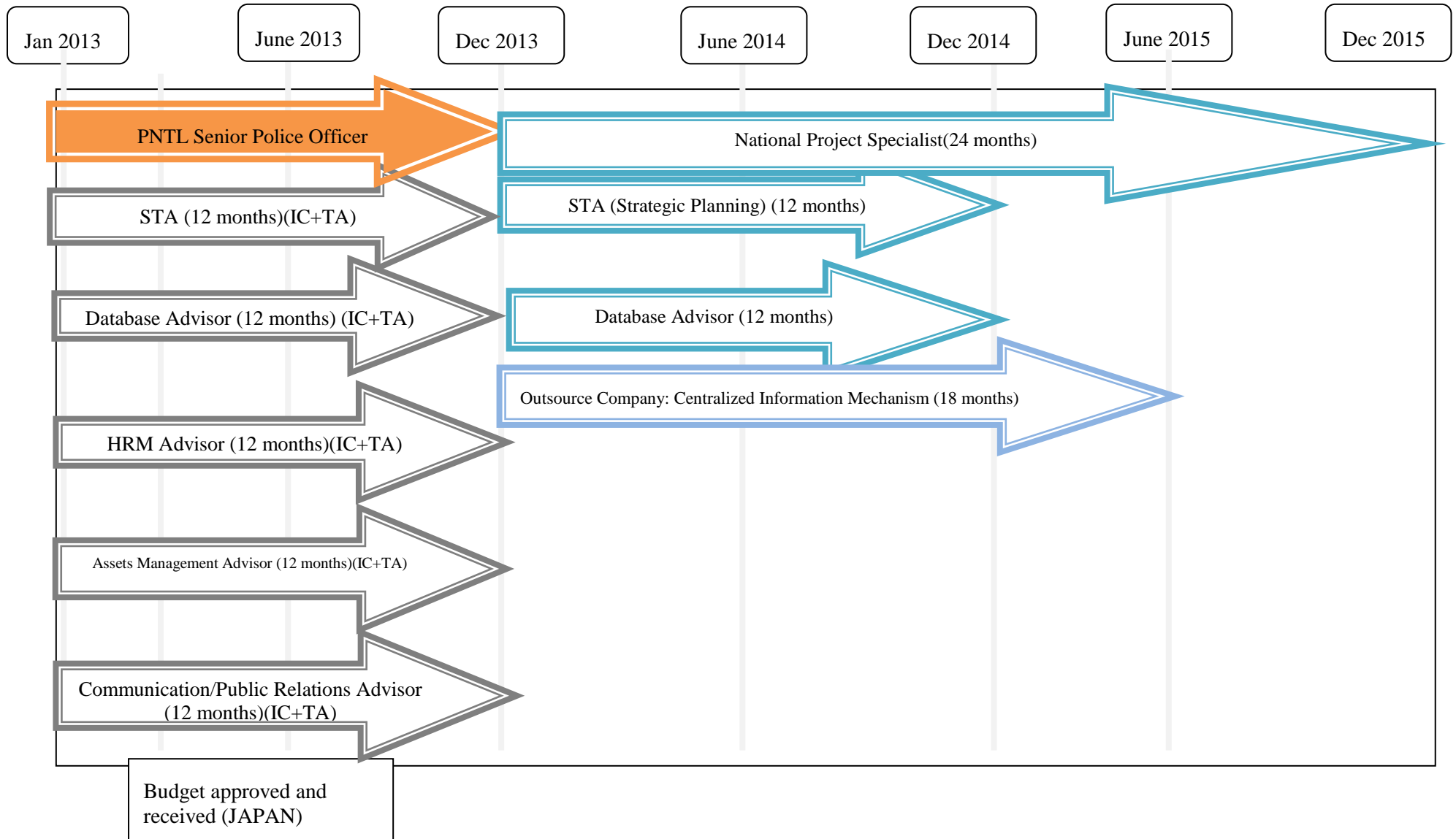
## **B. Implementation Team**

- ◆ To increase the knowledge transfer, to better coordinate work and activities undertaken in the PNTL on the Management Dashboard, to facilitate joint evaluations and assessments of relevant activities, and for joint monitoring purposes, a fully dedicated PNTL senior officer will be identified before the project starts and s/he will be tasked to support the present project. To do so, it is recommended that the UNDP Senior Technical Advisor be teamed up with its PNTL counterpart or a PNTL Implementation Team and co-located at PNTL HQ.

## **3) Expertise required**

- ◆ To support the PNTL High Command in integrating the tools and systems developed since 2011 by UNPOL experts and advisors, to improve the management capacity of the PNTL High Command of translating strategic plans into robust actions plans and to improve their monitoring capacity and to improve the PNTL Leadership to project internally and externally their decisions and objectives, international advisors will be recruited on database management, strategic planning and management, assets management/procurement and communication. These advisors will allow the PNTL High Command to monitor the overall PNTL work plan/action plans, the district's annual plans as well as provide valuable information on important administrative issues like HR, procurement and communication.
- ◆ The database advisor with good understanding of database architectures and management will allow the PNTL to maintain and to strengthen the databases already developed and operational. He will also provide knowledge transfer to a PNTL counterpart. He will gradually develop new databases as requested by PNTL High Command to improve the level of information available for decision taking purpose. This database specialist could be supported by UNDP IT specialist already deployed at the PNTL HQ. Finally, he/she will help setting up the specifications for a centralized information mechanism for the PNTL High Command and guide the selected Company in building the architecture of an information system where the content will be defined by the PNTL.
- ◆ A day-to-day support to the PNTL High Command should be provided by a Senior Technical Advisor (senior police officer with strategic planning background). He/she will provide recommendations on translating strategic planning into annual action plans for all PNTL units, defining efficient M&E, budget allocation and mentoring. Because TLPDP is providing training on leadership issues for PNTL officers, the strategic planning advisor would also be tasked not to introduce new concepts or processes.

#### 4) Strategic deployment sequencing





## 5) Terms of Reference

	Area	Duration	Level	Police expertise
<b>Database advisor</b>	<ul style="list-style-type: none"> <li>-Maintain and strengthen actual databases</li> <li>-Train PNTL database managers</li> <li>-Support the development of a centralized information mechanism</li> <li>-Improve linking budget and management decisions</li> </ul>	24 months	Middle P3	Not required
<b>Senior Technical Advisor (strategic planning)</b>	<ul style="list-style-type: none"> <li>-Support the PNTL High Command in translating 5 year strategic plans into work plans/action plans</li> <li>-Strengthen the PNTL High Command managerial capabilities</li> </ul>	24 months	Senior P5	Required
<b>HRM Advisor</b>	<ul style="list-style-type: none"> <li>-Support the PNTL capacity on improving HRM systems and processes</li> <li>-Develop a positive discrimination strategy</li> <li>-Knowledge transfer in the HRM area</li> </ul>	12 months	Middle P3	Not required
<b>Assets Management Advisor</b>	<ul style="list-style-type: none"> <li>- Knowledge transfer in the Assets management area</li> <li>- Support the PNTL capacity on improving Assets Management systems and processes</li> </ul>	12 months	Middle P3	Not required
<b>Communication/Public relation Advisor</b>	<ul style="list-style-type: none"> <li>-Support the PNTL capacity to better communicate internally and externally</li> <li>-Develop a Communication Strategy targeting female citizens</li> <li>-Knowledge transfer on communication</li> </ul>	12 months	Middle P3	Not required

## Strategic Results Framework

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>
By 2013, stronger democratic institutions and mechanisms of social cohesion are consolidated
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>
<b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Crisis Prevention and Recovery
<b>Partnership Strategy:</b> Joint supervision and assessments with national counterparts will be undertaken. An integrated approach between UNDP, TLPDP and TCPDP will be adopted for projects implementation
<b>Project title and ID (ATLAS Award ID):</b>

<b>BASELINE:</b>			
<b>OUTPUT 1: Management capacities of PNTL High Command for institutional and behavioral change strengthened.</b>			
INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE	PARTNERS
5 year strategic plan translated into annual work plan/action plan	Administrative documents	UNDP	TLPDP
% units having developed an action plan in line with the overall work plan	Meetings	PNTL	TCCPP
PNTL High Command management dashboard	Interviews		
	List of PNTL Inspector General internal controls		
<b>Activity 1.1 The PNTL High Command have adequate skills and equipment to effectively plan PNTL's day-to day operations</b>			
The PNTL does not have annual work plan objectives for all its units	Overall PNTL annual work plan and action plan	UNDP	TLPDP
Basic information system for management purposes in operation	End of the year High Command evaluation report	PNTL	
International advisor (STA) recruited and co-located	Numbers of re-training days on monitoring tools		

<b>BASELINE:</b>			
<b>OUTPUT 1: Management capacities of PNTL High Command for institutional and behavioral change strengthened.</b>			
	Staff time sheet Interviews with PNTL counterparts Procurement notice		
<b>Activity 1.2 The PNTL High Command have adequate capacities to manage human resources and assets</b>			
User-friendly management dashboard available for the PNTL High Command Mission, objectives for all PNTL units Internationals experts recruited and deployed Sound assets management system in place at PNTL Results oriented action plans at regional, local levels and for specialized unit HRM system fully integrated with relevant monitoring tools HRM strategy on positive discrimination developed	PNTL Management dashboard Staff time sheet Procurement notice HRM Strategy HRM processes and gender mainstreaming tools	UNDP PNTL	TLPDP
<b>Activity 1.3 The PNTL has developed and efficiently applied communication and coordination mechanisms to direct international support and to collaborate with relevant stakeholders</b>			
Matrix on PNTL-donors activities Communication strategy develop(internal and external) Communication strategy targeting female citizens developed	Minutes of the meetings Donors and bi-laterals documents Staff time sheet Documents (communication strategies)	UNDP PNTL	

<b>BASELINE:</b>			
<b>Output 2: Systematic collaboration between the PNTL and the prosecution services improved</b>			
<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>RESPONSIBLE</b>	<b>PARTNERS</b>
Activity 2.1 Laws and guidance relevant to PNTL will be translated and widely disseminated			
Number of translated documents Number of copies printed and distributed	Procurement notice	UNDP	
Activity 2.2 The PNTL officers and Prosecutors have a better understanding of their respective duties, tasks and functions for improved cooperation and joint intervention:			
Number of trainings and workshops provided Budget allocated for activities Topics discussed	Procurement notice Interviews Trainers time sheets Project proposals and spending reports Agencies reports	UNDP PNTL Ministry of Justice	OHCHR UNFPA UNWOMEN

EXPECTED OUTPUTS  And baseline, indicators including annual targets	PLANNED ACTIVITIES  List activity results and associated actions	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		2013	2014		Funding Source	Budget Description	Amount (USD)
Output 1: Management capacities of PNTL High Command for institutional and behavioral change strengthened.							
Activity 1.1 PNTL High Command have adequate skills and equipment to effectively plan PNTL’s day-to day operations							
<u>Baseline:</u> The PNTL High Command did not translate the 5 year strategic plan into detailed annual plans for all its units  The PNTL High Command does not have access to an efficient management tools for monitoring and follow up purposes  UNPOL experts providing support on management issues will not be available in 2013  <u>Indicators:</u> All PNTL units have developed their own mission, objectives, action plans and indicators, based on the PNTL strategic plan  The PNTL High Command uses a Management Dashboard to follow PNTL annual strategic plans and action plans and any other action that requires administrative mentoring  Advisors on strategic planning and database management co-located at PNTL HQ  Two fully dedicated and trained (Database and strategic planning) management staff  Trainings on strategic planning provided at HQ and districts level  Trainings on computer use (HQ and districts level)  Reports following the study tours	User-friendly Management dashboard for High Command  Dashboard outsourcing  Dashboard focus groups  Operation Manual for Dashboard user  Study Tour for the PNTL Leadership on Monitoring and Dashboard Management  Training dashboard data processors  Training Commanders at regional level on Strategic planning & Dashboard Management  Equipment 24/7 electricity in 4 districts  Networking capacity  Computer use training  STA with strategic planning expertise (IC+TA) (12 months) (FTA P5)(12months)  Technical assistance on strengthening the PNTL databanks management capacity (IC+TA) 12months (TA) (12 months)	X	X	UNDP			347,000
		X		UNDP			265,000
			X	UNDP			265,000
		X		UNDP			188,000
			X	UNDP			188,000

EXPECTED OUTPUTS  And baseline, indicators including annual targets	PLANNED ACTIVITIES  List activity results and associated actions	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		2013	2014		Funding Source	Budget Description	Amount (USD)
Activity 1.2 PNTL High Command have adequate capacities to manage human resources and assets							
<u>Baseline:</u> The PNTL does have basic HRM processes The PNTL does not have a fully operational assets management capacity	Technical assistance on assets management and HRM -HRM (IC +TA) (12 months) -Assets Management (IC+TA) (12 months)	X  X		UNDP  UNDP	UNDP  UNDP		188,000  188,000
<u>Indicators:</u> The PNTL implement a robust assets management monitoring system Additional windows in the Management Dashboard (Community Policing, Assets Management, HRM) PNTL is fully autonomous (two fully dedicated and trained management staff)on HRM and assets management HRM strategy on positive discrimination							
Activity 1.3 PNTL has developed and efficiently applied communication and coordination mechanisms to direct international support and to collaborate with relevant stakeholders							
<u>Baseline:</u> In 2012, UNPOL supported the PNTL in the preparation of Friends of PNTL meetings once	Logistical and administrative support of PNTL Coordination mechanisms						
<u>Indicators:</u> Minutes of coordination meetings PNTL is fully autonomous (two fully dedicated and management staff trained on communication) Communication strategy developed and adopted Communication strategy targeting female population developed	Technical assistance on communication (IC+TA)(12 months)	X  X		UNDP  UNDP	UNDP  UNDP		10,000  188,000



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		2013	2014		Funding Source	Budget Description	Amount (USD)
<b>Subtotal 1</b>							<b>1,827,000</b>
<b>OUTPUT 2 : Systematic collaboration between the PNTL and the prosecution services improved</b>							
<b>Activity 2.1 Laws and guidance relevant to PNTL will be translated and widely disseminated</b>							
<u>Baseline:</u> Documents around the Management Dashboard do not exist yet and will have to be translated in Tetum Documents to be translated at the local level have to be identified  <u>Indicators:</u> 10 documents translated Documents printed and distributed to 13 PNTL districts	Translation activities Printing translated documents Workshops targeting PNTL districts trainers to define tools for improved training (SOPs, pocket guides, training manuals)	X	X	UNDP			50,000
		X	X	UNDP			20,000

EXPECTED OUTPUTS  <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES  <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		2013	2014		Funding Source	Budget Description	Amount (USD)
Activity 2.2 PNTL officers and Prosecutors have a better understanding of their respective duties, tasks and functions for improved cooperation and joint intervention:							
Baseline:  There is no specific fund for joint PNTL-Prosecutors activities;  12 workshops at the districts levels were held  0 formal PNTL-magistrates trainings were held  <u>Indicators:</u>  12 PNTL-magistrates trainings  25,000USD for the joint PNTL-magistrates fund	Joint PNTL-Magistrate fund for joint activities at the districts level  Joint PNTL-persecutors trainings	X  X	X  X	UDNP  UNDP			25,000  60,000
Subtotal 2							155,000
General Project Management	National Project Specialist (24m)(100%)	X	X	UNDP	CPR		44,600
	Quality Control Officer (24m)(50%)	X	X	UNDP			193,000
	National Project Assistant (100%) (24m)	X	X	UNDP	CPR		28,000
	Driver (24m) (100%)	X	X	UNDP	CPR		9,000
	External Evaluation (Project)						15,000
	Miscellaneous (communication costs, fuel, office space, office supplies, insurance, security service.) (24m)	X	X	UNDP	CPR		30,000
	Administration Costs (7%)	X	X	UNDP			138,700

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		2013	2014		Funding Source	Budget Description	Amount (USD)
Subtotal Project Management							458,300
TOTAL							2,540,200

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## Management Arrangements

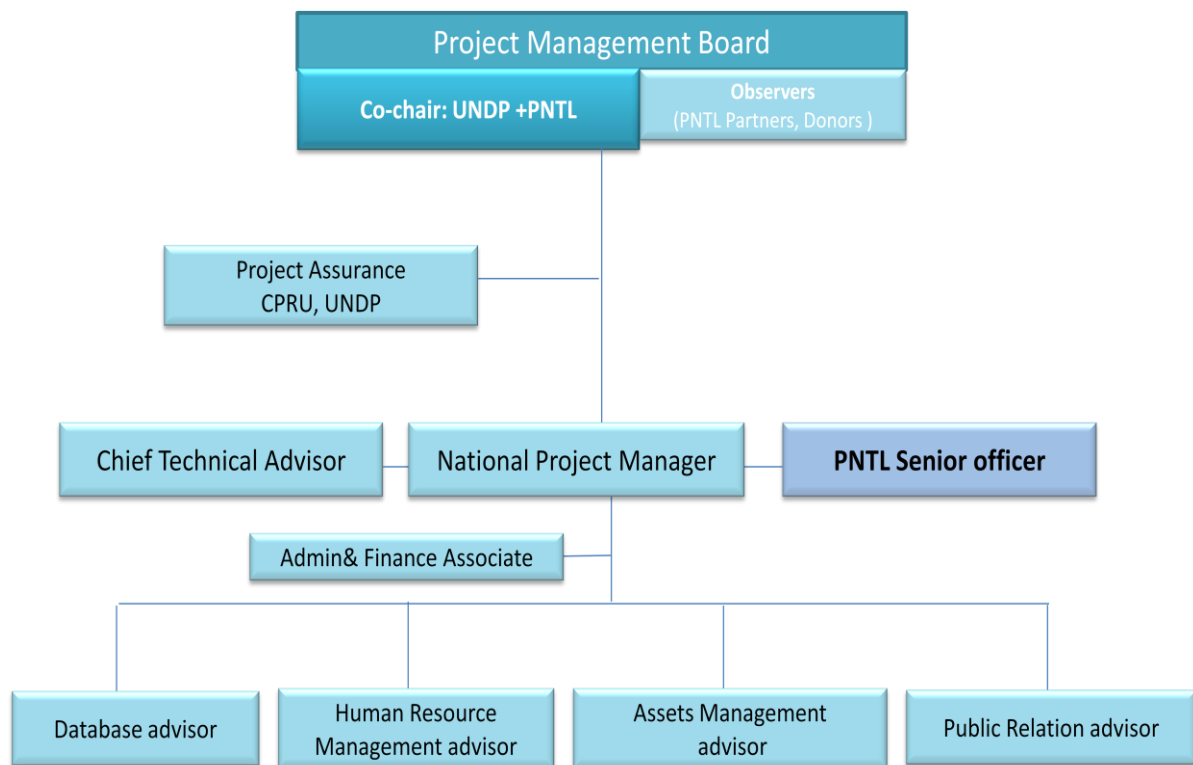
The overall management of the project will be undertaken by UNDP under the Direct Implementation (DIM). A Project Board will provide strategic guidance and oversight to the project and will be co-chaired by UNDP and a representative of the PNTL. Observer status may be granted to another institution or NGO representative either on a regular basis or on an ad hoc basis depending on the agenda to be decided by the Project Board. Board meetings will be held every quarter, however, they can also be convened when needed, upon the request of the Project or the Board members. The Board will endorse the annual work plan and budget, monitor results and provide guidance on issues of strategic nature.

The Senior Technical Advisor will have the primary responsibility of managing the project. He/she will report to the Project Board on a quarterly basis, also performing secretariat's functions, and will present the annual work plan, the status of projects implementation and results, as well as critical issues to the , Board, seeking its guidance and decisions. Regular supervision of the STA will be provided by UNDP through the Crisis Prevention and Recovery Manager/Assistant Country Director. The STA will regularly coordinate with the national institutions to ensure effective planning and implementation of relevant activities outlined in the work plan, mobilization of inputs and quality assurance of technical assistance and advice provided to the national institutions. For this purpose, the STA will have a supervisory role over personnel funded by the project regardless of their contractual status and will ensure quality and consistency of activities and results, in line with the project document, work plan and Project Board decisions, and in compliance with UNDP rules and procedures. The STA will be supported by a national Project Specialist and a Project Assistant.

A senior staff will be appointed by national counterpart (PNTL), respectively, to coordinate and work on a regular basis with the Senior Technical Advisor on activities undertaken within her/his institution with the support of the project. He/she will also be responsible for facilitating joint evaluations and assessments of relevant activities, consultants and advisors. Joint monitoring will be undertaken; it will be used as a basis for reporting on progress to the Board and proposing adjustments to implementation strategy or approaches as appropriate.

Project assurance will be provided by UNDP. The UNDP Operations Division (under the Deputy Country Director – Programme and Operations) will provide project support services such as financial transactions, procurement of services and goods, recruitment of project staff, and security.

## Project Organisation Structure



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## Monitoring Framework and Evaluation

Monitoring and evaluation activities will take place according to UNDP standard policies and procedures. Monitoring results will be shared with the Project Board on a quarterly basis. Progress reports, incorporating monitoring results, will be submitted to the Project Board and donor(s) on quarterly as well as annual basis.

### Within the annual cycle

- ◆ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.

The project team will actively compile with national partners the data required for M&E purposes comprising across each of the specified activity areas:

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

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

- ◆ Quarterly progress reports submitted to UNDP by project Consultants/Advisors based on a template reflecting both results and inputs.
- ◆ Interact with designated national coordinators in each activity area to confirm implementation of activities and progress.
- ◆ Interview randomly selected participants from capacity development activities to acquire feedback on the activities.
- ◆ Solicit the project management board's feedback on each activity phase.
- ◆ Monitor, if needed, the media (press, radio, television, relevant internet sites) for relevant information reflecting the achievement of targets.
- ◆ Where appropriate, data will be triangulated through information collected by other United Nations groups or Non-Government Organizations.
- ◆ The project team will also draw up relevant lessons learned on the basis of their findings as appropriate, to shape the next phases of the project, and to evaluate the project in the final instance.
- ◆ Based on the initial risk analysis, a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation. This shall be updated by the Programme Manager on a regular basis to facilitate tracking and resolution of potential problems or requests for change.
- ◆ Based on the above information, a Project Progress Reports (PPR) shall be submitted each quarter by the Project Specialist to the Project Board through Project Assurance, using a standard report format (ex. Executive Snapshot).
- ◆ A project Lessons learned log shall be activated and regularly updated to ensure on-going learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- ◆ A Monitoring Schedule Plan shall be updated quarterly to track key management actions/events. This will include the collection of monitoring data as determined in the plan.

## Annually

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

In addition to the ongoing monitoring outlined above, an external final evaluation will be carried out in accordance with UNDP's results-oriented monitoring and evaluation planning cycle. A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the project.

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



## Assumptions, Risks and Risk Mitigation Framework

<b>Project Title:</b> UNDP Support to the PNTL	<b>Award ID:</b>	<b>Date:</b> 02-11-2012
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### OUTPUT 1:

#### Management capacities of PNTL High Command for institutional and behavioral change strengthened

Assumption	Risk and Risk Mitigation	Risk Level	Exit strategy
International staffs will be deployed starting January 2013	A risk prevail that funding will not be available before the end of first quarter of 2013. Mitigation through the recruitment of a STA to fill the gap during these 3-5 months	Medium to High	
Bi-laterals will collaborate with UNDP	It is assumed that bi-laterals agencies will not translate these propositions as possible overlap with their own projects. Mitigation through clear explanations and sharing proposed project	Low to Medium	Signed MoUs with concerned bi-laterals
The PNTL staff has working knowledge of computers	It is assumed that through TLPDPD and UNDP Justice, some expertise exists at the district level. Mitigation through targeted trainings on computer	Low to Medium	Support the concept of recruiting civilian expertise for the PNTL
The PNTL High Command is interested in having a mechanism of collecting and synthesizing managerial information for decision purpose	It is assumed that with UNMIT closure, crucial information would not be easily available to the PNTL leadership, especially beginning of 2013. Mitigation through extensive information and importance to have a system that collect and translate vital information for decision purposes	Medium	Focus the proposal on building a dashboard with basic managerial information and support the PNTL capacity to maintain their databases

**OUTPUT 1:****Management capacities of PNTL High Command for institutional and behavioral change strengthened**

Assumption	Risk and Risk Mitigation	Risk Level	Exit strategy
The PNTL does not have a dedicated person to maintain and improve their databases	A risk prevails that the PNTL will prefer outsourcing all the activities linked to maintenance. Mitigation through a cost/benefit approach has a good chance to change mentality as well as day-to-day support	Low to Medium	Propose outsourcing to the PNTL Leadership up until internal capacity will allow to take over
The PNTL Leadership is interested to have its annual overall plan translated into annual plans for all units	A risk prevail that PNTL human resources will not be fully comfortable to produce the key objectives and robust monitoring tools. Mitigation through extensive training and support from TLPDPD Programme	Low to Medium	In collaboration with TLPDP, develop a guide on how to design a annual plan
The PNTL HRM unit is fully functional and is capable to feed regularly the HRM database (and indirectly the Management Dashboard)	A risk prevails that database management capacity is low. Mitigation through trainings	Medium	Develop a basic Management Dashboard and adapt it when technical capacity will allow improvements/add-ons
The PNTL is open to positive discrimination to increase the number of female police officers	A risk prevails that the idea of setting up specific recruitment rules will not be accepted. Mitigation through international examples and joint approach (UNWOMEN, UNFPA and OHCHR)	Low to Medium	Support the PNTL Gender Advisor in developing a recruitment strategy

<b>OUTPUT 2: Systematic collaboration between the PNTL and the prosecution services improved</b>			
Assumption	Risk and Risk Mitigation	Risk Level	Exit strategy
The PNTL has a few documents (legal and operational) translated in Tetum	A risk prevails that other donors or agencies in 2013-2014 translate the same documents. Mitigation through a PNTL centralized library capable to monitor the needs	Low to Medium	Transfer the objectives to UNDP justice programme and support translation activities for the Ministry of Justice. To be used as a legal source, the translated documents will have to be approved by the Ministry of Justice
The PNTL is interested in collaborating in joint activities with prosecutors	A risk prevails that in some districts the relation between the PNTL and prosecutors is lukewarm. Trainings and workshops are targeting 4 PNTL districts where the relations are friendly	Low	
The PNTL has the required robust mechanisms to manage money allocated to the joint PNTL-prosecutors activities	A risk prevails that the PNTL have the required budgetary mechanisms to control with efficiency money allocated. Mitigation through training on UNDP rules and regulations	Low to Medium	Management of the money through the UNDP project manager

## Quality Management for Project Activity Results

OUTPUT 1 Management capacities of PNTL High Command for institutional and behavioral change strengthened		
<b>Activity Result 1.1</b>	The PNTL High Command has adequate skills and equipment to effectively plan the PNTL's day-to day operations.	Start Date: January 2013  End Date: December 2014
<b>Purpose</b>	Provide Senior Police Officers (15) and district Commanders with mentoring capacity on strategic planning, annual action plans and M&E and strong mentoring capabilities.	
<b>Description</b>	This activity consists mainly in: 1) providing a one year Strategic Planning Advisor and a Database Advisor; 2) developing a management dashboard for the PNTL High Command.	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification: what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Missions, objectives and actions plans of PNTL 13 districts and units  Management Dashboard in operation	Overall PNTL annual work plan and action plan  End of the year High Command evaluation report  Numbers of re-training days on monitoring tools  Staff time sheet  Interviews with PNTL counterparts	Quarterly

OUTPUT 1: Management capacities of PNTL High Command for institutional and behavioral change strengthened		
<b>Activity Result 1.2</b>	PNTL High Command have adequate capacities to manage human resources and assets	Start Date: January 2013  End Date: December 2014
<b>Purpose</b>	Provide the PNTL High command with expertise on assets management, HRM to improve monitoring and follow-up.	
<b>Description</b>	Project will recruit two experts (HRM and assets management) who will provide capacity building/knowledge transfer in these areas and will link the information system that support these to the Management Dashboard, for monitoring purpose and development of a positive discrimination strategy	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification: What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Information available on the user-friendly management dashboard available to the PNTL High Command  International experts deployed  Performance and internal indicators approved for all PNTL units  The PNTL High Command has a fully operational Command Room	PNTL Management dashboard  Staff time sheet  Procurement notice	Quarterly

<b>OUTPUT 1: Management capacities of PNTL High Command for institutional and behavioral change strengthened</b>		
<b>Activity Result 1.3</b>	PNTL has developed and efficiently applied communication and coordination mechanisms to direct international support and to collaborate with relevant stakeholders	Start Date: January 2013  End Date: December 2014
<b>Purpose</b>	Enhance PNTL coordination of international support and better communication mechanism internal and external	
<b>Description</b>	This activity consists in 1) providing administrative and logistical support to the PNTL in order to set up regular coordination meetings with bi-laterals, donors and international agencies working with the PNTL; 2) recruiting a communication advisor to design in close collaboration with PNTL High Command a robust communication strategy and ease the communication capacity (internal and external); 3) developing a targeted communication strategy to increase the number of female citizens applying for a position within the PNTL	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Matrix on PNTL-donors activities International Advisor recruited	Minutes of the meetings Donors and bi-laterals documents Advisor time sheets Documents (strategies)	Quarterly

OUTPUT 2: Systematic collaboration between the PNTL and the prosecution services improved		
<b>Activity Result 2.1</b>	Laws and guidance relevant to PNTL will be translated and widely disseminated.	Start Date: January 2013  End Date: December 2014
<b>Purpose</b>	Increase the number of documents available in Tetum	
<b>Description</b>	Translation and printing activities	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of translated documents  Number of copies printed and distributed	Procurement notices	Quarterly



<b>OUTPUT 2: Systematic collaboration between the PNTL and the prosecution services improved</b>		
<b>Activity Result 2.2</b>	PNTL officers and Prosecutors have a better understanding of their respective duties, tasks and functions for improved cooperation and joint intervention.	Start Date: January 2013 End Date: December 2014
<b>Purpose</b>	Increase networking and understanding of tasks and limitations of each functions (police/prosecutors)	
<b>Description</b>	Workshops will be organized to increase the contacts between individuals. In addition a special fund will allocated for joint activities	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of trainings and workshops provided  Budget allocated for activities	Procurement notice  Interviews  Trainers time sheets  Project proposals and spending reports	Quarterly



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## ANNEX

- ◆ TOR Senior Technical Advisor (Strategic Planning and Management)
- ◆ TOR Database Management Advisor
- ◆ TOR Procurement/Assets Management Advisor
- ◆ TOR HRM Advisor
- ◆ TOR Communication/Public Relation Advisor
- ◆ TOR National Project Specialist
- ◆ Proposed agenda for activities





## TERMS OF REFERENCE

**Assignment:** Senior Technical Advisor  
**Type of Contract:** FTA Contract P5  
**Duration:** 1 year (renewable)  
**Duty Station:** Dili, Timor-Leste

### **Background**

With national elections in Timor-Leste held in 2012, formation of the new government and UNMIT's mandate ending at the end of 2012, UNDP has taken steps to assume larger roles and responsibilities in supporting capacity development of national police services. The project *Strengthening National Police Capacity in Timor-Leste*, initiated in 2011, was intended to develop capacities of the Timorese National Police (PNTL) to deliver quality police services to the population of Timor-Leste following resumption of executive policing over the national territory, and to maintain stability during the potentially sensitive period of the 2012 national elections and UNMIT draw-down.

The current project is about supporting capacity development of the PNTL in post-UNMIT environment. It provided a platform for increasing UNDP's engagement on policing in 2013 and 2014 in collaboration with other UN entities and bilateral actors present in the country. UNDP's assistance will focus on strategic planning, HRM, database management and assets management and administration.

### **Duties and Responsibilities**

The advisor will work under the overall supervision of the UNDP Head of Crisis Prevention and Recovery Unit. The Advisor will work full time in the PNTL HQ and working closely with the Head of Administration, the PNTL Inspector General and the heads of technical and administrative departments. Duties and responsibilities include but are not limited to the following:

#### **Project Management:**

- ◆ Manage and supervise the implementation of the UNDP UNDP Capacity Building Support to Policia Nacional da Timor Leste to the PNTL including the supervision of staff, management of resources and development of appropriate linkages with governmental authorities and others relevant actors;
- ◆ Plan the activities of the project and monitor progress against the approved work plan;
- ◆ Support the National Project specialist to monitor financial resources and accounting to ensure accuracy and reliability of financial reports, to prepare and submit reports on a quarterly basis, to manage and monitor the project risks initially identified and submit new risk to the project board for consideration and decision on possible actions if required; to update the status of these risk by maintaining the project risk log and to capture lessons learnt during project implementation – a lessons learnt log can be used in this regard (MS Word template)
- ◆ Perform regular progress reporting to the project board as agreed to with the board; prepare the annual review report, and submit the report to the project board and outcome group; prepare the annual work plan for the following year, as well as quarterly plans
- ◆ Develop consultative workshop methodologies and materials to ensure participatory approaches are utilized to provoke critical thinking amongst the participants;
- ◆ Perform other tasks as directed by the STA;

- ◆ Conduct training with the PNTL High Command in the development of strategic plans, annual plans utilizing participatory methodologies;
- ◆ Support the capacity building of PNTL heads of department and regional HQs to ensure their increased understanding of the technical aspects of reforms strategic planning for greater ownership and sustainability;
- ◆ Support the PNTL Leadership on designing mentoring tools to ensure that planned activities are on track to achieve the objectives and targets envisaged in the Strategic Plan;
- ◆ Support heads of departments and regional HQs in developing annual action plans and budgets within the framework of the PNTL strategic plan and ensure that they are reviewed and approved by the PNTL High Command during its meetings and that minutes of each meeting are circulated for approval;
- ◆ Support the development of a Management Dashboard for PNTL High Command
- ◆ Support PNTL management that budgets and procurement plans based on the annual action plans are prepared and approved by PNTL Leadership;
- ◆ Insure that PNTL High Command understand each strategic issue in the strategic plan: 1) Clearly outlined Goals/Objectives; 2) List / Breakdown of Activities; 3) Expected Outcomes; 4) Timeline and 5) Strategic Alliances;
- ◆ Provide requested leadership to the international advisors to guarantee harmonized and complementary inputs from them;
- ◆ Support PNTL Leadership in coordinating donor inputs and in dialogue with the other external stakeholders;
- ◆ Carry out any other duties as will be necessary to ensure effective implementation of the PNTL management dashboard.

### **Key Deliverables**

- ◆ Strategic plans with short, medium and long term objectives and with clear implementation time lines finalized for all PNTL units;
- ◆ Training workshops for PNTL High Command on strategic planning, action plan and M&E;
- ◆ A PNTL High Command management dashboard for mentoring and decision making purpose;
- ◆ Project Management supported by the National Project Specialist;
- ◆ Continuous advisory and mentoring services to PNTL High Command provided.

### **Timeframe and Management Arrangements**

- ◆ The consultant will reside in Dili, with possible travel activity to the districts.

### **Competencies**

#### **Corporate:**

- ◆ Demonstrates integrity and fairness, by modeling the UN/UNDP's values and ethical standards;
- ◆ Promotes the vision, mission and strategic goals of UNDP;
- ◆ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

#### **Functional:**

- ◆ Ability for knowledge transfer on strategic planning, swot analysis, action plans and the concept of change management.
- ◆ Capacity to interact with senior officials and credibly influence senior decision makers in UNDP Programme countries and other international development organizations;
- ◆ Strong analytical, negotiation and communication skills, including ability to produce high quality practical advisory reports and knowledge products, represent the organization and present global policies, norms and tools;
- ◆ Professional and/or academic experience in one or more of the areas of the practice/thematic area.

#### Leadership:

- ◆ Demonstrated ability to think strategically and to provide credible leadership;
- ◆ Demonstrated intellectual leadership and ability to integrate knowledge with broader strategic overview and cooperate vision;
- ◆ Managerial/leadership experience and decision-making skills with track record of mature judgments;
- ◆ Ability to conceptualize and convey strategic vision from the spectrum of development experience;
- ◆ Knowledge and expertise/recognized expert in practice area;
- ◆ Proven ability to lead a practice area and drive for results;
- ◆ Demonstrated ability to be accountable for practice's global policies.

#### Managing Relationships:

- ◆ Demonstrated well developed people management and organizational management skills;
- ◆ Ability to manage teams, creating an enabling environment, mentoring and developing staff;
- ◆ Negotiating and networking skills with strong partnerships in academia, technical organizations and as a recognized expert in the practice area;
- ◆ Resource mobilization and partnering skills and the ability to accept accountability for management of large volume of financial resources.

#### Managing Complexity:

- ◆ Substantive knowledge and understanding of development cooperation with the ability to support the practice architecture of UNDP and inter-disciplinary issues;
- ◆ Demonstrated substantive leadership and ability to integrate knowledge with broader strategic, policy and operational objectives;
- ◆ A sound global network of institutional and individual contracts.

#### Knowledge Management and Learning:

- ◆ Ability to strongly promote and build knowledge products;
- ◆ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- ◆ Seeks and applies knowledge, information and best practices from within and outside of UNDP;



- ◆ Provides constructive coaching and feedback.

Judgment/Decision-Making:

- ◆ Mature judgment and initiative;
- ◆ Proven ability to provide strategic direction in practice area;
- ◆ Independent judgment and discretion in advising on handling major policy issues and challenges, uses diplomacy and tact to achieve results.

**Required Skills and Experience**

Education:

- ◆ Master's in Public administration.

Experience:

- ◆ 7 to 10 years on international police reform and/or capacity development activities. Professional experience on Strategic Planning and Management with law enforcement agencies.
- ◆ Strong project management experience and expertise and proven track record in managing teams and complex logistics
- ◆ Excellent interpersonal and organizational skills;
- ◆ Excellent computer/information systems skills and analysis and to produce quantitative and qualitative reports;
- ◆ Experience in working in UNDP Country Offices.

Language Requirements:

- ◆ English and French are the working languages of the United Nations. For this post, fluency in English (both oral and written) is required. Knowledge of Portuguese or Tetum is highly desirable.



## TERMS OF REFERENCE

<b>Assignment:</b>	Database Management Advisor
<b>Type of Contract:</b>	TA Contract P3
<b>Duration:</b>	Not more than 365 days
<b>Duty Station:</b>	Dili, Timor-Leste

### **Background**

With national elections in Timor-Leste held in 2012, formation of the new government and UNMIT's mandate ending at the end of 2012, UNDP has taken steps to assume larger roles and responsibilities in supporting capacity development of national police services. The project *Strengthening National Police Capacity in Timor-Leste*, initiated in 2011, was intended to develop capacities of the Timorese National Police (PNTL) to deliver quality police services to the population of Timor-Leste following resumption of executive policing over the national territory, and to maintain stability during the potentially sensitive period of the 2012 national elections and UNMIT draw-down.

The current project is about supporting capacity development of the PNTL in post-UNMIT environment. It provided a platform for increasing UNDP's engagement on policing in 2013 and 2014 in collaboration with other UN entities and bilateral actors present in the country. UNDP's assistance will focus on strategic planning, HRM, database management and assets management and administration.

### **Duties and Responsibilities**

The advisor will work under the overall supervision of the STA and the Head of CPR Unit. The Advisor will work full time in the PNTL HQ and working closely with the Head of Administration, the PNTL Inspector General and the heads of technical and administrative departments. Duties and responsibilities include but are not limited to the following:

- ◆ Develop a user friendly dashboard for the PNTL High Command for effective decision making including appropriate work procedures that will enable to produce relevant statistics in a timely manner and train users;
- ◆ Develop a user friendly data management systems to feed the Management Dashboard and train users;
- ◆ Oversee and support periodic data collection and consequent updating of data base systems;
- ◆ Assist PNTL Team in the timely production of progress reports for the Management Dashboard;
- ◆ Develop the following Database Security Policy;
- ◆ Database Auditing Plan reliable Data Backup system;
- ◆ Identify and provide IT trainings required for staff;
- ◆ Provide continuous trainings and upgrading of skills of staff to effectively manage the databases;
- ◆ Perform other tasks as directed by the STA.

## **Key Deliverables**

The advisor will be required to provide the following outputs:

- ◆ Database Policy and Procedures developed by end of contract;
- ◆ Strategy and Implementation Plan for making Database policies functional;
- ◆ Day-to-day mentoring (on the job training) to PNTL database manager;
- ◆ Support the design and setup a management dashboard that will link PNTL High Command to the actions plans of PNTL units all and departments;
- ◆ Support PNTL in developing additional databases and link it to the management Dashboard and existing databases;
- ◆ Maintenance and administration of existing databases;
- ◆ Provide extensive trainings on database management and administration and in other relevant issues.

## **Timeframe**

- ◆ The advisor will be engage for not more than 365;
- ◆ The consultant will reside in Dili, with possible travel activity to the districts.

## **Competencies**

### Corporate:

- ◆ Demonstrates integrity by modeling the UN's values and ethical standards;
- ◆ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- ◆ Treats all people fairly without favoritism.

### Functional:

- ◆ Knowledge Management and Learning;
- ◆ Shares knowledge and experience and provides helpful advice to others in the office;
- ◆ Ability to develop systems for structuring, codifying and providing access to information and knowledge.

### Development and Operational Effectiveness:

- ◆ Ability to provide input to business processes re-engineering, elaboration and implementation of new systems;
- ◆ Ability to analyze systems, design and develop database, programming, training users, documentation and implementation.

### Leadership and Self-Management:

- ◆ Focuses on result for the client and responds positively to feedback;
- ◆ Consistently approaches work with energy and a positive, constructive attitude;
- ◆ Demonstrates openness to change and ability to manage complexity.

## **Required Skills and Experience**

### Education:

- ◆ A master degree, preferably in information management, information technology, database administrator, or a related field or the equivalent combination of education and experience in a related area.

Experience:

- ◆ Five (5) year experience in programming and database development and management;
- ◆ Developing and designing databases using Microsoft Access integrated with MySQL server (client – server based environment);
- ◆ Demonstrated ability to work on a diverse team in a complex and a highly demanding environment;
- ◆ Excellent computer/information systems skills to conduct data collection and analysis and to produce quantitative and qualitative reports;
- ◆ Good knowledge of police administration issues;
- ◆ Experience in working in UNDP Country Offices in CPR context preferable.

Language Requirements:

- ◆ English and French are the working languages of the United Nations. For this post, fluency in English (both oral and written) is required. Knowledge of Portuguese or Tetum is highly desirable.



## TERMS OF REFERENCE

<b>Assignment:</b>	Asset Management and Procurement Advisor
<b>Type of Contract:</b>	TA P3
<b>Duration:</b>	Not more than 365 days
<b>Duty Station:</b>	Dili, Timor-Leste

### **Background**

With national elections in Timor-Leste held in 2012, formation of the new government and UNMIT's mandate ending at the end of 2012, UNDP has taken steps to assume larger roles and responsibilities in supporting capacity development of national police services. The project *Strengthening National Police Capacity in Timor-Leste*, initiated in 2011, was intended to develop capacities of the Timorese National Police (PNTL) to deliver quality police services to the population of Timor-Leste following resumption of executive policing over the national territory, and to maintain stability during the potentially sensitive period of the 2012 national elections and UNMIT draw-down.

The current project is about supporting capacity development of the PNTL in post-UNMIT environment. It provided a platform for increasing UNDP's engagement on policing in 2013 and 2014 in collaboration with other UN entities and bilateral actors present in the country. UNDP's assistance will focus on strategic planning, HRM, database management and assets management and administration.

### **Duties and Responsibilities**

The advisor will work under the overall supervision of the STA and UNDP Head of Crisis Prevention and Recovery Unit. The Advisor will work full time in the PNTL HQ and working closely with the Head of Administration, the PNTL Inspector General and the heads of technical and administrative departments. Duties and responsibilities include but are not limited to the following:

- ◆ Review PNTL Asset Management Files with reference to RDTL Inventory & Moveable Assets Management Manual and RDTL Decree Laws;
- ◆ Input Asset Registers to show data district by district in a simple worksheet format to allow for PNTL Asset Management Officers to better understand MS Excel file operations;
- ◆ Include extra data field columns to allow for PNTL Barcode information that will be assigned to each asset as per Ministry of Finance National Directorate of Asset Management procedures, and other relevant data;
- ◆ Complete a full Asset Inventory audit of PNTL HQ / Districts / Sub-districts / Offices and Units and update all registers, issue voucher documentation and other required information;
- ◆ Collect information on PNTL Assets (vehicles, generators, computers, printers, laptops, furniture etc.) that are listed as damaged or not in use, and to determine if unserviceable and / or uneconomical to repair therefore beginning disposal action;
- ◆ Support PNTL to review the Procurement Plan (PP) periodically in order to implement proper linking with assets identification and disposal;
- ◆ Provide advises to PNTL to find an optimal procurement methods including slicing and packaging, procurement including advertising, pre-qualifying and short listings of consulting/goods/non consulting services;
- ◆ Assist PNTL in receiving applications/bids/proposals and examining and evaluating the same;

- ◆ Assist PNTL in negotiating, bidding, preparing contracts for Goods for approval by the competent authority;
- ◆ Preparing monthly progress report of procurement activities, project account and trimester progress for the PNTL Management Dashboard.

### **Timeframe Arrangements**

- ◆ The advisor will be engaged for a period of 12 months.

### **Competencies**

#### Corporate:

- ◆ Demonstrates integrity by modeling the UN's values and ethical standards;
- ◆ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- ◆ Treats all people fairly without favoritism.

#### Functional:

- ◆ Knowledge Management and Learning;
- ◆ Shares knowledge and experience and provides helpful advice to others in the office;
- ◆ Ability to develop systems for structuring, codifying and providing access to information and knowledge.

#### Development and Operational Effectiveness:

- ◆ Ability to provide technical support on assets management and procurement processes;
- ◆ Good knowledge of procurement systems, Microsoft Windows, knowledge of Microsoft Windows network administration;
- ◆ Ability to provide input to business processes re-engineering, elaboration and implementation of new systems.

#### Leadership and Self-Management:

- ◆ Focuses on result for the client and responds positively to feedback;
- ◆ Consistently approaches work with energy and a positive, constructive attitude;
- ◆ Demonstrates openness to change and ability to manage complexity.

### **Required Skills and Expertise**

#### Education:

- ◆ Advanced university degree, in Economics or Procurement or a related field or the equivalent combination of education and experience in a related area.

#### Experience:

- ◆ Five (5) years relevant work experience in related area. Experience in managing supply, assets and procurement systems besides formation of policies and capacity building;
- ◆ Demonstrated ability to work on a diverse team in a complex and a highly demanding environment;
- ◆ Excellent computer/information systems skills to conduct data collection and analysis and to produce quantitative and qualitative reports;
- ◆ Experience in working in UNDP Country Offices;

Language Requirements:

- ♦ English and French are the working languages of the United Nations. For this post, fluency in English (both oral and written) is required. Knowledge of Portuguese or Tetum is highly desirable



## TERMS OF REFERENCE

<b>Assignment:</b>	HRM Advisor
<b>Type of Contract:</b>	TA P3
<b>Duration:</b>	Not more than 365 days
<b>Duty Station:</b>	Dili, Timor-Leste

### **Background**

With national elections in Timor-Leste held in 2012, formation of the new government and UNMIT's mandate ending at the end of 2012, UNDP has taken steps to assume larger roles and responsibilities in supporting capacity development of national police services. The project *Strengthening National Police Capacity in Timor-Leste*, initiated in 2011, was intended to develop capacities of the Timorese National Police (PNTL) to deliver quality police services to the population of Timor-Leste following resumption of executive policing over the national territory, and to maintain stability during the potentially sensitive period of the 2012 national elections and UNMIT draw-down.

The current project is about supporting capacity development of the PNTL in post-UNMIT environment. It provided a platform for increasing UNDP's engagement on policing in 2013 and 2014 in collaboration with other UN entities and bilateral actors present in the country. UNDP's assistance will focus on strategic planning, database management, HRM and assets management and administration.

### **Duties and Responsibilities**

The advisor will work under the overall supervision of the STA and UNDP Head of Crisis Prevention and Recovery Unit. The Advisor will work full time in the PNTL HQ and working closely with the Head of Administration, the PNTL Inspector General and the heads of technical and administrative departments. Duties and responsibilities include but are not limited to the following:

- ◆ Develop a reference document on the functions, role & responsibilities of the human resources in the PNTL (job description);
- ◆ Propose a HRM strategy and Implementation Plan for making HR Management policies functional and for revised staffing tables;
- ◆ Report on existing level of distribution and utilization of existing human resources and recommendation to rationalize the use and distribution of human resources.
- ◆ Propose an Action plan for implementation of various components and processes related to HR rationalization;
- ◆ Provide technical assistance to HR unit and Admin personnel on a robust system to monitor attendance, leave records, time records of staff. Through the expertise of the database management advisor, develop a monitoring tool for decision taking purpose on this issue;
- ◆ Develop a positive discrimination strategy based on international standards
- ◆ Support the PNTL Gender advisor in gender mainstreaming HRM processes, systems , NOPSs and SOPs

### **Timeframe Arrangements**

- ◆ The advisor will be engaged for a period of 12 months.



## **Competencies**

### Corporate:

- ◆ Demonstrates integrity by modeling the UN's values and ethical standards;
- ◆ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- ◆ Treats all people fairly without favoritism.

### Functional:

- ◆ Knowledge Management and Learning;
- ◆ Shares knowledge and experience and provides helpful advice to others in the office;
- ◆ Ability to develop systems for structuring, codifying and providing access to information and knowledge.

### Development and Operational Effectiveness:

- ◆ Ability to provide technical support on human resources management, tools and processes
- ◆ Good knowledge of HRM systems, Microsoft Windows, knowledge of Microsoft Windows network administration;
- ◆ Ability to provide input to business processes re-engineering, elaboration and implementation of new systems.

### Leadership and Self-Management:

- ◆ Focuses on result for the client and responds positively to feedback;
- ◆ Consistently approaches work with energy and a positive, constructive attitude;
- ◆ Demonstrates openness to change and ability to manage complexity.

## **Required Skills and Expertise**

### Education:

- ◆ Advanced University degree (Master's degree or equivalent) preferably in public or business administration, human resources management or related area such as education and social science. A first level university degree with a relevant combination of academic qualification and experience in human resources management or related area may be accepted in lieu of advanced university degree.

### Work experience:

- ◆ A minimum of 5 years experience in human resources management, and related areas, or in the area of administration policies is required;
- ◆ Solid computer skills, including proficiency in word processing and good knowledge of human resources databases;
- ◆ Demonstrated ability to work on a diverse team in a complex and a highly demanding environment;
- ◆ Experience in working in UNDP Country Offices;

### Languages:

- ◆ English and French are the working languages of the United Nations. For this post, fluency in English (both oral and written) is required. Knowledge of Portuguese or Tetum is highly desirable



## TERMS OF REFERENCE

<b>Assignment:</b>	Public Relation (Communication) Advisor
<b>Type of Contract:</b>	TA P3
<b>Duration:</b>	Not more than 365 days
<b>Duty Station:</b>	Dili, Timor-Leste

### **Background**

With national elections in Timor-Leste held in 2012, formation of the new government and UNMIT's mandate ending at the end of 2012, UNDP has taken steps to assume larger roles and responsibilities in supporting capacity development of national police services. The project *Strengthening National Police Capacity in Timor-Leste*, initiated in 2011, was intended to develop capacities of the Timorese National Police (PNTL) to deliver quality police services to the population of Timor-Leste following resumption of executive policing over the national territory, and to maintain stability during the potentially sensitive period of the 2012 national elections and UNMIT draw-down.

The current project is about supporting capacity development of the PNTL in post-UNMIT environment. It provided a platform for increasing UNDP's engagement on policing in 2013 and 2014 in collaboration with other UN entities and bilateral actors present in the country. UNDP's assistance will focus on strategic planning, database management, HRM and assets management and administration.

### **Duties and Responsibilities**

The advisor will work under the overall supervision of the STA and UNDP Head of Crisis Prevention and Recovery Unit. The Advisor will work full time in the PNTL HQ and working closely with the Head of Administration, the PNTL Inspector General and the heads of technical and administrative departments. Duties and responsibilities include but are not limited to the following:

- ◆ Increase the knowledge of the selected personnel on new communication techniques commonly used police agencies;
- ◆ Develop in close collaboration with PNTL High Command on the design of a communication strategy (internal and external);
- ◆ Contribute to the daily work of the selected personnel through practical examples and overview of modern communication technologies to increase efficiency;
- ◆ Help in acquiring new knowledge and skills, ability to cope with new situations, communication with the media, common communication priorities and challenges facing police agencies in present-days and ways to cope with them;
- ◆ Collaborate with the Database advisor in the setting up of the management dashboard to include a window on communication (internal and external);
- ◆ Develop in close collaboration with the PNTL Gender advisor a specific communication strategy targeting female citizen and with the objective of increasing the positive perception of working for the PNTL.

### **Timeframe Arrangements**

- ◆ The advisor will be engaged for a period of 12 months.

## **Competencies**

### Corporate:

- ◆ Demonstrates integrity by modeling the UN's values and ethical standards, Advocates and promotes the vision, mission, and strategic goals of UNDP;
- ◆ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- ◆ Treats all people fairly without favoritism.

## **Functional:**

### Management and Leadership:

- ◆ Focuses on impact and result for the client;
- ◆ Consistently approaches work with energy and a positive, constructive attitude;
- ◆ Builds strong relationships with clients and external actors;
- ◆ Demonstrates openness to change and ability to manage complexities.

### Development and Operational Effectiveness

- ◆ Ability to implement communications and publications strategies;
- ◆ Ability to advocate effectively;
- ◆ Communicates sensitively and effectively across different constituencies;
- ◆ Demonstrates excellent ability to write and communicate orally with accuracy and professionalism;
- ◆ Good knowledge of current development issues particularly those pertinent to law enforcement agencies;
- ◆ Ability to conceptualize issues and analyze data;
- ◆ Demonstrates openness to change, flexibility, and ability to manage complexities;
- ◆ Ability to work under pressure and with multi-disciplinary and multicultural teams and possess excellent inter-personal skills;
- ◆ Demonstrates strong written and oral communication skills in Portuguese and English;
- ◆ Remains calm, in control, and good humored even under pressure;
- ◆ Proven networking, team-building, organizational and communication skills;
- ◆ Demonstrates strong IT skills.

### Knowledge Management and Learning

- ◆ Possesses in-depth knowledge of the issues of communication but more precisely in a law enforcement environment;
- ◆ Shares knowledge and experience;
- ◆ Actively works towards continuing personal learning and development, acts on learning plan and applies newly acquired skills;
- ◆ Seeks and applies knowledge, information, and best practices from within and outside of UNDP.

#### Advocacy and communication skills

- ◆ Solid experience in launching/implementation/conceiving communications strategies;
- ◆ Ability to advocate effectively, based upon rigorous results-based measurement;
- ◆ Ability to conceptualize issues and express ideas in a concise manner;

#### **Required Skills and Expertise**

##### Education:

- ◆ Advanced University degree on communication, journalism, social science or similar discipline.

##### Work experience:

- ◆ A minimum of 5 years experience in communication specially with law enforcement agencies; proven record of leading the development and implementation of communication strategies;
- ◆ Demonstrated ability to produce high quality, creative communication materials; proven track record of previous communication achievements;
- ◆ Proven record of good relationships and experience of collaborative activities with the national partners, at policy / decision-making, institutional and local levels
- ◆ Good understanding of modern social networks;
- ◆ Solid computer skills, including proficiency in word processing;
- ◆ Demonstrated ability to work on a diverse team in a complex and a highly demanding environment;
- ◆ Experience in working in UNDP Country Offices.

##### Languages:

- ◆ English and French are the working languages of the United Nations. For this post, fluency in English and Portuguese (both oral and written) is required. Knowledge of Tetum is highly desirable.

## TERMS OF REFERENCE



**Assignment:** National Project Specialist  
**Type of Contract:** To confirm  
**Duration:** 1 year (renewable)  
**Duty Station:** Dili, Timor-Leste

### **Background**

With national elections in Timor-Leste held in 2012, formation of the new government and UNMIT's mandate ending at the end of 2012, UNDP has taken steps to assume larger roles and responsibilities in supporting capacity development of national police services. The project *Strengthening National Police Capacity in Timor-Leste*, initiated in 2011, was intended to develop capacities of the Timorese National Police (PNTL) to deliver quality police services to the population of Timor-Leste following resumption of executive policing over the national territory, and to maintain stability during the potentially sensitive period of the 2012 national elections and UNMIT draw-down.

The current project is about supporting capacity development of the PNTL in post-UNMIT environment. It provided a platform for increasing UNDP's engagement on policing in 2013 and 2014 in collaboration with other UN entities and bilateral actors present in the country. UNDP's assistance will focus on strategic planning, database management, HRM and assets management and administration.

### **Duties and Responsibilities**

The advisor will work under the overall supervision of STA and the UNDP Head of Crisis Prevention and Recovery Unit. The Advisor will work full time in the PNTL HQ and working closely with the Head of Administration, the PNTL Inspector General and the heads of technical and administrative departments. The incumbent will work as member of a team headed by the STA to ensure high quality project monitoring and day to day coordination support including document meetings, reporting to donors, day to day management of recurring processes and stakeholder matter:

- ◆ Ensures overall accountability of the use of project funds as well as the strict and consistent application of UNDP rules and regulations in all project operations;
- ◆ Provides leadership in overseeing the effective provision of services to counterparts including fair and transparent procurement, efficient logistics and sound financial management;
- ◆ Ensures the integrity of financial systems and directly oversees the administrative, financial and budgetary aspects of the project;
- ◆ Liaises with staff, reviews project requests for direct payment, monitors payment requests from the field and ensure timely and regular payments;
- ◆ Provide support to the STA in the designing of the project Annual Work Plan for approval of the Project Board; ensures the planning and supervises regular risk analysis and monitoring activities and ensures the maintenance of the Project Risk Log and Issues Log;
- ◆ Programme management support: Under the overall guidance of the STA and in close association with national partners, work as member of a team to facilitate the management and monitoring of all program activities and the achievement of desired results;
- ◆ Human resource management support: assist STA and UNDP-HRD to recruit qualified program staff and consultants (local and international), and provide inputs on strategies/incentives needed to hire and retain quality staff.

## **Competencies:**

### **Corporate:**

- ◆ Demonstrates integrity by modeling the UN's values and ethical standards;
- ◆ Displays cultural, gender, religion, race, nationality and age sensitivity;
- ◆ Shows ability to cross cultures with role shifting ability and empathy;
- ◆ Promotes the vision, mission, and strategic goals of UNDP.

### **Functional:**

- ◆ Ability to work as member of a team;
- ◆ Excellent knowledge of Monitoring and Evaluation methodologies;
- ◆ Outstanding coordination skills with ability to multitask;
- ◆ High level of computer proficiency in word, power point, excel, publisher, Microsoft project, Graphics software (knowledge of Atlas an asset);
- ◆ Consistently approaches work with energy and a positive, constructive attitude;
- ◆ Ability to participate effectively in a team meetings and information sharing;
- ◆ Strong interpersonal skills and ability to liaise effectively with a wide range of actors e.g. government, donor representatives, NGOs.

## Proposed agenda for activities

Activity	1-3	3-6	6-12	12-15	15-18	18-21	21-24
Recruitment of a STA (IC)							
First Study Tour							
Workshop on the Management Dashboard							
Recruitment of 5 advisors							
Workshop on designing genuine documents for PNTL officer-Prosecutors							
Solar Panel Technology (4 PNTL districts)							
Contract design and RFQ							
Training on computer use							
Management Dashboard development							
Training on Strategic Planning							
Databases management and development (by Database Manager)							
Recruitment of HRM, Database, Public relation and Assets Management advisors on a IC type contract							
HRM Advisor (P3)							
Database Advisor (P3)							
Assets Management Advisor (P3)							
Public Relation Advisor (P3)							
STA (P5)							
Second Study Tour							
Translation and printing activities							
Training on Management Dashboard software							
Joint training workshops PNTL-Prosecutors							



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