



Australian Government

AusAID

JUSTICE FACILITY

A Bilateral Co-operation between the Governments of Australia and Timor-Leste, 2008-2013

2010 Annual Work Plan

Final, June 2010



TABLE OF CONTENTS

Final, June 2010	1
List of Acronyms and Abbreviations	1
1 INTRODUCTION	1
2 Activity Description	2
2.1 Purpose and Goal.....	2
2.2 Component Description	2
2.3 Planned outputs (2009)	3
2.4 Strategy for implementation.....	7
2.5 Risk Management.....	7
2.6 Monitoring.....	8
2.7 Sustainability	8
3 Review of Progress and Implementation Approach	9
3.1 Progress to Date.....	9
3.2 Significant problems or changed circumstances.....	10
3.3 Risks to the achievement of higher level objectives	11
3.4 Changes to the activity design based on lessons learned	11
4 Implementation Strategy and Work Program for Year Three.....	13
4.1 Background	13
4.2 Component Implementation Strategies	24
5 Expenditure.....	28
5.1 Summary of Allocation of Funds.....	28
5.2 2010 Facility Budget (A\$)	29
6 ANNEXES	31
6.1 East Timor Justice Sector Support Facility Planning Framework 2010.....	31
6.2 Risk Management Matrix.....	32
6.3 Facility Design Change Frame	45

6.4	Justice Facility Support for 2010 National Priorities – Working Group 4 Access to Justice	46
6.5	Justice Sector Information Management (Case Management) Project Budget	49
6.6	Justice Sector Strategic Plan – Justice Facility Support to Implementation.....	55

LIST OF ACRONYMS AND ABBREVIATIONS

CD	Capacity Development
“the Contract”	Contract between the Commonwealth of Australia and GRM International Pty Ltd for the East Timor Justice Sector Support Facility 45200
CJI	Core Justice Institution
DIHR	Danish Institute of Human Rights
DG	Director General
ETJSSF	East Timor Justice Sector Support Facility, also described as “the Facility”
FMG	Facility Management Group
GoTL	Government of Timor-Leste
MC	Managing Contractor
ODA	Official Development Assistance
PNTL	Polícia Nacional de Timor-Leste
RMP	Risk Management Plan
UNDP	United Nations Development Programme

List of Tables

Table 1: 2009 Facility Components and Activity Groups	3
Table 2: 2010 Facility Components and Activity Groups	3
Table 3: Facility Planned Outputs Delivered, 2009	4
Table 4: Facility Workplan, Outputs 2010	15
Table 5: Grants Disbursed, 2010	26

1 INTRODUCTION

This Annual Work Plan covers the period of January 1, 2010 to December 31, 2010, as aligned with the Government of Timor-Leste (GoTL) planning cycle, and is also described throughout this document as Year Three of the East Timor Justice Sector Support Facility.

The main reference documents used to source information regarding description and progress of the Facility to ensure consistency of content were:

- East Timor Justice Sector Support Facility Contract between the Commonwealth of Australia and GRM International (45200)
- Justice Facility Implementation Framework May 2009
- Justice Facility Performance Management Framework, November 2009
- Performance Management Framework Annual Report December 2009
- Australia–Timor-Leste Country Strategy 2009 to 2014, Australian Government, AusAID, 2009

The major implementing agencies of Justice Facility interventions are the Ministry of Justice, the Office of the Prosecutor General, and the Courts. In Suai, the cooperation of the District Administrator is required, as well as the Policia Nacional de Timor-Leste (PNTL).

The preparation of the annual plan included detailed discussions with GoTL leaders and AusAID, as well as planning sessions with Facility advisers and activity liaison officers, who had already consulted with counterparts at an operational level. In December 2009, a presentation was made to the Facility Manager summarising the progress of the Facility, as reflected in the Annual Report and recommending key priorities and resource requirements for 2010, including approval for large grants. The FMG has approved all requests except case management, which was deferred to a meeting in February 2010, when the Council of Co-ordination along with the PNTL requested the Facility to work with UNDP and other donors to prepare a project plan for integrated case management applications across the sector, including the PNTL.

This Annual Work Plan was prepared using AusGuideline 4.4. Preparing an Annual Plan as the basis for the format and content requirements. In the course of drafting this document, we have referred to all relevant documents and their revised and most current versions to ensure, as specified in the AusGuideline, that the annual plan is a “stand-alone, self-explanatory document that describes and justifies a year of work implementing the activity.”¹

¹ AusGuideline, 4.4 Preparing an Annual Plan, October 2005, AusAID, Australian Government, p. 9.

2 ACTIVITY DESCRIPTION

This section draws upon the Contract Scope of Services, the Justice Facility Implementation Plan, May 2009, and the Justice Facility Performance Management Framework, November 2009 as the foundation documents, and reviews the key statements relating to the sub-headings below.

2.1 Purpose and Goal

As specified in the Contract, the goal of Australia's broader program of assistance to the justice sector, incorporating the Facility, as specified in the Contract Scope of Services and Facility Design Document is to **"contribute to stability and prosperity in East Timor by helping to provide equal and timely access to justice for all men, women, and children."** The objective is to **"build the capacity of the justice sector in East Timor."** The Justice Facility Performance Management Framework Annual Report, 2009² states that "the Goal, Objectives, and Component Objectives of the Facility, as articulated in the JSSF Design and Head Contract remain broadly relevant." The objectives, however, were expanded during the inception phase through analyses of the operating context and GoTL agenda.

Subsequent to the design and commencement of implementation of the ETJSSF in February 2008, AusAID developed and published the Australia–Timor-Leste Country Strategy 2009 to 2014 which set out how Australian Official Development Assistance (ODA) will assist the Government and people of Timor-Leste to work toward achievement of the Millennium Development Goals. A broader program of assistance to the justice sector as described above was not included, and thus planning regarding the Justice Facility Performance Management Framework in 2009 centred on aligning the ultimate outcomes of the Facility with the objectives of the Country Strategy, namely **"3: Improving government accountability, transparency and integrity [and] 4: Building the foundations of a safer community."**³ The Facility was directed by AusAID that it will contribute only to broader program reporting and assessment against objective 4, above, but more recently this has changed to acknowledge contribution to objective 3.

2.2 Component Description

The planning framework describing the Facility activities, outcomes and impacts in the Justice Facility Implementation Framework (May 2009) was revisited and refined through the development of the Justice Facility Performance Management Framework, finalised in November 2009. Accordingly, the Facility comprises two core components, under which in 2009 fell four activity groups each, as below:

² Justice Facility Performance Management Framework Annual Report, 2009, AusAID Justice Facility ETJSSF, December 2009, p. 4.

³ Australia–Timor-Leste Country Strategy 2009 to 2014, Australian Government, AusAID, 2009, p. 8.

Table 1: 2009 Facility Components and Activity Groups

Component 1: Corporate Management Support for Core Institutions
1.1: Support to Sector
1.2: Support to the Ministry of Justice
1.3: Support to OPG
1.4: Support to Courts
Component 2: Civil Society Demand for Justice
2.1: Suai component of Access to Justice Program
2.2: Civil Society organisational development and promotion of justice
2.3: Addressing violence against women

In 2010, incorporating changes required by AusAID to consolidate its East Timor program to focus on priority objectives as outlined in the new Country Strategy, the Facility Components and Activity Groups for 2010 are as follows (as detailed in the updated JSSF Planning Framework at Annex 6.1).

Table 2: 2010 Facility Components and Activity Groups

Component 1: Corporate Management Support for Core Institutions
1.1 Support to Implementation of the Sector Strategic Plan (<i>including support to the Planning Secretariat, Case Management</i>)
1.2 Support to Institutions (<i>Financial Management, and Human Resource Development</i>)
Component 2: Civil Society Demand for Justice
2.1 Suai component of the Access to Justice Program
2.2 Civil Society organisational development and promotion of justice
2.3 Addressing Violence Against Women and Girls

For each of these activities, an Annual Activity Group Workplan (AAWG) was developed by the appropriate adviser with the support of the Facility Manager in consultation with the respective counterpart institutions. These workplans are summarised below in 4: Implementation Strategy and Work Program for Year Three.

2.3 Planned outputs (2009)

Outputs planned for 2009 for the Justice Facility relate to a specified list of fifteen outcomes, and accordingly span several activity groups. The following Table 3 briefly summarises the information provided in detail in Annex 5 of the Justice Facility Performance Management Framework Annual Report, December 2009, and the Performance Management Framework, November 2009. Outputs planned for 2010, listed as “Ongoing” below, will be detailed in the updated Performance Management Framework and below under 4. Implementation Strategy and Work Program for Year Three.

Table 3: Facility Planned Outputs Delivered, 2009

Immediate Outcome	Outputs	Progress at December 2009	2010
Strengthened role of Council of Coordination in strategic oversight	CoC Secretariat support	Achieved	Ongoing
	Sector Strategic Plan	Achieved	
	Law and justice perceptions survey	Achieved	
Improved planning and budgeting capacities of Courts, MoJ, and OPG	Situational assessment (finance)	Achieved	
	Established and effective planning and budgeting functions in the CJIs	Partly achieved	Ongoing
	Develop Annual Plans and budgets for CJIs	Partly achieved	
	Strategic/Medium Term Plans	Achieved	
Improved financial management, procurement, and logistics capacities of Courts, MoJ, and OPG	Financial delegation in CJIs	Not achieved	Ongoing
	Procurement Manual developed	Not achieved	Ongoing
	Effective finance and procurement units established	Partly achieved	Ongoing
	Annual procurement plans prepared	Achieved	
	Establishment of MoJ policy and funding mechanisms for CSOs	Partly achieved	Ongoing ⁴
	Documentation for Capital and Development Projects prepared	Partly achieved	Ongoing
Improved coordination and capacity of the OPG, MoJ, and Courts to manage information	Civil legislation and procedures finalised and streamlined	Achieved	
	Registration technical working group established	Achieved	
	Training delivered on birth registration	Achieved	
Improved capacity for M&E of the services of OPG, Courts, MoJ and PDO	[Facilitation of] regular reports against AAP and budgets	Partly achieved	Ongoing
Developed HRM and HRD policies and plans for Courts, MoJ, and OPG, including plan for "timorisation"	Situational assessment undertaken (HR)	Achieved	
	HRM Manuals developed including policies, strategies and operating procedures	Partly achieved	Ongoing
	Monitoring mechanisms developed to measure the implementation of HRM policies		Linked to CSC
	Information packages provided to new staff	Partly achieved	Linked to CSC
	Capacity development strategy developed for Sector	Commenced	Ongoing

⁴ as part of support to MoJ information dissemination

Immediate Outcome	Outputs	Progress at December 2009	2010
	Training delivered to CJI advisers and staff on CD	Commenced	Ongoing
	Organisational structure and position descriptions developed for each Directorate	Achieved	
	Establishment of competent HR units in the the CJIs	Commenced	Ongoing
	Workforce planning conducted in CJIs	Commenced	Merged with other activities
	Staff performance assessments conducted in CJIs	Commenced	Linked to CSC
Improved housing, buildings, and equipment for OPG, Courts, PDO and victim support services provided by CSOs, including access for people With disabilities	Equipment for Public Defenders Office transported and procured	Achieved	Still have some funds remaining
	District infrastructure provided for OPG, Courts, MoJ and PDO	Achieved	Ongoing
	Activities funded through the JFF	Commenced	Merged with grants
Improved case processing by OPG and Courts	Bilingual case registration system for Courts and OPG established	Commenced	Ongoing
	Court Clerk training program delivered	Achieved	To cease when adviser leaves in May
	Mentoring, training and coordination of court administrators, and national and international court clerks provided to ensure increase in district services	Achieved	
Improved districts and communities strategies to respond to violence against women and girls, and community justice issues	Situational analysis and feasibility of Suai pilot conducted	Achieved	
	Agreement to pilot reached by Justice Minister and CoC members	Achieved	
	Agreement reached with other donors on cooperation	Achieved	
	Steering Committee in Suai established		Ongoing
	Workplan for Suai pilot developed	Achieved	

Immediate Outcome	Outputs	Progress at December 2009	2010
	Facility office in Suai established and managed	Achieved	
Increased funding for legal aid and victims support services, including for those with disabilities	Activities funded through the JFF	Commenced	Merged with grants
	Proposals for grants selected	Achieved	
	Recruitment and coordination of joint funding when proposals fall outside Facility priorities	Commenced	Ongoing
	Short term assistance package developed with AATL	Commenced	Included in 2010
Improved monitoring of compliance with Human Rights standards by local leaders and justice providers	Activities funded through JFF	Commenced	Merged with grants
Increased and improved information on human rights and justice services	Activities funded through JFF	Commenced	
Established alternatives to formal justice processes for non-violent offences	Activities funded through JFF	Commenced	
Improved governance, management, financial control and fundraising in partner CSOs	Training provided for CSOs in governance, management, finance and fundraising	Achieved	Ongoing
	Strategic plan developed for AATL	Commenced	Ongoing
	Regular coordination meetings and workshops conducted for CSOs, donors, and the GoTL	Achieved	Ongoing
	Advice provided to CSOs & AusAID on proposal preparation	Achieved	Ongoing
Strengthened policy and legislation for legal aid and protection of women and girls against violence, including cooperation between agencies	Domestic violence law and implementation plan developed	Partly achieved	Ongoing
	Gender justice policy (including Safe House criteria) established	Partly achieved	Ongoing

2.4 Strategy for implementation

The Justice Facility Implementation Framework describes the implementation approach and methodology specific to each Facility component. The objective of Component 1, as described in the Contract as ***“To build the capacity of core justice institutions to carry out corporate management and administrative responsibilities to serve the needs of East Timor’s Justice System,”*** is carried into the Justice Facility Performance Management Framework as the intermediate outcomes of ***“improved corporate management systems and procedures of selected institutions,” “improved availability of prosecution, legal representation, courts and victim support services in districts,”*** and ***“reduced corruption within the justice system.”*** The specific areas in which capacity is being developed are planning and budgeting, financial management and procurement, human resource management and development, case processing and information management, and monitoring and evaluation. The Facility has taken significant responsibility for delivering a range of outputs within the justice institutions, (such as the Justice Sector Strategic Plan, and Annual Plans and Budgets for the CJIs), as the basis upon which Timorese capacity can be built. This approach involved “developing effective planning and management functions, and supporting Timorese managers and staff with manuals, coaching, advice and training.”⁵ Delivery of services was and is to remain the responsibility of Timorese managers and staff working within the justice sector.

Component 2, as described in the Contract as “Civil Society Demand for Justice” with the Component objective ***“to develop the capacity of identified civil society organisations to monitor the administration of justice, deliver services and engage with government and the public to advocate for equal access and just outcomes for all.”*** Analysis and feedback through the development of the Justice Facility Implementation Framework resulted in the Component 2 title being changed to ***“Access to Justice.”*** The component objective translates to the intermediate outcomes of ***“increased public understanding of human rights and confidence in prosecution, legal representation, courts and victim support services”*** and ***“reduced violence against women and girls”*** as specified in the Justice Facility Performance Management Framework. The three main modalities selected to implement Component 2 are activity workplans, grants to civil society (up to a total of A\$5m), and the Suai component of the Access to Justice Program. The programming priorities identified under Component 2 were and remain as organisational development, the Suai Pilot, addressing violence against women, and promoting access to information on human rights and justice services.

2.5 Risk Management

The Risk Management Matrix (RMP) provided in the Facility Framework Design Document was updated and provided in September 2008 as part of the Facility Operations Manual, as required by the Contract. The Contract also stated that the RMP must be maintained and updated “as required in line with annual and periodic Facility review processes” and “approved by the FMG”⁶. The Risk

⁵ Justice Facility Implementation Framework, May 2009, pg 14.

⁶ Contract between Commonwealth of Australia and GRM International Pty Ltd for East Timor Justice Sector Support Facility, Part A, Facility Specific Contract Conditions, Contract 45200, pg 5.

Management Matrix was updated in the Facility Operations Manual in November 2009, and again in March 2010, pertinent to this Annual Work Plan, and is included at Annex 6.2.

2.6 Monitoring

As stated in the Contract, monitoring and evaluation should drive the annual planning process. The Justice Facility Performance Management Framework was agreed in November 2009, however, this is now being reviewed to incorporate changes in Facility policy and resourcing. In particular, the decision not to proceed with the PMF Co-ordinator makes it impossible to implement some of the features of the framework. A revised framework will be submitted following discussions in Dili scheduled for April.

2.7 Sustainability

A critical part of the sustainability strategy will be the development of locally engaged staff, both administrative and activity support staff, so they can play leadership and consulting roles in government or with development programs once the Facility ends. The Facility has established a transition from Activity Liaison Officer to Program Officer to Adviser, for locally engaged staff, depending on their level of independence from supervision from international advisers. Development has been extended past developing language proficiency into areas such as strategic planning, human resource development, information management and civil society development. Locally engaged staff have attended courses with counterparts to test their applicability for institutions and have subsequently been able to adapt and deliver the training program themselves.

The development of locally engaged staff has allowed the Facility to limit international adviser numbers, to the point where FMG approved a policy decision not to create any new international adviser positions eighteen months into the Facility implementation in 2009. This has opened up thinking about utilising local resources and alternative approaches to assistance, which have guided the priorities of the Facility in its remaining years - the development of the case management system, the human resource management approach in building operational management capacity, the partnership with AATL, the civil society grants program and the development of safe houses. As the Facility approaches its end, conscious efforts will be made to place Facility staff in roles where they can continue their contribution and make their skills available to partners.

3 REVIEW OF PROGRESS AND IMPLEMENTATION APPROACH

This section draws summary analysis from the Performance Management Framework Annual Report 2009 as the key source of information regarding progress for the previous year, 2009.

3.1 Progress to Date

The key achievements of the Facility in 2009 are summarised against Component and Activity as follows:

Component 1: Corporate Management Support for Core Institutions

1.1 Support to Sector

- Facilitation and coordination of a participatory approach to discuss, define, and draft the sector strategic planning process, resulting in a drafted and approved Sector Strategic Plan;

1.2 Support to Ministry of Justice

- Improvements in the definition of institutional budgets for OPG, MoJ, and Courts

1.3 Support to OPG

- Improvements in the definition of institutional budgets for OPG, MoJ, and Courts
- Support provided to Courts, OPG, and PDO services in districts resulting in increased capacity to process cases, and better infrastructure, equipment and logistics;

1.4 Support to Courts

- Improvements in the definition of institutional budgets for OPG, MoJ, and Courts
- Support provided to Courts, OPG, and PDO services in districts resulting in increased capacity to process cases, and better infrastructure, equipment and logistics;

Component 2: Civil Society Demand for Justice

2.1 Suai component of Access to Justice Program

- Establishment of the Suai Access to Justice Program;

2.2 Civil Society Organisational Development

Design and Implementation of a grants mechanism resulting in the selection (and award in early 2010) of recipients for Servisu ba Justica Grants, and;

- Training of 90 civil service organisations in governance and management, including the Church;

2.3 Addressing Violence Against Women

- Drafting of a national policy on “gender justice” or “improving access to justice for women”.

For further detail of the progress of the Facility against achievement of outcomes and outputs under each Activity, please see Annex 5 of the Justice Facility Performance Management Framework Annual Report 2009, “Immediate Outcomes Progress Summary.”

3.2 Significant problems or changed circumstances

As cited in the Justice Facility Performance Management Framework Annual Report 2009, key areas where further attention is required in 2010 are as follows:

1. Human Resource Management

In 2009, the high turnover of HR advisers due to personal reasons resulted in delays and deficiencies in support to the Office of the Prosecutor General and Courts. More leadership is required in these institutions in the areas of recruitment, and across the sector in leadership, management and discipline. Approval was granted for this support by the FMG, and in early 2010, HRM Advisers were recruited and are currently supporting the OPG and Courts. This has resulted in significant short term progress and the activities are now largely back on target.

2. Procurement and Logistics

Whilst justice sector budget systems and processes have improved, less progress has been seen in the procurement and logistics areas. Capacity building is required in all institutions to ensure that districts have access to appropriate supplies, and that procurement and logistics are management efficiently and in a transparent manner. Additional resources, namely Logistics and IT assistants, are being recruited and bridging funding from the Facility has been approved by the FMG and to allow new staff to start before all public service processes have been completed..

3. Violence Against Women

The Domestic Violence Bill was recently passed in the Parliament and the national gender justice policy has rescheduled because it must stem from this and also because of adviser movements. Resources have been requested to support this process and have been approved by the FMG. An additional staff member was proposed and approved by the FMG.

4. Communication

Regular communication with counterparts regarding Facility support was deemed beneficial and a monthly meeting was initiated with the DG to complement the weekly meeting with the planning secretariat. Minutes from this monthly meeting are to be distributed to the FMG.

Other communication initiatives deemed necessary based on lessons learned from 2009 include the development of a proactive media strategy for each activity, a Justice Facility Blog, under construction, and the conduct of regular documented weekly meetings with AusAID with minutes distributed to the managing contractor on a weekly basis, which have proved very successful.

3.3 Risks to the achievement of higher level objectives

The Risk Management Matrix was updated in the Facility Operations Manual in November 2009, and again in March 2010, pertinent to this Annual Work Plan, and is included at Annex 6.2. The key risks and ratings that have been upgraded in the process of updating the matrix concern:

- 1 High - Political interference in the work of the Courts, the office of the Prosecutor General and/or the Police;
- 2 High - Corruption within the justice system;
- 3 High - Continued centralisation of public finance management systems and decision making.

The proposed risk treatments corresponding with these risks are:

- 1 The application of pressure from the international community to highlight these failings in the rule of law is too late to impact on the cases but may prevent future interference. It is also clear that the Courts' recommendation that legislation be introduced to limit and clarify pardon and amnesty powers has some basis. Implementation of the strategic plan will also reinforce the separation of powers and strengthen the judicial arm.
- 2 The Facility will continue to advocate for greater transparency and accountability with institution heads and will work with civil society partners on advocacy strategies and judicial system monitoring.
- 3 The Facility is supporting specific initiatives in the OPG, and in the establishment of the High Administration Tax and Audit Court, and has now disbursed a grant to JSMP to support judicial monitoring. Also, public awareness activities are aimed at educating public on rights and opportunities to report corruption.
- 4 While the Facility and the justice institutions have made progress in deconcentrating services to districts, these will not be sustainable without delegated financial decision making. This requires staff to be recruited, trained and deployed to districts to manage finances and procure goods locally.

The RMM will be updated again and provided to AusAID to accompany the Justice Sector Support Facility Annual Report 2010 due in October 2010.

3.4 Changes to the activity design based on lessons learned

The 2010 Annual Workplan and resources schedule incorporates changes to the Facility design resulting from both lessons learned from implementation in 2009, and those required by AusAID due to the consolidation of its Program to focus on priority objectives as outlined in the new Australia – Timor-Leste Country Strategy 2009 – 2014. Changes pertaining to the latter have been determined through consultation with Facility, counterparts, and Managing Contractor staff, and on a needs basis.

Changes to the design are detailed at Annex 6.3, Change Frame and are summarised as:

- 1 Extension of the HRM Adviser position to the end of the Facility (an additional 15 months).
- 2 Reduction of inputs for the Corporate Services Adviser (Courts) from 56 to 24 months (to end of natural contract at June 1, 2010).
- 3 Cessation of inputs of the Senior Management/Corporate Services Adviser (OPG) at contract end at September 21, 2010, reducing total inputs from 55 in the original Contract to 24. The position will be funded through the Facility Imprest Account for the duration of the Phase II Case Management Project (Justice Sector Information Management Project).
- 4 Reduction of inputs for the Finance and Budget Execution Adviser from 55 in the original Contract to 30.
- 5 Cessation of inputs of the Adviser – Access to Justice Policy and Programs, to be funded from the Facility Fund for 28 months subsequent to natural contract end at 18 October 2010.
- 6 Reduction of total budget for the Facility Adviser for Years 4 and 5.

Changes relating to other adviser positions detailed in previous Change Frames (1-3) remain applicable, and will be detailed in the Contract Variation, to be submitted to AusAID separately.

4 IMPLEMENTATION STRATEGY AND WORK PROGRAM FOR YEAR THREE

4.1 Background

The Facility has been responding to the changing directions of both AusAID and the Government of Timor-Leste. A number of recent policy decisions communicated by AusAID are incorporated into this Plan, as they affect implementation for 2010. The Implementation Framework for the Facility, approved by the FMG in 2009, continues to provide a logical platform, but will now be rationalised to incorporate AusAID's recent policy decisions to conduct a phased withdrawal from the justice sector at the end of the Contract, whilst maintaining an investment in civil society. This will occur through:

- A scale back of support to specific core justice institutions, namely the Courts and the Ministry of Justice;
- A reduction in the overall budget by A\$3-5m; and
- A continued engagement beyond the Facility in specific niche areas, with a preference for civil society.

AusAID has also instructed that reporting from the Justice Facility will contribute only to broader program reporting on the "Safer Communities" objective of the country strategy (see revised Justice Facility Planning Framework diagram as Annex 6.1) This links only to work addressing violence against women which is less than 20% of the Facility's contribution and diverges with GoTL expectations of the Facility to address its initial core function of improving sector co-ordination and the management of corporate services (cf. the governance objective (Objective 3) of the country strategy)⁷.

The GoTL has established targets as part of the National Priority Working Group 4 – Access to Justice, and arising from the Justice Sector Strategic Plan. Having encouraged the GoTL to commit to the planning process and supported it intensively, it is essential, from a sustainability and return on investment point of view, that the Facility support the GoTL move into implementation. The Facility is the key partner in supporting the achievement of a number of targets (see National Priorities 2010 –Annex 6.4. Therefore, in continuing to maintain alignment and relevance to *both* the AusAID Country Strategy and the GoTL National Priorities and Sector Strategic Plan, the Facility has developed, in consultation with AusAID and counterparts, activity annual work plans which deliver outputs on all aspects of the Planning Framework (below).

As part of the approval of this Plan, it is recommended that an open and detailed discussion be held between AusAID, GoTL and the Facility to express and resolve the divergence in expectations, and

⁷ Major initiatives such as sector planning, case management and public education on justice contribute to safer communities but indirectly and in the longer term (through improved reporting and more effective resolution of crimes and civil disputes), so are unlikely to be captured in brief summary reports at a program level.

plan the timing and sequencing of the exit strategy in order to avoid losing counterpart confidence and undermining the achievements of the Facility to date. The decision to withdraw gradually from institutional support and terminate the intervention by the end of the Contract in 2013 replaces the sustainability strategy with an exit strategy. It will not be possible to achieve sustainability once advisory resources are withdrawn in institutions as there has been insufficient time to build capacity in counterparts. There may, however, be opportunities for other development partners to assume responsibility support (e.g., the Planning Secretariat).

Table 4: Facility Workplan, Outputs 2010

Activity Group	Outputs	Immediate Outcome	Reference to Sector Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
Component 1: Corporate Management Support for Core Institutions						
1.1	Planning Secretariat established	Strengthened role of Council of Coordination in strategic oversight	1.1.1	June	With UNDP	Camilla Wee (until June), Antonio da Conceicao, Lita do Reis Cristina Pinto, Craig Ewers (part)
1.1	Access to Justice Dialogue forum established	Strengthened role of Council of Coordination in strategic oversight	1.1.2	June	With UNDP	Camilla Wee (until June), Antonio da Conceicao, Lita do Reis Cristina Pinto, Craig Ewers (part)
1.1	Support for Annual Planning in each institutions ensuring consistency with sector plan	Improved planning and budgeting capacities of Courts, MoJ and OPG	1.1.1.3, 1.4	May-August	Lead support	Antonio da Conceicao, Cristina Pinto, Joana Amora
1.1	Justice Map prepared and submitted for approval by Minister	Improved planning and budgeting capacities of Courts, MoJ and OPG	2.1, 2.2	June	Lead support	Camilla Wee, Lita do Reis
1.1	Coordinated Case Management System (CMS) and respective procedures established in the OPG, Courts, OPD, Prisons and PNTL – see detailed project plan – OPG implemented in 2010, others commenced	Improved coordination and capacity of the OPG, MoJ and Courts to manage information	4.1.2, 10.2.4	OPG 2010, others through to 2013	Lead support but with UNDP, UNPOL, TLPDP	Michael Johnson, Francisco Dias, Onyen Young – other resources detailed in project plan Total Cost - US\$3,144,000
1.2	Procurement and Financial Management Manuals consistent with MoF Manual	Improved financial management, procurement and logistics capacities of Courts, MoJ and OPG	10.2.3	December	Lead support	Joana Amora Discretionary fund – for manual and training <i>Estimated 2010 - \$10,000</i>
1.2	Dissemination and training to support financial delegations in CJIs and relevant staff in CJIs	Improved financial management,	10.2.3.2	December	World Bank lead in MoF	Joana Amora

Activity Group	Outputs	Immediate Outcome	Reference to Sector Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
	trained in Free Balance and MoF requirements (requires MoF input)	procurement and logistics capacities of Courts, MoJ and OPG				Discretionary fund – for manual and training <i>Estimated 2010 - \$10,000</i>
1.2	Procurement Plans for each institution	Improved financial management, procurement and logistics capacities of Courts, MoJ and OPG	10.2.3	August-Dec	Lead support	Joana Amora Discretionary fund – for manual and training <i>Estimated 2010 - \$10,000</i>
1.2	Organisation structure and position descriptions prepared for all institutions	Developed HRM and HRD policies and plans for Courts, MoJ and OPG, including plan for “timorisation”	6.3.1	December	Lead support	Erika Meiser, Sanio Goncalves, Abilio Soares (Courts), Ana Filipa Fernandes (OPG) Discretionary fund – for manual, HR working group, English tuition, workshops - \$10,000 Leadership and management development program - \$60,000 Discretionary fund (OPG) - (for “bridging recruitment”, workshops, emergency logistics for districts, infrastructure support) - \$60,000 Discretionary fund (Courts) - (for funding “bridging recruitment”, workshops, emergency logistics for districts) - \$45,000 <i>Estimated 2010 - \$175,000</i>
1.2	HR Units complete remaining recruitment to approved structures in all institutions	Developed HRM and HRD policies and plans for Courts, MoJ	6.1.1.1	December	Lead support	Erika Meiser, Sanio Goncalves, Abilio Soares (Courts), Ana Filipa Fernandes (OPG)

Activity Group	Outputs	Immediate Outcome	Reference to Sector Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
		and OPG, including plan for "timorisation"				
1.2	HRM manual for sector, including policies, strategies and operating procedures, consistent with CSC Manual (expected late 2010)	Developed HRM and HRD policies and plans for Courts, MoJ and OPG, including plan for "timorisation"	6.1.1.2	December	PSCDP main support	Erika Meiser, Sanio Goncalves, Abilio Soares (Courts), Ana Filipa Fernandes (OPG)

Activity Group	Outputs	Immediate Outcome	Reference to Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
1.1	Capacity development strategy developed for sector	Developed HRM and HRD policies and plans for Courts, MoJ and OPG, including plan for "timorisation"	6.3.3, 7.1.3	May	UNDP main support	Erika Meiser, Sanio Goncalves, Abilio Soares (Courts), Ana Filipa Fernandes (OPG)
1.1	Leadership and management development program for sector focusing on HR, project management & communications (personal and institutional)	Developed HRM and HRD policies and plans for Courts, MoJ and OPG, including plan for "timorisation"	6.3.3.2, 7.1.2.3	Commencing in June but will continue to end of Facility	With UNDP	Erika Meiser, Sanio Goncalves, Abilio Soares (Courts), Ana Filipa Fernandes (OPG)
1.2	English training program for prosecutors delivered (with US State Department)	Developed HRM and HRD policies and plans for Courts, MoJ and OPG, including plan for "timorisation"	Related to Goal 6 – requested by PG top increase opportunities for prosecutors to access specialist training in the region.	Commenced		Erika Meiser, Sanio Goncalves, Abilio Soares (Courts), Ana Filipa Fernandes (OPG) \$70,000 allocated \$ allocated
1.1	Sector approach to infrastructure development in districts commenced	Improved housing, buildings and equipment for OPG, Courts and PDO, including access for people with disabilities	9.1.1, 9.1.6	August	Lead support	Craig Ewers, Michael Johnson, Apolinario Marcal, Carlos Xavier, Cristina Pinto – all part
1.2	Dili district prosecutor complex commenced	Improved housing, buildings and equipment for OPG, Courts and PDO, including access for people with disabilities	9.1.2.4	December	Lead support	Michael Johnson, Apolinario Marcal, Carlos Xavier Funds from Trust to be used (not budget).

Activity Group	Outputs	Immediate Outcome	Reference to Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
1.2	Implementation plan for the Chamber of Auditors (first phase of HATAC)	Improved planning and budgeting capacities of Courts, MoJ and OPG	3.1.2.1	June	With Portugal	Cristina Pinto
1.2	Preparation of deconcentration strategy for Courts	Improved planning and budgeting capacities of Courts, MoJ and OPG	2.2.1.1	June	With UNDP	Craig Ewers, Cristina Pinto
Nil	Create the Real Estate Financial Fund (FFI) to ensure implementation of the Land Law – MoJ	Nil – additional request of Minister	2.4.1.3.	June	With Portugal/US	Cristina Pinto (part)
Component 2: Civil Society Demand for Justice						
2.1	Steering Committee meetings held every month in Suai	Improved districts' and communities' strategies to respond to violence against women and girls, and community justice issues	11.5.2	Ongoing	With UNDP, lead in Suai	Jose Marcal, Lidia (Suai team) Craig Ewers, Chris Sahin, Sophia Cason (part) Budget for activities in action plan – mobile courts and legal aid clinics, community radio, training of men to reduce VAW - \$120,000 Grant funds – 4 grants – Hope Centre Salele – . (\$150,375 – 3 years) – 2010 - \$55,745 , DSTL- \$19,159, HLT – \$18,049, CJC – \$35,077.50 – total \$US 128, 030 Suai team
2.3	Mobile courts and mobile legal clinics held in different locations, along with community information sessions	Improved districts' and communities' strategies to respond to violence against women and girls, and community justice issues	11.1.1.2	Commencing in 2010	With UNDP and Spanish	Jose Marcal, Lidia (Suai team) Craig Ewers, Chris Sahin, Sophia Cason (part)
2.1	Community radio program broadcast weekly in	Increased and	11.4.1.2	Commenced	With UNDP,	Jose Marcal, Lidia (Suai team)

Activity Group	Outputs	Immediate Outcome	Reference to Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
	Suai	improved information on human rights and justice services			lead in Suai	Craig Ewers, Chris Sahin, Sophia Cason (part)
2.1	Grants implemented in Suai area and recipients supported <i>Hope Centre Salele; DSTL; HLT; CJC</i>	Increased funding for legal aid and victims' support services, including for those with disabilities	11.4, 11.5	June - December	Lead support	2010 - \$US128,030
2.2	Regular monitoring and reporting on OPG, Courts and PDO (and community) activity and issues in Suai	Improved monitoring of compliance with Human Rights standards by local leaders and other justice providers	11.5	Ongoing	With UNDP and UNMIT	Suai team
2.2	Governance & management training extended to districts & finance and fundraising training undertaken	Improved governance, management, financial control & fundraising in partner CSO	These outputs are directly aimed at strengthening civil society partners and supporting the grants process	May-December		Chris Sahin, Umbelina Belo, Ghatot Kersohardjo
2.2	Regular co-ordination workshops and meetings for CSO, Donors and GoTL	Improved governance, management, financial control & fundraising in partner CSO	These outputs are directly aimed at strengthening civil society partners and supporting the grants process	Ongoing but to transfer to MoJ in May		Chris Sahin, Umbelina Belo, Ghatot Kersohardjo
2.2	Grant recipients trained on finance and	Improved governance,	These	Commenced		Chris Sahin, Umbelina Belo, Ghatot

Activity Group	Outputs	Immediate Outcome	Reference to Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
	performance management (M&E) requirements of Facility	management, financial control & fundraising in partner CSO	outputs are directly aimed at strengthening civil society partners and supporting the grants process			Kersohardjo
2.2	Advice provided to CSOs & AusAID on proposal preparation	Improved governance, management, financial control & fundraising in partner CSO	These outputs are directly aimed at strengthening civil society partners and supporting the grants process	Ongoing		Chris Sahin, Umbelina Belo, Ghatot Kersohardjo
2.2	Procurement of further grants	Improved governance, management, financial control & fundraising in partner CSO	These outputs are directly aimed at strengthening civil society partners and supporting the grants process	Oct-Dec		Chris Sahin, Umbelina Belo, Ghatot Kersohardjo
2.2	MoJ assisted to develop information dissemination strategy (workshops, advice)	Increased and improved information on human rights and justice services	1.2.2.1, 7.3.2	May-Dec	With UNDP & Asia Foundn	Chris Sahin, Antonio da Conceicao
2.2	Improved materials disseminated by MoJ	Increased and improved information on human rights and	1.2.2.2	December	With UNDP & Asia Foundn	Chris Sahin, Antonio da Conceicao

Activity Group	Outputs	Immediate Outcome	Reference to Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
		justice services				
2.2	Grants implemented and recipients supported (JSMP, CTI, CIELSTL, FFSO, FTM)	Increased and improved information on human rights and justice services	11.4, 11.5, 13.3	March-Dec	With UNDP & Asia Foundn	Chris Sahin, Sophia Cason, Umbelina Belo Grant funds – 4 grants – JSMP Court monitoring and outreach – \$79,412, CTI – \$8,617, FTM – \$31,092, CIELSTL – \$30,829 – total \$US 149,950.
2.2	Strategic Plan for AATL	Improved governance, management, financial control & fundraising in partner CSO	3.3.1.2	May	With Asia Foundn	Chris Sahin \$US63,583 Organisational Operating \$US55,020 Development Grant Total 2010 \$118,603
2.2	Permanent staff established for AATL including Director and Finance Manager	Improved governance, management, financial control & fundraising in partner CSO	3.3.1.2	May-Dec	With Asia Foundn	Chris Sahin \$US63,583 Organisational Operating \$US 55,020 Development Grant Total 2010 \$118,603
2.2	Grant to AATL implemented and supported	Improved governance, management, financial control & fundraising in partner CSO	11.4, 11.5	Mar-Dec	With Asia Foundn	Chris Sahin \$US63,583 Organisational Operating \$US 55,020 Development Grant Total 2010 \$118,603
2.3	Final approval of gender justice policy (including Safe House criteria and procedures)	Improved governance, management, financial control & fundraising in partner CSO	13.2.1.1	Dec	Lead support	Sophia Cason
2.3	Support to improvement of infrastructure and facilities to meet Safe House standards prescribed in policy (\$500,000)	Improved housing, buildings and equipment for OPG, Courts, PDO and victim support services provided by CSOs, including access for people with disabilities	13.2.1.6	Commencing May through 2012	Lead support	Sophia Cason, Carlos Xavier \$500,000 (2010 - \$70,000)

Activity Group	Outputs	Immediate Outcome	Reference to Strategic Plan (attached)	Timeframe	Role of Facility	Resources Allocated
2.3	Training program developed and delivered with CARITAS/AMKV through grants network to men to reduce violence against women	Improved districts' and communities' strategies to respond to violence against women and girls and community justice issues	13.2.1.4	Commencing June	Lead support	\$150,000 (2010 - \$50,000) – notional budget still to be approved by FMG
2.3	Grants implemented and recipients supported (<i>Hope Centre Salele, JSMP(VSS), PRADET (3), FCJ, FECM, GFFSTL, FFEO, CDI, DSTL, CJC, HLT</i>)	Increased funding for legal aid and victims' support services, including for those with disabilities	13.2	Mar-Dec. Hope Centre to 2012	Lead support	Sophia Cason, Chris Sahin, Umbelina Belo Grant funds – 10 grants – PRADET Psychosocial – \$99,743.60, PRADET forensic protocol – \$38,900.40, CFEO – \$43,461.60, JSMP VSS – \$98,747, CDI – \$21,480.50, PRADET Alcohol & violence – \$6,089.60, FCJ – \$32,000, FFEO – \$27,916.35, FECM – \$28,051.20, GFFSTL – \$21,000 – total \$US 417,390

4.2 Component Implementation Strategies

4.2.1. Component 1 – Corporate Management Support for Core Institutions

It is proposed that during 2010 (year three), the Facility will reposition resources to align with and support the implementation of the Justice Sector Strategic Plan, in particular:

- i. Support to the Planning Secretariat
- ii. Implementation of the integrated Case Management System
- iii. Supporting improved financial management and accountability within the Core Justice Institutions⁸ and;
- iv. Supporting improved human resource management and capacity development to support “Timorisation” within the CJIs.

By the end of 2010, institutions are expected to have established and filled the administrative positions they need to support their operations. The Facility will then adopt a mentoring and training role, with a focus on improving management leadership performance within the sector. The approach to performance improvement and the identification of individual counterparts for the Facility to focus on will be done in consultation with the sector leaders.

Both the Planning Secretariat and the case management system are key projects identified in the GoTL National Priorities (NP) so have substantial GoTL commitment behind them. The Sector Planning Facilitator, Camilla Wee (seconded through the Danish Institute of Human Rights (DIHR), completes her contract on June 20, 2010, and will not be extended or replaced; this position has been vital in achieving the progress so far in the strategic plan. The Facility has transferred the role of Lead Assistant of the NP Working Group 4 to the UNDP and will be requesting that the UNDP extends its support to fill the gap left by the Planning Facilitator. The Executive Co-ordination Adviser and MoJ Senior Management Adviser will continue to assist but also have other roles and their tenure is also limited. It is therefore recommended that the UN take a stronger role in supporting sector co-ordination and the implementation of the strategic plan.

The Case Management Project has significant support now from GoTL and donors, following the success of the initial phases of the project in the OPG and renewed consensus and commitment from sector leaders. The attraction of this project is that it will provide applications for all institutions which are owned by Timorese and which fast track capacity development by standardizing and automating many of the processes in the administration of justice. It provides a basis for transparency and accountability: by allowing an accurate tracking of cases, managers can see how many cases are outstanding, who is responsible and what action needs to be taken. It is becoming a model for donor co-ordination as well as debunking the myth that developing countries like Timor-

⁸ For part of 2010, CJIs will remain defined as Courts, MoJ and OPG, and will be revised as support is withdrawn for Component 1 over Year 3 and subsequent years.

Leste are unprepared for new technology. The developments in automation and work systems over the last twenty years have made applications more intuitive and easier to interact with, so it makes no sense to take counterparts backwards through the provision of dated and unwieldy technology. Sustainability is being addressed by establishing as part of the project national management structures for both technical and information exchange functions. Because it accounts for a large proportion of the Facility's resources, a detailed project plan for this project is submitted as part of this Annual Plan (see Annex 6.5).

The Justice Sector Strategic Plan (see Annex 6.6) identifies the need for continuing development of human resources and improved financial management. The Facility will continue to provide support in both these areas in alignment with the revised Justice Facility Planning Framework and immediate outcomes identified as "[the development of] HRM and HRD policies and plans for Courts, MoJ, and OPG, including plan for 'Timorisation'", and "improved planning and budgeting capacities of Courts, MoJ, and OPG.". In 2010, the support will focus on ensuring institutions have complete staffing profiles and maintain an adequate budget, so the support will continue inside institutions. However beyond 2010, due to reduced advisory resources, the Facility will refocus on provision of support to a sector-wide level through:

- i. Intensive support to key projects arising from the Sector Strategic Plan; and
- ii. Structured training and management development in these areas.

At the end of 2010, it is recommended that a review of progress in the OPG be undertaken to determine if there is still a need for dedicated support, either international or locally engaged. The Facility has invested heavily in this institution and must ensure reforms are not undone because of a premature withdrawal. While the OPG has recruited new staff in the corporate services function, most staff previously involved in poor practices have not been disciplined or removed and continue to have a negative influence. A transparent and accountable OPG is essential for effective criminal investigation and to address perceptions of impunity, especially regarding crimes against women and corruption.

4.2.2. Component 2 – Access to Justice

After a significant investment in partnership building, assessment and training, grants are now being implemented in all areas of Timor-Leste (see Table 5, below). The FMG has now programmed a large proportion of the A\$5m allocation of the A\$10m Justice Facility Flexible Fund, but there is still scope to incorporate lessons learnt from the current round of grants:

Table 5: Grants Disbursed, 2010

Activity & Modality of Support	Notional allocation in implementation framework	Programmed by FMG	Budgeted in 2010	Balance \$A (assuming A\$1=US\$0.8)	Comment
Suai Integrated Access to Justice Program					
Grants	1,250,000	\$US222,660	\$US128,030		National projects, eg expansion of Victim Support Services, also impact on Suai. Mobile courts not yet started because of absence of judge.
Mobile Courts		Nil	TBD		
Other (eg office)					
Civil Society Organisational Development and Promotion of Justice					
Strengthenin g CSOs	500,000	500,000			Funds not committed to specific approach yet. See discussion of <i>Centre for Justice</i> concept below.
Support to AATL	250,000	250,000	\$US63,583 Organisational Operating \$US55,020 Development Grant Total \$118,603		At the AATL Board request, the Facility has taken a more hands on role in supporting the administration of the AATL.
Grants	750,000	\$US173,535	\$US173,535		
Addressing Violence against Women					
Grants	1,500,000	\$US426,736	\$US426,736		The FMG approved the Facility supporting Fatin Hakmatek (emergency rooms for victim treatment) in each referral hospital and Uma Mahon (centre for long term protection and recovery) in each judicial district.
Infrastructure		\$US500,000	\$US70,000		
Training to Men					

The Suai component of the Access to Justice Program has continued to bring stakeholders together and is now supporting grant programs in Suai. Unfortunately initiatives such as the mobile courts and diversion program for non-violent offenders have not been able to be supported as planned. The

mobile courts have not been possible because of the absence of a judge in Suai since Dr Jose Maria left for training in Portugal in 2009; the diversion program has not been pursued due to an application for an Australian Volunteer to develop and support it was rejected. While the engagement of staff from Suai continues to be successful, the Facility's international advisers will devote additional support to them in 2010 to increase their capacity in project management, especially regarding grant management.

The Civil Society Organisational Development and Promotion of Justice activity will continue to play a role in donor-co-ordination and partnership building, training, grants management and intensified support to one particular institution, the AATL (private lawyers' association), which has an important role in the sector (see Annex 6.6). By May the final module of the Facility's package of organisational development training; the fundraising module, will be delivered and through the year the package will be taken to organizations in districts who have not been able to access the training to date. The Board of AATL has asked for the Facility's direct assistance in supporting their administration with funds, training and supervision. This has started and is being funded from the AATL allocation. There is also significant work in overseeing the grants through district visits.

The concept of a Centre/Institute for Justice was proposed as a strategy for transitioning the Facility's support under Component 2 to a more sustainable level. A concept note was submitted to AusAID in February but has been suspended. It requires significant commitment before it can be progressed further so no activities have been included in this Annual Plan.

The final activity group under Component 2, Addressing Violence Against Women and Girls, has commenced and will intensify in 2010 – drafting of the gender justice policy including criteria for shelters and safe houses is well advanced and, as part of the consultation process, has strengthened referral protocols between stakeholders. The FMG's approval to use \$US500,000 to renovate or build emergency centres for the treatment and protection of victims (Fatin Hakmatek) at each of the referral hospitals and build safe houses for longer term protection and recovery (Uma Mahons) will immediately reflect policy criteria in practice and have the infrastructure for victim protection in place by 2011. Preliminary discussions about design and management have commenced with all relevant Ministries. The retention by the Facility of the architect used on the prosecution houses will provide project design and management in-house saving time and money. The delivery of training to men to reduce violence against women will commence following preparatory work with the local provider AMKV by the Facility and more established NGOs, Caritas and PRADET.

5 EXPENDITURE

5.1 Summary of Allocation of Funds

The diagrams below show that spending to date has increased significantly in Year 3, owing to the fact that a large number of grants have been disbursed under Component 2. Total expenditure for (calendar) Years 1 and 2 was A\$6,730,180.00; the total budget for expenditure for 2010 is estimated at A\$8,887,710.00. Part of the discrepancy lies in the fact that Year 2 Milestones were received early in Year 3.

5.2 2010 Facility Budget (A\$)

5.2.1. Overview

OPERATIONS SUMMARY

	Contract Value	Actual to date (to Dec 09)	% Contract Value Spent	AP Budget (Jan to Dec 10)	2010 AP Budget Spent (to Mar 10)	Total Facility to Dec 09
OPERATIONS						
FMF - Milestones	5,240,744	1,467,408	28 %	2,122,504	943,335.00	1,467,408
FMF - Performance Pay	104,815	-	0 %	-	-	-
Long Term Personnel Costs	8,829,831	3,013,599	34 %	1,779,028	551,916.45	3,013,599
Short Term Personnel Costs	1,012,923	474,694	47 %	171,102	138,451.91	474,694
Facility Operating Expenses	1,944,866	822,061	42 %	271,424	42,433.81	822,061
OPERATIONS TOTAL	17,133,179	5,777,761	34 %	4,344,058	1,676,137.17	5,777,761

IMPREST SUMMARY

	Contract Value	Actual to date (to Dec 09)	% Contract Value Spent	AP Budget (Jan to Dec 10)	2010 AP Budget Spent (to Mar 10)	Total Facility to Dec 09
IMPREST						
Component 1 - Fees/Resources/Grants	N/A	880,944	N/A	3,124,899	217,687	842,074
Component 2 - Fees/Resources/Grants	N/A	89,132	N/A	1,424,829	392,464	86,799
Other	N/A	- 17,657	N/A	- 6,076	- 6,076	- 17,483
IMPREST TOTAL	10,000,000.00	952,419	10 %	4,543,652	604,075	911,390

Contract Total	27,133,179	6,730,180	25 %	8,887,710	2,280,212.17	6,689,150.99
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5.2.2. Budget Detail

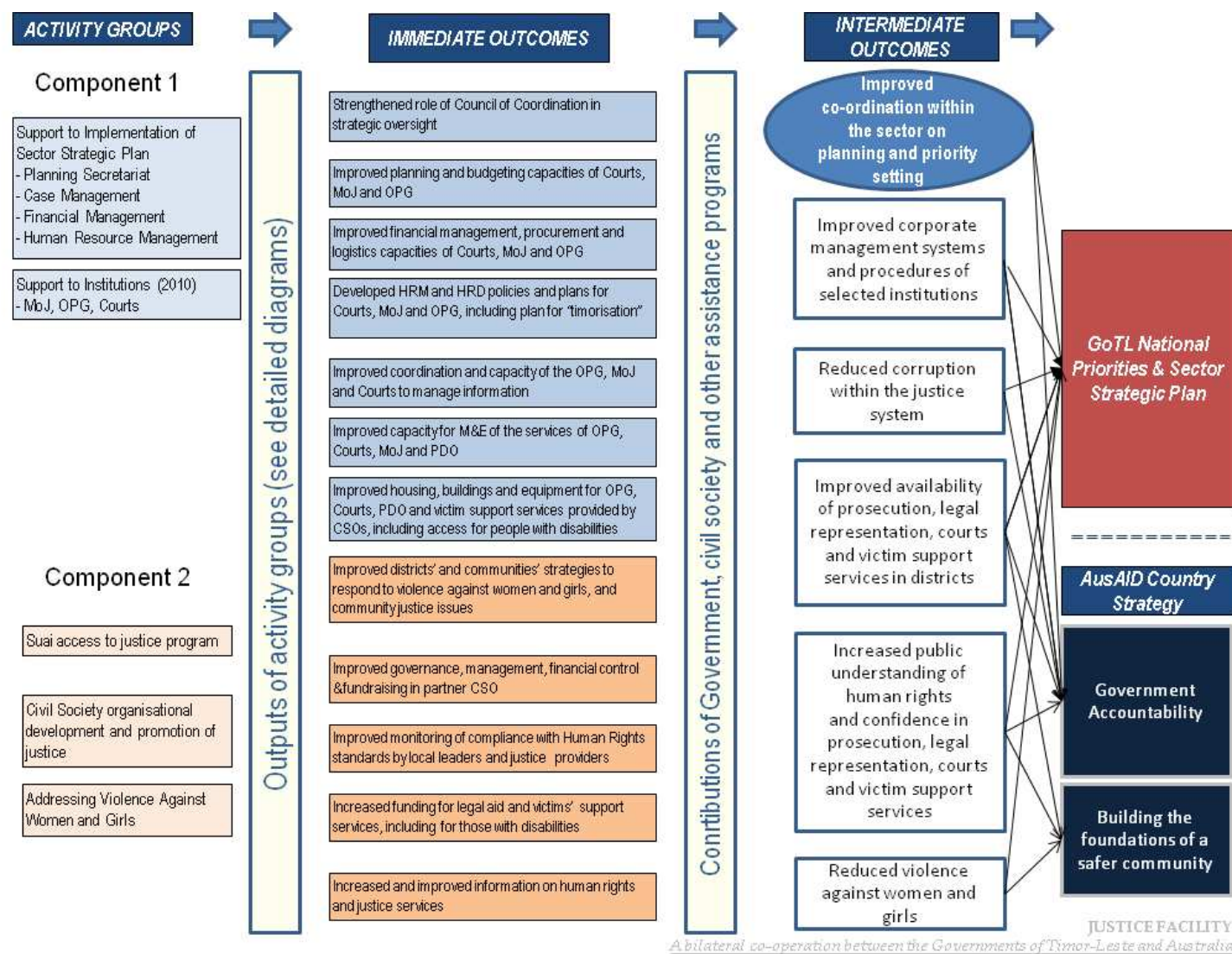
OPERATIONS SUMMARY	Actuals			Budget									Total Jan to Dec 2010
	Claim 21 Jan-10	Claim 22 Feb-10	Claim 23 Mar-10	Claim 24 Apr-10	Claim 25 May-10	Claim 26 Jun-10	Claim 28 Jul-10	Claim 29 Aug-10	Claim 30 Sep-10	Claim 31 Oct-10	Claim 32 Nov-10	Claim 33 Dec-10	
OPERATIONS													
FMF - Milestones		943,335.00	0		235834	235834	235834	0	0	235833.5	0	235833.5	2,122,504
FMF - Performance Pay													-
Long Term Personnel Costs	152602.22	252844.2	146470.03	261289	144988.5	148488.5	124188.5	124188.5	129188.5	98188.5	98296	98296	1,779,028
Short Term Personnel Costs	14925	123481.39	45.52	0	16325	0	0	0	0		16325		171,102
Facility Operating Expenses	7644.82	17038.12	17750.87	18316.02	18316.02	18316.02	65458.88	35319.02	18316.02	18316.02	18316.02	18316.02	271,424
OPERATIONS TOTAL	175,172	1,336,699	164,266	279,605	415,464	402,639	425,481	159,508	147,505	352,338	132,937	352,446	4,344,058
IMPREST SUMMARY													
	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Total Jan to Dec 10
IMPREST													
Component 1 - Fees/Resources/Grants	38,870	123,984	54,833	535,401	259,392	329,149	258,252	316,002	344,877	289,502	285,002	289,637	3,124,899
Component 2 - Fees/Resources/Grants	2,333	115,579	274,552	234,237	36,868	227,180	95,909	36,962	149,441	73,557	36,962	141,248	1,424,829
Other	-	174	482	-	-	-	-	-	-	-	-	-	6,076
IMPREST TOTAL	41,029	240,045	323,001	769,637	296,260	556,330	354,161	352,964	494,317	363,059	321,964	430,885	4,543,652
Contract Total	216,201.04	1,576,743.71	487,267.42	1,049,242.21	711,723.52	958,968.33	779,642.38	512,471.27	641,821.77	715,396.77	454,900.77	783,330.57	8,887,709.77

6 ANNEXES

ANNEX 6.1

East Timor Justice Sector Support Facility Planning Framework 2010

6.1 East Timor Justice Sector Support Facility Planning Framework 2010



ANNEX 6.2

Risk Management Matrix

6.2 Risk Management Matrix

Introduction

The first risk management matrix was submitted with the bid (black writing in matrix below); the second was with the Facility Operations Manual in September 2008 (blue) and the third now (red).

There have been changes in risk ratings with reductions in risk due to increased stability and security, improved donor co-ordination and access to justice in districts, but increases in risk due to concerns of interference in the independence of the judiciary, observed instances of corruption in the sector and continued centralisation of financial decision making.

Methodology

These risks have been rated according to likelihood of occurrence, severity of impact, and overall risk rating. These ratings (shown in the table 1 below) allow for the determination of critical and terminal risks within the process (which must be addressed immediately and prioritised ongoing) and also those risks that are manageable but will require less direct Facility Management Team oversight.

Table 1

Score	Likelihood of Occurrence (L)	Impact of Occurrence (I)	Overall Risk Rating (R)
1	Extremely low	Extremely low	Insignificant Risk
2	Low	Low	Risk requiring periodic oversight
3	Reasonable	Reasonable	Manageable Risk
4	High	High	Critical Risk requiring immediate/ongoing action
5	Extremely high	Extremely high	Terminal Risk

Impact of Occurrence (I)	Extremely low (1)	Low (2)	Reasonable (3)	High (4)	Extremely high (5)
Extremely low (1)	1	2	3	4	5
Low (2)	2	4	6	8	10
Reasonable (3)	3	6	9	12	15
High (4)	4	8	12	16	20
Extremely high (5)	5	10	15	20	25

Score	Overall Risk Rating (R)	Action Required
1-4	Extremely low (EL)	Insignificant Risk – no action required
5-9	Low (L)	Risk requiring periodic oversight
10-14	Reasonable (R)	Manageable Risk, requiring ongoing monitoring
15-19	High (H)	Critical Risk requiring immediate/ongoing action and prioritisation
20-25	Extremely high (EH)	Terminal Risk – Severe threat to Facility

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
Components 1, 2 and 3							
Social and political instability and poor security	<p>Would distract attention from implementing capacity development initiatives, delay implementation of workplans, hinder personnel movement, make Adviser recruitment and retention more difficult, compromise personnel security, etc.</p> <p>The security situation is significantly improved from the time the bid was submitted. The danger now is that individual thresholds remain high and there is less care been shown to avoid normal crime and other safety risks.</p> <p>The security situation has further improved, particularly in districts.</p>	3 2	5 5	H M	<p>GRM has now updated the Safety and Security Plan developed for ETPSJSSF and consulted with the Australian Embassy's Security Manager. Ongoing communication on security threats is maintained effectively through text alert networks and briefings. This has been reinforced to JSSF advisers on arrival. Additional security procedures have been developed for travel to districts and special briefings have been arranged prior to commencing work in districts and also on a monthly basis on different topics related to safety and security.</p> <p><i>No change – this is reinforced for all new staff</i></p>	FM	<p>Inception phase and for new advisers</p> <p>Ongoing briefings at monthly meetings</p> <p>Ongoing monitoring and advice provided where risks identified</p>
Political interference in the work of the Courts, the Office of the Prosecutor General and/or the Police	<p>Would undermine the principle of separation of powers, community confidence in the justice system and negate any improvements in corporate management capacity of core justice institutions in terms of supporting improved access to justice</p> <p>This remains an ongoing risk. The Executive continue to be the dominant Branch.</p> <p>The decision of the Executive to release Maternus Bere, without seeking the authority of the Court, was a breach in the separation of powers and showed the risk of interference in judicial matters. Continued delays in investigating serious crimes and corruption</p>	3 4	3 4	L H	<p>This will need to be addressed with the principals and then with the FMG. There is insufficient respect yet for the autonomy of the courts and the OPG and their need for proper resourcing. Senior Management Advisers will also be wary of this issue and provide clear advice as required.</p> <p>Clear plans for the OPG and courts, and the commitment of the leaders to implement these plans, will help balance the sector and strengthen the judicial arm.</p> <p>Renewed pressure from the international community to highlight these failings in the rule of law are too late to impact on the cases but may prevent future interference. It is also clear that the Courts' recommendation that legislation be introduced to limit</p>	FM, JSPMSA, All key personnel	Ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
	<i>matters are further evidence. The judiciary when they act, appear to act independently, but there are signs that the Executive do not respect their independence. One factor balancing this is the strategic planning process which reinforces the separation of powers.</i>				<i>and clarify pardon and amnesty powers has some basis. Implementation of the strategic plan will also reinforce the separation of powers and strengthen the judicial arm.</i>		
Corruption within the justice system	<p>Would further undermine confidence in the justice system, compromise the work of the Facility (aligned with a corrupt regime) and jeopardise the attainment of development objectives</p> <p>Recent decisions of the Supreme Council of Prosecution to investigate and take action on disciplinary matters are extremely positive signs of improvement. However there continue to be public perceptions that the justice system continues to favour certain interests.</p> <p>Issues of transparency have been identified in procurement practices and these have led to the provision of support and training by the Facility.</p>	2 5	2 5	EL H	<p>By promoting sound administrative, financial and HR processes and conducting targeted reviews of vulnerable areas, GRM will identify risks of corruption and recommend mitigation strategies to management. GRM will work closely with the oversight agencies to support anti-corruption activities and encourage co-operation between the OPG and OP to fast-track corruption investigations. GRM will maintain close links with civil society and create opportunities for civil society groups to raise concerns with Government in a constructive way which leads to action.</p> <p>The Facility will continue to advocate for greater transparency and accountability with institution heads and will work with civil society partners on advocacy strategies and judicial system monitoring.</p> <p>The Facility is supporting specific initiatives in the OPG, and in the establishment of the High Administration Tax and Audit Court, and has now disbursed a grant to JSMP to support judicial monitoring. Also, public awareness activities are aimed at</p>	FM, Key personnel HRMDA, FMBEA	First year then ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
					<i>educating public on rights and opportunities to report corruption.</i>		
Poor coordination between Facility components	<p>Would lead to competition and wasted effort; would squander opportunities to bring civil society and government together</p> <p><i>This risk was extremely low and has reduced even further. The Facility is highly integrated with activities now involving civil society and Government actors. Both sectors respect the others' contributions and support collaboration and the Facility is encouraging this further.</i></p>	1	2	EL	<p>All key personnel have a strong commitment to each component and will work together across components to achieve outcomes and outputs defined in sector and facility M&E. The FM will arrange a number of confidence building workshops during inception to bring Government and civil society representatives together and develop a sense of joint ownership of the Facility. The focus on community measurement will give the Facility an objective basis to provide feedback to civil society and government groups on public perception of justice services.</p> <p><i>This strategy remains valid. Such workshops have now taken place within the team and will now be expanded to include counterparts. A range of workshops have already taken place with Government and civil society as part of sector planning work with Justice, Security and Defence.</i></p> <p><i>The Facility's integrated program of activities and the co-operation established has reduced this risk further.</i></p>	FM, Key Personnel	Inception phase then ongoing
Component 1							
Continued centralisation of Public Finance Management systems and decision making	<p>Would continue to undermine management accountability, motivation and efficiency within justice sector institutions</p> <p><i>The Government has not yet provided the systems and training</i></p>	3 5	3 4	L H	<p>The Facility has a well developed approach for addressing financial, admin' and HRMD challenges within the areas and build on progress already made under PFMJSSF. The sector planning work and initial workshops with FMG will emphasise the importance of decentralising decision</p>	SMCSAs, FMBEA, HRMDA, FM	First 2 years then ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
	<i>necessary for devolving financial decision making, this makes it difficult for district services to procure basic supplies.</i>				making and linking resources to services particularly in the provinces. <i>While the Facility and the justice institutions have made progress in deconcentrating services to districts, these will not be sustainable without delegated financial decision making. This requires staff to be recruited, trained and deployed to districts to manage finances and procure goods locally</i>		
Component 2							
Justice Sector Stakeholders, particularly communities and civil society groups not fully included in or consulted on activities	Negative reaction to the Facility; lack of participation and ownership; Facility seen as external initiative <i>Given the history of occupation and external influence in Timor Leste, the Minister for Justice has been extremely assertive about ensuring the Facility is not an external initiative. While causing some initial delays this is regarded as positive longer term. Reaction in other quarters and in civil society is highly positive. Support for the Facility continues to be strong in civil society but support within institutions was put at risk by decisions in mid-2009 by AusAID to withdraw previously offered support to the PDO. This weakened commitment to the FMG process and put back our relationship with the Minister and Public Defender. However, the positive work with the strategic planning and national</i>	2	3	L	The CSSS is highly respected in Government and civil society and will work with the FM and key personnel to establish confidence between parties during the inception phase of the Facility. Civil society will be represented on the FMG. Regular communications on Facility activities and progress will be distributed to a range of stakeholders. Justice forums will be organised for the public to direct questions about the justice system to court actors, administrators and civil society representatives <i>This strategy is still valid but will take longer than expected. The commitment of Government to engage with civil society has not yet been realised. Government attention has been focused on solving immediate problems with petitioners and IDP camps. Government is now more willing to engage with civil society and has been very supportive of the grants program. The reaction to the Facility will depend on us continuing to present as a consistent and trustworthy source of</i>	FM, CSSS	Inception Phase and Ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
	<i>priorities process – and procurement support to PDO mitigated this and greatly improved our standing and trust with other donors. Support in Suai is growing but will depend on successful implementation of activities.</i>				<i>advice and broker of support.</i>		
Access to justice not provided outside of Dili	Uneven development causing conflict in rural areas and urban drift especially in youth population with associated poverty and increased crime <i>There have been positive developments in Baucau and in posting of judicial officers to Suai. The establishment of the Suai Access to Justice Program office by the Facility in Suai, the commencement and sanctioning by the Minister of the program, and the large number of Facility activities in districts has greatly mitigated this risk. The Facility has assisted in the establishment of offices and housing for the prosecutors and public defenders. The decision to send 6 Timorese judges to Portugal for training has meant that there is no longer a judge based full-time in Suai. However there has been a significant increase in cases heard in the districts since 2006.</i>	4 3	4 4	H M	The Facility has committed to the development of justice services in districts as a priority and this will be a prime performance indicator. Our SMCSA will continue supporting district courts and a range of targeted reviews will be conducted to improve access to resources for districts. Our CSSS will work with district based NGOs to determine their support needs and provide organisational development support through the Facility. <i>The Facility is exploring the feasibility of piloting an integrated justice approach in Suai. The Courts, OPG and civil society partners support the approach but we have yet to visit Suai to determine the logistical requirements of such an approach.</i> <i>All activities have had a much greater focus on districts in 2009 and will extend even further in 2010 as grant activities start and corporate management support is provided to district services.</i>	SMCSAs, CSSS	Inception then ongoing
Component 3							
Gender equality , HIV and AIDS not effectively mainstreamed	Activities may compound current inequalities, contribute to further problems and work at cross-purposes with other activities.	1	3	EL	Cross-cutting issues are recognised as central to access to justice and are addressed comprehensively in the approach. Activity designs and analyses	FM, Key personnel	At mobilisation then ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
					<p>will explicitly address gender equality and HIV AIDS. Funds have been provided to ensure all staff, sub-contractors and NGOs engaged on Facility supported activities are trained in both areas and report on the impact of their work. Extensive base line measurements will be established to allow tracking of progress. The FM, CSSS and the APC have a strong background in encouraging gender equality and GRM will bring our experience from supporting HIV AIDS programs in Indonesia and HIV AIDS mainstreaming work with leaders in PNG.</p> <p>Gender considerations led to a focus on violence against women and the design of a detailed strategy which will be implemented through Activity 2.3. This includes \$2m of grant funding. Training of men and women aimed at reducing violence will include HIV awareness; reducing sexual violence will also reduce the risk of HIV transmission.</p>		
Weak coordination and harmonisation among multilateral agencies and bilateral donors working in the justice sector	<p>Would undermine GoTL ownership, lead to incoherent and fractured support for justice sector development, duplicate efforts, and compromise capacity development and sustainability objectives.</p> <p><i>This is more of a risk than anticipated. There is a high degree of adviser embeddedness causing competition based in large part on personal interest. A lack of any capacity development focus in their terms of reference has entrenched advisers in line and advisory positions, in effect blocking the development of</i></p>	4 1	4 4	H L	<p>The emphasis on sector and facility M&E – and sector planning – will create a common Activity and performance assessment framework. This will give donors clear entry points to the sector, will avoid duplication and competition and will allow relative contributions to be assessed so that decisions can be made by Timorese as to which forms of assistance are most effective in improving justice services. The FM and key personnel are experienced in donor co-ordination and will work closely with the SJA to establish regular formal and informal dialogue and encourage a central role for the CoC, FMG and SWG using the sector plan.</p>	FM, Key personnel	Inception phase then ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
	<p><i>Timorese counterparts and preventing them from influencing the strategic direction of their agencies.</i></p> <p><i>There have been positive changes within the UNDP program and the strategic plan, national priorities process and informal donor meetings have helped bring donors together in a constructive way. As a result there is now far better alignment of programs with Government priorities, a more common approach to capacity building and good relationships and co-operation at activity level.</i></p>				<p><i>The Facility is insisting on working through Timorese counterparts at all times rather than reporting to internationals. Good personal relationships are being established with internationals so frank discussions about proper capacity development practice can take place and bring about changes in current practice.</i></p> <p><i>The Facility continues to have a positive impact in this area through applying and promoting the staged model of capacity development, which UNDP is now using. The Facility has been the Lead Assistant on the National Priorities Working Group and ensured reporting was completed on time. The Facility has also been the lead donor in the strategic planning process but ensured the participation of UNDP, UNMIT and all other donors. IN the OPG the Facility has initiated co-operative arrangements with US, Portugal and UNDP. The Facility Manager meets weekly with counterparts in other programs and now attends the Informal Donor Meeting hosted by UNMIT. The 2010 Annual Plan and budget for the Facility is being prepared in close consultation with UNDP and other donors, such as the Asia Foundation (US). Finally the appointment by the Facility of the Executive Co-ordination Adviser in Dec 08 to co-ordinate international assistance for the Minister has helped significantly.</i></p>		
GoA does not effectively coordinate its	Would reduce the potential positive impact, and beneficial synergies, of a coherent and long-term	1	2	EL	Clear reporting on progress and participation of Timorese stakeholders will help maintain a long term commitment to	FM	From inception and into Year 3 and 4

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
whole of govt activities or maintain a long term commitment to the sector	commitment by Australia <i>Australia has now signalled its intention to withdraw from the justice sector over the remaining term of the Facility so it can concentrate more on other sectors highlighted in the Country Strategy</i>				funding. The FM has successfully managed Whole of Govt relationships and will support the SJA in co-ordinating with the AFP and other Govt partners. <i>This risk is lower than anticipated. Co-operation among Australian initiatives has been excellent and is improving. There appears to be a common approach to capacity development and a consistent high level of commitment. Personal relationships between the programs are helping to ensure this. This has continued and become more concrete through co-operation with ISF on the youth awards and co-operation with TLPDP on training for investigators; case management; anti-corruption and violence against women.</i>		
Poor quality of JSSF management	Would result in inefficient and ineffective planning and allocation of Facility resources, thus compromising achievement of desired results	1	3	EL	GRM's successful track record in managing Facilities and strong approach to QA mitigates this risk. We have recruited an outstanding team all of whom are highly experienced in managing complex change and being accountable to donors. GRM has nominated a Director for the FM, DIHR their most senior adviser to the JSPMSA and EDG their Managing Director to the FMEA role. The CSSS comes from a position of Country Program Co-ordinator for UNIFEM and the SMCSJA is an experienced team leader on UN justice programs. The SMCSJA is one of Portugal's most senior Court Administrators. The focus on M&E will further ensure resourcing decisions are tied to intended outcomes and decisions on whether to continue activities will be judged on the results they achieve.	FM	Pre-mobilisation then ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
					<p><i>The Planning and Orientation Week and M&E work has helped cement the team around common performance objectives and a shared understanding of the Facility and what it can help Timor-Leste achieve. A very positive organisational culture is emerging which will help to ensure long term performance and professionalism.</i></p> <p><i>The Facility team has continued to strengthen as new advisers have joined us and systems have been put in place to build consistency and encourage a performance focus. The new PMF is helping to cement this further.</i></p> <p><i>Enhanced relationships with AusAID and counterparts, especially the PG and Chief Justice, are increasing the Facility's effectiveness. The grants selection process which involves AusAID, GoTL and civil society is identifying excellent partners to implement activities at the community level. Financial management was found by the recent audit to be excellent.</i></p>		
Poor quality and behaviour of expatriate advisers recruited through the JSSF	Would compromise the Facility's credibility and capacity development objectives	1	2	EL	GRM has outlined a comprehensive approach to recruitment, performance assessment and the management of welfare and conduct. Our processes involve counterpart participation to ensure reliable decision making, commitment and opportunities for counterparts to learn by doing. The FM has successfully applied GRM's Code of Conduct within a much larger contingent of advisers (100+) and demonstrated his capacity to act quickly and fairly on behavioural issues. We will also guard against adviser burn-out by ensuring regular breaks out of country and	FM	Pre-mobilisation then ongoing

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
					<p>closely monitoring the health and welfare of advisers.</p> <p><i>Health, including stress and related behaviours, has been focused on in inception briefings and the team has committed to maintain a focus on this and support each other.</i></p> <p><i>Sound selection processes have resulted in good international and Timorese staff joining the team. Performance assessments have demonstrated high levels of performance and pointed out adjustments where necessary. One adviser inherited from a previous program was not renewed on performance grounds. The SMA for MoJ was terminated in Dec 2008 because of difficulties in forming a working relationship with the Minister. There have been no instances of poor behaviour requiring discipline.</i></p>		
Suitably motivated and skilled Timorese counterparts not available to work with Advisers	<p>Would compromise capacity development and sustainability objectives of the Facility; loss of continuity and momentum, reduced commitment to Facility; lack of leadership to carry forward reforms.</p> <p><i>This continues to be a high risk but positive counterpart relationships with a range of counterparts are now being established.</i></p>	2 1	4 4	L L	<p>Key personnel will establish relationships with a range of counterparts to guard against reliance on a one-on-one relationship. Future activities will be designed so that counterparts are clearly identified and individual and institutional capacity development goals are detailed in proposals.</p> <p><i>This will take time. Advisers are now negotiating workplans with their counterparts. These detail mutual obligations and for the basis for the professional relationship over time.</i></p> <p><i>The Facility is actively supporting recruitment in the Courts and OPG, including some interim assistance to help accelerate reforms. Counterpart</i></p>	Key personnel FM	During inception then as part of Activity design

Risk Event	Impact on Program	L	C	R	Risk Treatment / Management	Acc'ty	Timing
					<i>relationships are now much stronger and joint evaluations of adviser performance and activity performance is helping enhance this further. Although there have been delays associated with enabling legislation, the support we are providing will help increase capacity in this area.</i>		

ANNEX 6.3

Facility Design Change Frame

6.3 Facility Design Change Frame

To be submitted as a separate attachment.

ANNEX 6.4

Justice Facility Support for National Priorities 2010

– Working Group 4 Access to Justice

6.4 Justice Facility Support for 2010 National Priorities – Working Group 4 Access to Justice

Lead support role



Subsidiary support role



GOALS	OBJECTIVES	QUARTERLY TARGETS			
		ACHIEVED BY 31 MARCH 2010	ACHIEVED BY 30 JUNE 2010	ACHIEVED BY 30 SEPTEMBER 2010	ACHIEVED BY 31 DECEMBER 2010
Institutional Development	Consolidate the judiciary system / institutions and increase availability of services and staff in districts	<ul style="list-style-type: none"> Draft Plan of Implementation of <i>Câmara de Contas</i> commenced <i>(Cristina – MoJ – assisted specialist consultant from Portugal)</i> Organic Statute of the OPG submitted to the CoM (amended) Justice Sector Strategic Plan approved by the CoC members and the CoM <i>(Camilla, Lita, Antonio, Cristina, Craig – drafting, briefing, arranging meetings)</i> Approach to development of Case Management System covering all justice sector institutions (Courts, OPG, OPD, Prisons and PNTL) approved by CoC <i>(Michael, Francisco, Apoli, Craig – continuation of OPG development; donor co-ordination, institutional agreement, project planning for sector)</i> Inter-ministerial Committee for the development of Judicial Police, criminal investigation and forensic services established <i>(Cristina – planning and budget support to Minister)</i> 	<ul style="list-style-type: none"> Organic Law on the Courts drafted and submitted to the CoM Establishment of the Planning Secretariat as required by the Justice Sector Strategic Plan <i>(Camilla to finish contract in June; Antonio to continue on; intention to transition lead support role to UNDP)</i> Plan for provision through the Office of the Public Defender of Legal Aid to citizens in all districts Designation of the members of the Superior Council of the Public Defender's Office 	<ul style="list-style-type: none"> Commence implementation of capacity development plan on Criminal Investigation and Forensic Services (Inter-ministerial Committee) <i>(Cristina – planning and budget support to Minister)</i> First Access to Justice Dialogue Forum held (Justice Sector Strategic Plan) <i>(Chris and Antonio to assist but UNDP likely to be lead support role)</i> Initiate the construction of the Dil District Office for the Prosecution Service <i>(Michael, Apoli and Carlos Xavier requested by PG to support in-house management; AusAID trust funds to be used)</i> Inspectorate of the OPD established and functioning Legal Aid Law drafted and submitted to the CoM 	<ul style="list-style-type: none"> Case Management System (full deployment in OPG plan of implementation for Courts, OPD, Prisons and PNTL) <i>(Michael, Francisco, Apoli and development team – some hardware costs)</i> Customary Law drafted and submitted to the Council of Ministers

GOALS	OBJECTIVES	QUARTERLY TARGETS			
		ACHIEVED BY 31 MARCH 2010	ACHIEVED BY 30 JUNE 2010	ACHIEVED BY 30 SEPTEMBER 2010	ACHIEVED BY 31 DECEMBER 2010
	Improve capacity of Human Resources	<ul style="list-style-type: none"> Initiate the First Course for Private Lawyers Initiate recruitment of court clerks & administrative staff (implementation of Courts Clerks Statute) <p>(Erika, Abilio – creating positions, managing recruitment process, funding initial bridging period)</p>	<ul style="list-style-type: none"> Implement the 1st Integrated courses for clerks of courts, OPG and OPD <p>(Carlos Barbosa drafted curriculum and is assisting initial training until end of contract in May)</p> <p>□ Implement the courses for notaries</p>	<ul style="list-style-type: none"> Recruit and fully staff the organizational chart of the OPG Technical and Administrative Services of the OPG (corporate services) <p>(Erika, Filipa, Apoli – creating positions, managing recruitment process)</p> <ul style="list-style-type: none"> Implement the training course for legal translators/ interpreters Initiate the IV Course for Judges, Prosecutors and Public Defenders 	<ul style="list-style-type: none"> International judges and auditors recruited (Appeal Court & Audit Court) <p>(Cristina, new adviser to Chief Justice – although UNDP, Portugal and EU likely to lead support)</p>
Promote private sector development	Regulate land ownership	<ul style="list-style-type: none"> Land Law, Expropriation Law and Law establishing special financial fund for land and property submitted to the CoM <p>(Cristina – policy advice but lead role from Portugal and USAID)</p>		<ul style="list-style-type: none"> Budgetary provisions made for Special Financial Fund for Land and Property included in the RDTL Budget <p>(Cristina – advice on operation of funding and amounts required)</p>	<ul style="list-style-type: none"> Implementation of Cadastral Commission (in accordance with Land Law) Cadastral Survey complete in 3 sub-districts of Dili (Nain Feto, Cristo Rei e Dom Aleixo).
	Simplify citizen identification and business registration procedures (establish One Stop Shops/Services for commercial and company registration).	<ul style="list-style-type: none"> Launching of Timorese ID Card Project in all districts (DMIS system) 	<ul style="list-style-type: none"> Completion of the Needs Assessment with recommendations for the simplified business registration procedures (One Stop Shops/Services) & initiate implementation 		

GOALS	OBJECTIVES	QUARTERLY TARGETS			
		ACHIEVED BY 31 MARCH 2010	ACHIEVED BY 30 JUNE 2010	ACHIEVED BY 30 SEPTEMBER 2010	ACHIEVED BY 31 DECEMBER 2010
Improve access to justice for women	Implement gender justice policy		<ul style="list-style-type: none"> Action plan to increase number of women attending the Legal Training Center courses (Corrective actions) <p>(Erika – although main role is with UNDP)</p>		<ul style="list-style-type: none"> Gender justice policy, including "Safe House" regulations approved by the Minister of Justice and dissemination to all districts initiated <p>(Sophia – drafting of policy, strengthening of referral protocols, construction in districts of Fatin Hakmatek and Uma Mahon – (Carlos Xavier))</p>

ANNEX 6.5

Justice Sector Information Management (Case Management) Project Budget

6.5 Justice Sector Information Management (Case Management) Project Budget

JUSTICE SECTOR INSTITUTIONS INFORMATION MANAGEMENT PROJECT

PROJECT MANAGEMENT PLAN

Executive Summary

Background:

In a meeting on 29 January 2010, the Council of Coordination including the Minister of Justice, the President of the Court of Appeal, The Public Defender and the Deputy Prosecutor General reached a consensus on a unified approach to managing the information within each institution and exchanging it between them. The C.O.C. requested that the Justice Facility and UNDP support the development of a “case management” system to include automated applications and the hardware platforms to run them in each justice institution on the same model used in the Office of the Prosecutor General Information Management Project. The soon to be adopted Strategic Plan calls for such an approach and the National Priorities for 2010 call for its planning and partial implementation in 2010.

The C.O.C. agreed that a single unique numbering system must be established for all cases within the system beginning with PNTL on the model proposed by the OPG Information Management Project. The commander of PNTL has, in a written communication, agreed to institute the single unique numbering system and has repeatedly expressed full support for the development of a functional case and investigative management system for PNTL.

Project Description:

The Facility, with the support of UNDP, TLPDP, and UNPOL, proposes to develop a twelve-month Project Management Plan by 16 March 2010 for fully meeting the request of the C.O.C. and PNTL. That plan will follow the OPG Information Management Planning model and will establish the project management capacity as a cooperative initiative between the Facility and the Ministry of Justice Strategic Planning Secretariat. Beginning 31 March 2010 the Project will develop and install in the respective institutions a:

- Court Management System in the four Judicial Districts of T-L
- Public Defender Client Management System in the Office of the Public Defender in four districts in Timor-Leste
- Corrections Offender Tracking System within the Ministry of Justice Prison system
- Police investigative and case tracking system in central PNTL offices with standardized data reporting in all offices throughout Timor-Leste

Through the Ministry of Justice, the Project will create permanent coordination groups at the technical and user/institutional levels to enable the management of the institutional programs in coordination across the sector and to effectively inform the C.O.C. on matters of policy.

Methodology

The Facility will create a Project Management Team under the general supervision of the Facility Manager and the direct supervision of the OPG Senior Management Advisor, which will include senior advisors and program officers from the various Facility projects and UNDP and other partners. The Team will then support the establishment of individual teams in each institution to develop institutional plans similar to the OPG Information Management Project Plan. The plans will be implemented with the support of the Team and the software application developer. Needed staff and minor capital assets required in each institution will be procured through the national budget process with the assistance of the Team. Training will be provided at the technical level and user level on each system as required.

Outcomes:

The Project will provide Timor-Leste with the following improvements in their current justice sector management capacity:

1. Establish a Timor-Leste designed and owned system for managing and administering information collection and exchange within and across the institutions,
2. Institutionalize the coordination on the Sector level between the institutions nationally and on the district level,
3. Encourage and further organize the planning process in each institution,
4. Promote transparency in the Justice Sector by permitting the institutions to accurately report on their operations,
5. Refine the capacity of the Ministry of Justice to project manage the implementation of the Strategic Plan,
6. Build the capacity of the Planning Secretariat to manage the priorities of the Plan,
7. Improve policy decision making within the sector through an process of effective information flow to policy makers, and
8. Open the Justice Sector to transparent reporting to the public on the state of justice administration in the country.

SECTOR INFORMATION MANAGEMENT PROJECT BUDGET**STAFFING FOR SECTOR PROJECT MANAGEMENT TEAM – 17 MONTHS**

The Sector Project Management Team (SPMT) will be comprised of a Project Director, a Project Facilitator, a National Program Officer, and the International Process Managers, the International Development Manager and program officers from each institution. The budget for SPMT staff will be assumed by the Facility budget for the Director, Administrative Director, program officers, the International Development Manager and the International Process Manager for the OPG/PNTL. The remaining staff will be assumed by the institutional budgets or other donor support for Prisons (UNDP), OPD (UNDP) and Courts (?).

Position	2010	2011	2012	TOTAL
Director: (11 mos. Beginning 10/2010 and ending 8/31/11)	75,000	200,000		
Project Facilitator and Translations: (18 mos.)	54,000	54,000		
Program Officers (3 nationals - 17 mos.)	30,000	29,000		
Dev. Manager for all five institutions (16 mos.)	81,000	63,000		
Process Man. OPG/PNTL (11 mos.)	189,000	42,000		
Process Man. OPG/PNTL (possible 2 month extension)		42,000		
Staff Bridge Funding (in the event that Civil Service Recruitment is delayed)	75000	50000		
TOTAL STAFFING COSTS	429,000	430,000		US\$984,000

Total Program Budget	US\$4,084,000
Counterpart Contribution	US\$940,000
AusAID Contribution	US\$3,144,000

OPERATING COSTS FOR THE SECTOR PROJECT MANAGEMENT TEAM – 3.5 YEARS

Training for IT (basics and Network and Systems Administration -25 national staff) and users (five institutions with approximately 100 students) will be conducted in East Timor (Dili and all districts - Judicial Districts and Police District Stations).

The development of the program applications may require that process managers and various members from the five teams travel to Boston or Bangalore during the Alpha and Beta version phases of development to work with the development firm on design, forms and templates.

The training for the development staff of the MOJ and the five institutions (two from each – with translator/program officer -13 total) on the maintenance and enhancements of the information management applications (5) will occur in Boston, U.S. and /or Bangalore, India. This will require travel outside of Timor-Leste for economic use of the development firm budget. Technical support to the

institutions will be provided to the five institutions for three years by the development firm after the first year – development period.

The SPMT will require a minimum of five desks, chairs, computers and two printers and a scanner in an office with effective Internet access and security. It is recommended that a contingency of \$50,000.00 be budgeted for unexpected expert technical assistance on issues related to Courts and PNTL due to the uncertainty of available expertise for those two institutions.

Item	2010	2011	2012	2013	TOTAL
Training and Transportation in T-L (printing, refreshments and fuel):	35,000	65,000			
Travel for design of programs (Bangalore and Boston):	40,000	60,000			
Development Training (software program enhancements and maintenance):	50,000	100,000	100,000	50,000	
Administration and contingencies (including 5 servers for development):	100,000	60,000			
Total Operating Costs:	225,000	285,000	100,000	50,000	660,000

DEVELOPMENT FIRM COSTS FOR APPLICATIONS BY INSTITUTION

The development firm XFact has agreed to provide the design, alpha version, beta version and installation of an information management system for the four remaining institutions. They have agreed to provide the IT staff as stated above with training for development of the software codes for all five institutions. The four additional programs (OPG is currently reaching Beta level development under prior OPG Information Management Project) will be developed on the same open source platform upon which the OPG system is built. The development firm will design each institutional system separately according to the functionality set out by the team from each particular institution and link the systems where required for full integration and functionality across the sector.

Institution:	2010	2011	2012	Total
Courts - Criminal & General Administration)	300,000	300,000		600,000
Courts – Civil	TBD	TBD	TBD	TBD
Public Defender	100,000	100,000		200,000
PNTL	300,000	100,000		400,000
Prisons	200,000	100,000		300,000
Total Development Costs:	900,000	600,000		1,500,000

HARDWARE AND NATIONAL STAFF COSTS BY INSTITUTION

Each Institution, PNTL, Courts, Public Defender and Prisons will follow the OPG hardware model based upon a Data Center designed by UNDP with a central server and district level servers connecting the institutions in the Judicial Districts to Dili offices through a Solar Powered Wi-Max (NCP) Internet link. This will require upgraded desktop terminals for data input, network equipment and servers for each institution and additional hardware for 15 PNTL district stations. Wi-Max (NCP) is being made available to the Judicial Districts (except for PNTL) by UNDP

(Diagram omitted for email transmission)

Institution	OPGR	Courts	Prisons	PNTL	OPD	TOTAL
5 Data Centres	0 ⁹	90,000	90,000	90,000	90,000	
Desktop Servers	0	0	0	60,000 (15) ¹⁰	0	
Connectivity	0	0	0	400,000 (15) ¹¹	0	
Vehicles for IT (support to Districts	33,000	33,000	33,000	33,000	33,000	
IT Staff (Level 4-6)	27,000 ¹²	27,000	27,000	27,000	27,000	
Totals	60,000	60,000	60,000	610,000	150,000	940,000

⁹ OPG data centers were included in separate project plan.

¹⁰ PNTL district stations will use desktop servers and terminals – one server and two data entry servers

¹¹ UNDP is providing connectivity for four Judicial Districts

¹² OPG IT staff has been recruited on bridge funding from the Facility until July 2010 when they will be transferred to the OPG budget

ANNEX 6.6

Justice Sector Strategic Plan

6.6 Justice Sector Strategic Plan – Justice Facility Support to Implementation

Lead support role



Subsidiary support role



THEMATIC AREA 1 - INSTITUTIONAL DEVELOPMENT				
Goals: <ol style="list-style-type: none"> Within 3 years (2012), there will be systematic and effective coordination of the justice sector and its institutions. Within the next 10 years (2020), the services of the justice sector will gradually be deconcentrated so that people in all districts can access justice. Within 10 years (2020), the institutional framework of the justice sector will be completed, as provided in the Constitution and laws of Timor-Leste. Within 5 years (2015), the justice system will be able to open, conduct and complete, in an effective manner and within a reasonable period of time, all types of court cases, especially criminal cases. 				
Goal 1: Within 3 years (2012), there will be systematic and effective coordination of the justice sector and its institutions.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
1.1. Strengthening the Council of Coordination (CoC) as the body providing strategic guidance of the sector and oversight of the implementation of the Strategic Plan	1.1.1. CoC expanded, and Planning Secretariat (PS) established as support structure for the CoC. Indicative timeframe 10 11 12 M/L	1.1.1.1 Expanding the composition of the CoC to new members (Public Defenders, lawyers, police). 1.1.1.2. Approving the creation of the PS, with justice institution representatives, and the necessary resources. 1.1.1.3. Developing and coordinating a work calendar for the sector, showing the following steps: - Systematic planning of the sector; - Supporting the preparation of institutional plans to ensure conformity with the Strategic Plan for the Sector; - Supporting the development of budgets to ensure its correspondence with the plans.	MoJ, CoC / Australia	- PS established - Work calendar established - Regular meetings: conducted - Processes scheduled and conducted
	1.1.2. Access to Justice Dialogue Forum created. Indicative timeframe	1.1.2.1. Approving the establishment of the Access to Justice Dialogue Forum, as a consultative group to the CoC, and promoting two regular meetings per year.	MoJ, CoC, PS / Australia UNDP	- Forum established - Regular meetings conducted

THEMATIC AREA 1 - INSTITUTIONAL DEVELOPMENT				
	10 11 12 M/L			
	<p>1.1.3. Harmonisation and coordination mechanism created for international support to the justice sector.</p> <p>Indicative timeframe</p> <p>10 11 12 M/L</p>	<p>1.1.3.1. Establishing, through the CoC, protocols for the coordination of international support.</p> <p>1.1.3.2. Identifying focal points in all relevant institutions and Ministries, and documenting the responsibilities in terms of coordination of international support (function descriptions).</p>	CoC, MoJ, MoF / UNDP/ UNMIT	<ul style="list-style-type: none"> - Protocols: established - Focal points identified - Function descriptions completed
	<p>1.1.4. Improved planning capacity of justice institutions.</p> <p>Indicative timeframe</p> <p>10 11 12 M/L</p>	<p>1.1.4.1. Reviewing planning structures, identifying adequate positions and developing ToRs.</p> <p>1.1.4.2. Identifying planning focal points / units.</p> <p>1.1.4.3. Developing and conducting a training programme in planning and management.</p>	MoJ, OPD, Courts, OPG, LTC / GPM/MoF	<ul style="list-style-type: none"> - Focal points identified - ToRs prepared - Training programme conducted
1.2. Improving the coordination and monitoring of the justice sector, ensuring that the sector's institutions have	1.2.1. Quality in the supply of services at national and district levels, ensured through systematic monitoring and evaluation.	<p>1.2.1.1. Facilitating a participatory process to discuss the values of the justice system, defining the criteria that must be met to secure these values, and identifying result indicators to evaluate access to justice.</p> <p>1.2.1.2. Integrating Performance Indicators in the information</p>	CoC, MoJ, OPD, Courts, OPG, Forum /	<ul style="list-style-type: none"> - Values and criteria basis defined - Report and statistical info. models prepared.

THEMATIC AREA 1 - INSTITUTIONAL DEVELOPMENT				
a clear view of how they interact and complement each other	Indicative timeframe 10 11 12 M/L	management system of each institution, and developing models that can show sector performance. 1.2.1.3. Developing a statistical information system, based on a systematic survey, in cooperation with independent oversight bodies (e.g. PDHJ, IGE). 1.2.1.4. Preparing monitoring reports and delivering them to the CoC and the Access to Justice Dialogue Forum.	UNDP, Australia Civil society	- Survey to evaluate degree of compliance of criteria conducted
	1.2.2. Systematized and improved communication, and information sharing within the justice system Indicative timeframe 10 11 12 M/L	1.2.2.1 Developing a communication strategy for the sector to facilitate communication between the sector's institutions and the Government, and between the sector's institutions and the public. 1.2.2.2. Developing communication products, such as institutional websites, periodical reports, newsletters, flyers, community campaigns, etc. 1.2.2.3. Reviewing the organic structure(s) to identify the units responsible for the implementation of the communication strategy.	CoC, MoJ, OPD, Courts / UNDP	- Communication strategy and implementation plan approved in the CoC. - Communication products developed. - Units responsible identified.
GOAL 2: Within 10 years (2020), services of the justice sector will gradually be deconcentrated so people in all districts can access justice.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators

THEMATIC AREA 1 - INSTITUTIONAL DEVELOPMENT				
2.1. Defining and mapping the geographical distribution of institutions and functions of the sector, so that people in all districts can access justice (<i>Justice Sector Map</i>).	<p>2.1.1. Balanced institutional geographical distribution defined and mapped (showing building locations, territorial jurisdiction and alternative resources, such as mobile courts).</p> <p>Indicative timeframe</p> <p>10 11 12 M/L</p>	<p>2.1.1.1. Including mapping as a PS responsibility, including the following processes:</p> <ul style="list-style-type: none"> - a process in which each institution defines the location and scope of services rendered in the country, to be consolidated in the sector, to ensure the integration between institutions (e.g., the concept of a <i>Justice Palace</i>); - a process in which each institution develops a plan to define categories and the number of staff required, and their training; - a process in which each institution determines the type and size of infrastructure and equipment required. 	CoC, PS, MoJ (DNTPSC, DNRN, DNDHC) MSATM / UNDP, Australia, US	<ul style="list-style-type: none"> - Justice Sector Map defined and approved by the CoC
2.2. Defining the priorities in terms of geographical deconcentration of justice services.	<p>2.2.1. Gradual Plan of Implementation for deconcentrated services prepared.</p> <p>Indicative timeframe</p> <p>10 11 12 M/L</p>	<p>2.2.1.1. Preparing an implementation plan for the gradual deconcentration of justice services, aligned with a multi-annual budget and with Government policies on civil service (staff, salaries and other benefits).</p> <p>2.2.1.2. Defining standards for the construction of infrastructure and quality criteria for the services.</p>	CoC, PS / UNDP, Australia, US, AF	<ul style="list-style-type: none"> - Gradual plan of implementation approved by CoC and presented to CoM. - Standards: defined (See 9.1.1.2)
2.3. Implementing and deconcentrating registry and notary services, guaranteeing quality and security of	2.3.1. Quick, effective, efficient and accessible Registry and Notary services provided throughout the country.	<p>2.3.1.1. Consolidating and/or establishing the different registry processes (civil, business, land, civil and criminal identification, passports) and notary processes, gradually and consistently improving their quality.</p> <p>2.3.1.2. Launching the project for the issuance of the Timorese identity</p>	MoJ, DNRN / Macau, Unicef, IFC	<ul style="list-style-type: none"> - National distribution of registry offices and notaries. - Service standards

THEMATIC AREA 1 - INSTITUTIONAL DEVELOPMENT				
extra-judicial legal transactions.	Indicative timeframe 10 11 12 M/L	card in all districts. 2.3.1.3. Implementing Civil and Land Registry Offices in all districts. 2.3.1.4. Preparing a plan to implement the concepts of 'one stop shop', with well-defined service and quality standards.		defined - ID cards issued (% total population).
2.4. Defining the legal status of all plots of land in Timor-Leste and guaranteeing the availability of services throughout the country.	2.4.1. All plots of land in the country registered, land and property services deconcentrated in the 13 districts, and effective management of the State's property ensured. Indicative timeframe 10 11 12 M/L	2.4.1.1. Expediting the systematic cadastral survey (<i>Ita Nia Rai</i>) by providing additional resources. 2.4.1.2. Completing and approving the land laws and complementary legislation. 2.4.1.3. Creating and approving the Real Estate Financial Fund (FFI) to ensure implementation of the Land Law. 2.4.1.4. Promoting the regulation and assignment of the first property titles. 2.4.1.5. Reviewing all leasing contracts of State-owned property. 2.4.1.6. Ensuring the renovation and reinforcement of district services for Land and Property in the 13 districts.	MoJ, DNTPSC / US	- All plots of land registered - Land Law approved - FFI approved - Titles issued - Geographical distribution of DNTPSC.

GOAL 3: Within 10 years (2020), the institutional framework of the justice sector will be completed, as provided in the Constitution and laws of Timor-Leste.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
3.1. Establishing the institutions foreseen in the Constitution and	3.1.1. Supreme Court of Justice (STJ) established Indicative timeframe	3.1.1.1. Preparing a plan to implement the STJ, with the number of judges, prosecutors and other staff needed for its operation, appropriate training plan, infrastructure and equipment.	MoJ, Courts Portugal, UNDP	- Implementation plan approved

the law that have not yet been implemented	10 11 12 M/L			
	3.1.2. High Administrative Tax and Audit Court (TSAFC) established. Indicative timeframe 10 11 12 M/L	3.1.2.1. Preparing the implementation plan for the Chamber of Auditors, to be set up temporarily in the Court of Appeal (Audits section). 3.1.2.2. Defending the need to establish a TSAFC in CoM and Parliament and preparing the respective implementation plan, with the human resources, infrastructure and equipment required. 3.1.2.3. Providing training to judges, prosecutors and other staff working in the Chamber of Auditors and in the future TSAFC.	MoJ, Courts Portugal, UNDP	- Implementation plans approved - Training plan prepared
	3.1.3. Administrative and Tax Courts of First Instance established.	3.1.3.1. Defining an implementation plan that includes training for judges, prosecutors of the OPG, public defenders and other staff working in the...	MoJ, Courts /	Implementation plan approved
3.1. (Cont.)	3.1.3 (Cont.) Indicative timeframe 10 11 12 M/L	...Administrative and Tax Courts of First Instance, as well as the infrastructure and equipment required.	Portugal, UNDP	Training plan prepared.
	3.1.4. National Commission for Children's Rights (NCCR) implemented and functioning.	3.1.4.1. Completing the implementation of the NCCR and its secretariat. 3.1.4.2. Reviewing the structure and functions of the NCCR Advisory	MoJ, DNDHC / UNICEF	Periodic reports Advisory Board Meetings Organic Law of the MoJ amended

	Indicative timeframe 10 11 12 M/L	Board and implementing it. 3.1.4.3. Integrating the NCCR in the organic structure of the MoJ.		
	3.1.5. Commission for Special Security Programmes (Witness protection Law) implemented.	3.1.5.1. Implementing the Commission for Special Security Programmes (Article 22 of Law 2/2009, of 6/5) 3.1.5.2. Preparing an implementation plan for the Programmes and Special Security Measures, with required infrastructure and technological resources (e.g. teleconference) as provided in the Witness Protection Law	MoJ, Courts, OPG, SES, PDHJ / UNDP	Commission implemented Implementation plan approved.
3.1. (Cont.)	3.1.5. (Cont.) Indicative timeframe 10 11 12 M/L		Australia	
3.2. Improving the independence and effectiveness of oversight and disciplinary bodies of the sector's institutions.	3.2.1. Superior Councils of the Judiciary (SCJ), of the Prosecution Service (SCPS) and of the Office of the Public Defender (SCOPD) strengthened and operating effectively. Indicative timeframe 10	3.2.1.1. Implementing the SCOPD; appointing its members and establishing the Council. 3.2.1.2. Preparing Procedures, ToRs and calendars for regular meetings, to systematize and facilitate the work of the Superior Councils. 3.2.1.3. Preparing two judges and two prosecutors of the OPG to act as judge-secretary and judge-inspector in the SCJ, PP Inspector and Secretary of the SCPS. 3.2.1.4. Preparing the ToR and filling the vacancies of supporting staff to the Superior Councils.	MoJ, OPD, Courts, OPG / UNDP, Australia	<ul style="list-style-type: none"> - Members of the SCOPD appointed - Operational procedures prepared. - Training conducted - ToR of support staff prepared. - Statutes of Superior Councils reviewed.

	11 12 M/L	3.2.1.5. Reinforcing the independence of Superior Councils to execute their mandates, through the revision of their statutes and appointment procedures foreseen in the Constitution of RDTL (<i>as appropriate</i>).		
3.2. (Cont.)	3.2.2. Audit and Inspection Unit (GIA) of the MoJ implemented. Indicative timeframe 10 11 12 M/L	3.2.2.1. Appointing the Inspector-General, defining the terms of reference and recruiting staff for the GIA. 3.2.2.2. Preparing a training plan that takes into account audit techniques, Statute of the Civil Service, Government Financial Management Scheme, Procurement, etc. 3.2.2.3. Preparing the Code of Conduct and Standard Operational Procedures (SOP) to facilitate the work of auditors/inspectors.	MoJ / Australia	- Inspector-General appointed - Staff recruited Training plan implemented - Procedures prepared
3.3. Promoting the creation of a recognized and independent entity to represent private lawyers.	3.3.1. Bar Association established, as an independent and self-regulating entity of the practice. Indicative timeframe 10 11 12 M/L	3.3.1.1. Implementing the Management and Disciplinary Council of Lawyers (transition scheme foreseen in the law). 3.3.1.2. Supporting the AATL in the implementation of a strategy to enable it to become a Bar Association or similar entity, with self-regulating powers in the practice, namely through the preparation of legislation and regulations required. 3.3.1.3. Ensuring that the competent authorities recognize the right to the effective access of private lawyers to information on cases, and that the public is informed of their role.	MoJ / AATL, UNDP, Australia, Portugal, AF, TimorAID	- MDCoL operational - Legislation and regulations on the establishment of a Bar Association approved

3.4. Reviewing the institutional nature and degree of autonomy of the DNTPSC, the DNRN and LTC, to improve institutional capacity and quality of services.	3.4.1. Autonomous body for managing land and State-owned property created. Indicative timeframe 10 11 12 M/L	3.4.1.1. Creating an autonomous body with appropriate resources and autonomy to manage effectively the national register, the process of regulating land ownership and the State's real estate.	MoJ, DNTPSC / US	- Autonomous body of TP approved
	3.4.2. Strengthened management and inspection structures of RN Services. Indicative timeframe 10 11 12 M/L	3.4.2.1. Transforming the current National Directorate for Registry and Notary Services (DNRN) into a Directorate-General with strengthened management structures, to further the deconcentration of services. 3.4.2.2. Establishing the Inspection of Registry and Notary Services as a separate and independent entity from the DNRN.	MoJ, DNRN, / Macau, Unicef, IFC	- Directorate-General RN approved - Inspection of the RN established
	3.4.3. LTC established as a body focused on legal training in Timor-Leste. Indicative timeframe 10 11 12 M/L	3.4.3.1. Drafting a Strategic Plan to consolidate the LTC as the entity responsible for training judicial actors and legal training in T-L, with administrative and financial autonomy. 3.4.3.2. Increasing the national budget and the support from the donors to the LTC, in order to implement the Qualification Programme of the Justice Sector.	MoJ, LTC / UNDP, Macau	- Strategic Plan for the LTC drafted - See Goals 7 and 8, Objectives 7.1.1. and subs. , and 8.1.1. and subs. items.

GOAL 4: Within 5 years (2015), the justice system will be able to open, conduct and complete, in an effective manner and within a reasonable period of time, all types of court cases, especially criminal cases.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
4.1. Improving the capacity of the judicial institutions, particularly of the PP and the criminal investigation police, to open and conduct investigations, prosecute and conduct criminal case trials, in an effective, fair and timely manner.	4.1.1. Specialized Police in Criminal Investigation and Forensic Capacity established. Indicative timeframe 10 11 12 M/L	4.1.1.1. Creating a specialized Criminal Investigation Police unit, based on a model for CoM discussion and approval, and drafting the respective implementation plans to cater for: the preparation of laws needed; increasing the number and competencies of police; and meeting infrastructure and operational resource needs. 4.1.1.2. Creating the Forensic Services of T-L: Forensic Laboratories (incl. toxicology, genetics, ballistics, document examination and mobile laboratories). 4.1.1.3. Organizing continuing training of appropriate quality for judges, prosecutors, criminal investigation police and forensic experts in judicial, forensic medicine and sciences and criminal investigation areas.	MoJ, OPG, SES, MoH / EU, Portugal, UNDP, Australia/TLP DP	<ul style="list-style-type: none"> - Implementation plan prepared - Forensic Services established. - Mobile Laboratories operational. - Training plan implemented.
	4.1.2 Strengthened capacity of the PP to prepare and handle cases. Indicative timeframe 10 11 12 M/L	4.1.2.1 Designing and implementing a strategy of prosecution for the PP. 4.1.2.2. Supporting the development of a criminal investigation case management system for the OPG that links it to the police. 4.1.2.3. Providing specialized training and investigation tools, especially regarding crimes committed in the exercise of public functions. 4.1.2.4. Developing and implementing measures to reduce prosecution backlog, such as: - finalizing pending investigations following the report of the UN Special Inquiry Committee (serious crimes);		

		<p>- establishing an inter-institutional team to develop a plan for expediting pending criminal cases.</p> <p>4.1.2.5. Ensuring the quality of PP services by systematic monitoring and evaluation and strengthening supervision of other criminal investigation bodies.</p>		
4.2. Developing clear procedures and defining responsibilities among institutions involved in handling criminal cases at all stages.	<p>4.2.1. Strengthened working relation between the PP and the police, especially at district level.</p> <p>Indicative timeframe 10 11 12 M/L</p>	<p>4.2.1.1. Supplying technical support and collaborating with the PNTL Criminal Investigation Unit, to develop tools (procedures, models for performing tasks, manuals using simple language, etc.) to help the police perform its duties more effectively.</p> <p>4.2.1.2. Involving the Police force Commands in the debates on policies and strategies for the justice sector.</p>	OPG, PNTL / UNDP, Portugal, Australia / TLPDP	<ul style="list-style-type: none"> - Manual procedures implemented - Police Force Command involved.
4.3. Improving effectiveness of management systems and procedures esp. in Courts, OPG and OPD.	4.3.1. Standard Operational Procedures (SOPs) for routine tasks of administration and management, developed, documented and implemented	<p>4.3.1.1. Reviewing and documenting the management systems and procedures, including planning and budgeting, procurement and financial management, and human resources management and development.</p> <p>4.3.1.2. Developing and conducting a training programme on the implementation of SOPs.</p>	MoJ, OPD, OPG, Courts / Australia	<ul style="list-style-type: none"> - Management routines reviewed and documented (SOP).
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
4.3. (Cont.)	<p>4.3.1. (Cont)</p> <p>Indicative timeframe 10</p>	4.3.1.3. Publishing procedures and policies in Tetum and Portuguese.		<ul style="list-style-type: none"> - Administrative procedures manual for each institution approved.

	11 12 M/L			
4.4. Enhancing capacity of the prison service to ensure security of prison facilities, compliance with standards of detention, and reintegration of offenders into society.	4.4.1. Prison Service improved. Indicative timeframe 10 11 12 M/L	4.4.1.1. Developing and implementing an institutional plan to improve Prison Service. 4.4.1.2. Empowering and equipping prison officers to perform their duties (including manual on Standard Operational Procedures). 4.4.1.3. Guarantee the continuous improvement of security infrastructure and equipment in all prisons. 4.4.1.4. Guarantee that inmates have access to health services, hygienic conditions, recreation and legal support.	MoJ, DNSPRS / UNDP, Portugal	- Institutional plan prepared and implemented. - Manual on standards for the treatment of prisoners prepared
	4.4.2. Execution of Sentences System established Indicative timeframe 10 11 12 M/L	4.4.2.1. Researching execution of judgement systems in force in other countries and making recommendations to implement a system which is workable in Timor-Leste. 4.4.2.2. Ensuring the effective management of sentences and a proper coordination with the relevant entities (Courts and Office of the President of the Republic in the case of pardons).	MoJ, DNSPRS / UNDP	- Proposal for the Execution Judgement System approved by the CoC and being implemented.

4.4. (Cont.)	<p>4.4.3. Social Reintegration Services improved.</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>4.4.3.1. Developing, approving, funding and implementing a strategic plan for social reintegration services.</p> <p>4.4.3.2. Ensuring education and training opportunities for all inmates.</p> <p>4.4.3.3. Implementing social reintegration initiatives/measures for inmates in all prisons.</p> <p>4.4.3.4. Ensuring quality of Social Reintegration Services, by using internal control mechanisms and independent external monitoring and evaluation.</p>	MoJ, DNSPRS / UNDP, civil society.	<ul style="list-style-type: none"> - Strategic plan prepared and approved. - Standard measures defined and documented - Monitoring mechanism implemented
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THEMATIC AREA 2 – LEGAL REFORM AND FRAMEWORK

Goals:

- Within the next 5-7 years (2015-17), the Ministry of Justice will be able to maintain and update a harmonized legal framework, of high quality, in the areas of justice and law.

Not within Facility scope

THEMATIC AREA 3 – HUMAN RESOURCE DEVELOPMENT				
Goals: <ul style="list-style-type: none"> Within 5 years (2015), the justice sector is capable of identifying and filling all positions with motivated and qualified national staff. By 2020, all justice sector personnel are provided with the necessary competencies, skills and knowledge, including on applicable ethical standards to adequately perform their functions. Within 5-7 years (2017), the LTC, in partnership with the Law Faculties of Universities and other Legal Study Centres, will become a legal centre of excellence, able to supply all professionals in the legal area that are needed by the justice system. 				
GOAL 6: Within 5 years (2015), the justice sector is capable of identifying and filling all positions with motivated and qualified national staff.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
6.1. Developing the policies needed to attract more qualified and motivated professionals, and to improve the performance of functions.	<p>6.1.1. Human resource policies for the justice sector developed and implemented, based on equal opportunities and merit</p> <p>Indicative timeframe</p> <p>10 11 12 M/L</p>	<p>6.1.1.1. Establishing human resource (HR) units in each justice sector institution;</p> <p>6.1.1.2. Gathering all HR* policies in force and developing HR manuals to complement key policies, including performance standards.</p> <p>6.1.1.3. Establishing the Personnel Information and Management System (PIMS) in all institutions of the justice sector, gradually increasing their use and providing staff training.</p> <p>* recruitment, career, salaries and incentives, gender equity, dismissals, retirement, general staff management, HR development and training, performance evaluation, disciplinary measures</p>	CoC, MoJ (DG, DNAF and other National Directorates, Courts, OPD, OPG/CSC, MSATM, MoF, Australia	<p>HR policy developed for the justice sector and approved by the CoC</p> <p>HR policy developed for each institution</p> <p>HR units established.</p> <p>PMIS operational</p>
6.2. Designing a career, remuneration and incentive system covering all categories of	6.2.1. A career, remuneration and incentive system developed for the justice sector in collaboration with the CSC and the MoF.	6.2.1.1. Establishing a working group to analyse and present proposals for career schemes, remunerations and incentives for the justice sector, to facilitate the retention of qualified staff, especially women, and promote mobility between central and district services.	Idem	- Justice sector career and remuneration system

justice personnel to attract and retain qualified staff.	Indicative timeframe 10 11 12 M/L	6.2.1.2. Engaging in a process of consultation with all stakeholders and the relevant Ministries, and presenting conclusions. 6.2.1.3. Amending the Statute of Clerks and administrative support staff to clarify the respective functions.		covering all categories of personnel developed and implemented
6.3. Increasing the number of judicial professionals and identifying the right people for the right positions.	6.3.1. Current and future staff lists reviewed and filled. Indicative timeframe 10 11 12 M/L	6.3.1.1. Based on the justice sector mapping, defining the number of judges, prosecutors of the OPG, public defenders, justice officials and other staff needed in each institution/department/district. 6.3.1.2. Identifying each position needed and preparing the respective job description, including skills, competencies and qualifications needed for the position. 6.3.1.3. Reviewing/approving the respective staff lists.	Idem	- Staff lists approved
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
6.3. (Cont.)	6.3.2. Multi-annual rolling recruitment and staff allocation plan developed. Indicative timeframe 10 11	6.3.2.1. Developing organizational charts and job descriptions, and establishing connections between them and all categories of personnel. 6.3.2.2. Mapping current personnel and identifying gaps (vacancies). 6.3.2.3. Developing a multi-annual rolling recruitment and staff allocation plan.	Idem	Multi-annual rolling recruitment and staff allocation plan developed and being implemented.

	12 M/L			
	6.3.3. HR development and training plan for justice sector institutions prepared. Indicative timeframe 10 11 12 M/L	6.3.3.1. Identifying vacant positions in the staff lists, analysing the history of each individual in terms of training and skills, and identifying the number of people who should receive training. 6.3.3.2. Developing training programmes that fit the competencies requirements needed for the job positions and also for career pathing, particularly training modules on management and leadership skills. 6.3.3.3. Preparing a rolling, annual human resources development and training plan that includes on the job training, and monitoring and evaluation linked to performance evaluation.	Idem	HR development and training plan developed. HR performance evaluation system implemented.

GOAL 7: By 2020, all justice sector personnel are provided with the necessary competencies, skills and knowledge, including on applicable ethical standards to adequately perform their functions.

Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
7.1. Developing a Qualification Programme to empower justice sector staff through the acquisition of knowledge and development of skills required by the	7.1.1. Qualification Programme for the justice sector prepared, supported by the consolidation of the LTC and strategic partnerships. Indicative timeframe 10	7.1.1.1. Preparing a Qualification Programme for the justice sector to enable the development of strategic partnerships between the LTC and the UNTL and other Study Centres (e.g. INAP, centres abroad), able to respond to qualification needs of the sector staff. 7.1.1.2. Organizing training of trainers and increasing the number of trainers in the LTC, according to needs. 7.1.1.3. Increasing financial support to LTC students and developing solutions to avoid students withdrawing during the courses, particularly women.	MoJ, LTC / UNDP, Portugal	Qualification Plan prepared (See GOAL 3, objective 3.4.3.)

institutions to perform their mandates.	11 12 M/L	7.1.1.4. Offering LTC students the personal choice of the career direction that they wish to follow in the justice sector (Statute of the LTC to be reviewed).		
	7.1.2. LTC training programme and work plan prepared.	7.1.2.1. Designing a Training Programme that offers training modules and curricula for all the staff in the justice sector, adapted to their respective functions and based on the needs of the institutions. 7.1.2.2. Continuing the training programme for the access to careers as judges, prosecutors, public defenders, lawyers and justice officials/clerks, in conformity with the legislation in force and the needs of new professionals for the sector.	MoJ, LTC, DNRN, Courts, OPG, OPD /	Training and working programme for the LTC developed and implemented (progress indicators)
7.1. (Cont.)	7.1.2. (Cont.) Indicative timeframe 10 11 12 M/L	7.1.2.3. Including training on planning, management and leadership and ethical issues in the judicial training curriculum for judicial professionals. 7.1.2.4. Promoting adequate training for the clerks (<i>first integrated training course</i>). 7.1.2.5. Proceeding with the development of ongoing training sessions for currently serving judges, prosecutors, defenders, lawyers and clerks, according to needs (e.g. civil lit., administrative procedure, etc.).	UNDP, Portugal, Australia, AATL.	

		<p>7.1.2.6. Starting the first training course for Private Lawyers.</p> <p>7.1.2.7. Developing the Training Course for Notaries and Registrars</p> <p>7.1.2.8. Developing training courses for prison officers on the Penal Code, the Criminal Procedural Code, Case Management and Enforcement of Sentences.</p> <p>7.1.2.9. Training national legal advisors on legal drafting, Portuguese, legal Tetum and administrative law.</p> <p>7.1.2.10. Development of other training courses according to needs (e.g. translators and interpreters).</p>		
7.1. (Cont.)	<p>7.1.3. Plan for "Timorization" of the justice system developed</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>7.1.3.1. Developing a strategy to ensure effective skills transfer from international advisors to Timorese professionals, through an 'on the job guidance/monitoring programme' in all institutions.</p> <p>7.1.3.2. Incorporating functions of guidance /monitoring in the job descriptions of international advisors and ensuring their monitoring.</p> <p>7.1.3.3. Defining indicative timelines so that international advisors can gradually be replaced in their functions by their Timorese counterparts.</p>	<p>MoJ, LTC, OPD, OPG, Courts</p> <p>/</p> <p>All donors</p>	<p>Plan of "Timorization" aligned with donors, developed, monitored and implemented</p>
7.2. Ensuring the quality of training for justice sector staff through systematic evaluation and monitoring of the courses and performance of trainees, and the continuous	<p>7.2.1. Ensure quality training for Timorese professionals.</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p>	<p>7.2.1.1. Ensuring quality of training through M&E, incl. of performance upon return to the workplace</p> <p>7.2.1.2. Developing and maintaining updated standard levels of skills.</p> <p>7.2.1.3. Incorporating the skills evaluation in the performance evaluations (PMIS).</p>	<p>MoJ, DG, LTC, OPD, OPG, Courts</p> <p>/</p> <p>UNDP</p>	<p>Standards for the evaluation of courses/skills prepared and implemented</p>

development of curricula to meet the demands of LTC users	M/L			
	7.2.2. Training needs evaluated annually and curricula developed Indicative timeframe 10 11 12 M/L	7.2.2.1. Systematically developing and improving the course curricula based on feedback of trainees and the institutions in which they work. 7.2.2.2. Annually evaluating training needs as an integrated part of performance evaluation processes, and according to the skills required for the positions, as a contribution to the LTC training programme.	Idem	- Annual evaluation report on the training needs prepared.
7.3. Promoting a culture of civil service, through the implementation of principles of good governance, transparency, ethical conduct and the fight against illegal practices and corruption.	7.3.1. Procedures and Codes of Ethics/Conduct developed, implemented and monitored in all sector institutions. Indicative timeframe 10 11 12 M/L	7.3.1.1. Developing and implementing Standard Operational Procedures (SOP) for all functions within each institution, to ensure transparent management and the predictability of processes. 7.3.1.2. Reviewing Codes of Ethics/Conduct applicable to all categories of staff within each institution, providing training and implementing the codes. 7.3.1.3. Implementing monitoring mechanisms, namely periodic reports based on regular internal and external audits. 7.3.1.4. Ensuring the establishment of investigation and/or disciplinary procedures, through the respective supervisory, inspection and control bodies, whenever illegal practices or corruption practices are found to exist.	MoJ, OPD, OPG, Courts, Superior Councils, GIA. / CSC, IGE, PDHJ, ACC, UNDP, Australia, Civil Society.	- Standard Operational Procedures and Codes of Conduct established for all categories of staff in each institution. - See Objectives 3.1.2. 3.2.1. and 3.2.2.
	7.3.2. Public accountability of institutions reinforced.	7.3.2.1. Ensuring the delivery of information to the public, in an accessible language, on the proper conduct, duties and functions	Idem.	Public information available.

	Indicative timeframe 10 11 12 M/L	of the staff working in the sector.		
GOAL 8: Within 5-7 years (2017), the LTC, in partnership with the Law Faculties of Universities and other Legal Study Centres, will become a legal centre of excellence, able to supply all professionals in the legal area that are needed by the justice system.				

Not within Facility scope

THEMATIC AREA 4 - INFRASTRUCTURE AND INFORMATION TECHNOLOGY				
Goals: 5. In the next 10 years (2020), the institutions of the justice sector will be gradually equipped with the adequate physical infrastructure, equipment and logistical and technological resources, at central and district levels. 6. Within 5 years (2015), the institutions of the justice sector will have acquired the basic information and communication technology systems (ICT) needed for their operation; by 2020, all information systems will be entirely computerized.				
GOAL 9: Within the next 10 years (2020), the institutions of the justice sector will be gradually equipped with the adequate physical infrastructure, equipment and logistical and technological resources, at central and district levels.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
9.1. Ensuring that the services and institutions of the justice sector have the infrastructure, equipment and logistic	9.1.1. Infrastructure and equipment planning coordinated and implemented for the Justice sector, according to the new judicial districts and services to be defined.	9.1.1.1. Defining the multi-annual investment plan for infrastructure, equipment, logistical, transport and technological resources, based on Justice Sector Map. 9.1.1.2. Defining infrastructure construction standards (security, clean water, electricity, communications, etc.), for e.g. <i>Justice Palaces</i> , which	MoJ, DNAF/IT, OPD, OPG, Courts / MoI/SEOP, UNDP,	- Investment plan: approved by the CoC and implemented - Annual investment plans

and technological resources to provide their services at central and district levels.	Indicative timeframe 10 11 12 M/L	shall include: meeting rooms, offices for judges and officials, rooms for witnesses, victims, lawyers and defenders, prosecutors, evidence archives, cells for detainees, etc. 9.1.1.3. Developing operation and maintenance plans for equipment and vehicles, and ensuring a better coordination and use of transport means. 9.1.1.4. Annual execution of the investment, operation and maintenance plans.	Australia	of institutions approved and in compliance with the investment plan for the sector.
9.1. (Cont.)	9.1.2. Completed infrastructure of the current four judicial Districts (Dili, Baucau, Suai and Oecusse) Indicative timeframe 10 11 12 M/L	9.1.2.1. Completing the construction and/or rehabilitation of Houses for the Public Defenders, Prosecutors of the OPG and officials in the four judicial districts, and equipping them with the necessary furniture and equipment. 9.1.2.2. Rehabilitating the house of the President of the Court of Appeal. 9.1.2.3. Equipping district courts with adequate equipment following completion of their rehabilitation. 9.1.2.4. Constructing and equipping the building of the District Prosecutor's Office in Dili. 9.1.2.5. Completing the technological infrastructure in the four judicial districts.	Idem.	- Houses and buildings completed and operational
	9.1.3. LTC facilities expanded and equipped. Indicative timeframe 10 11 12 M/L	9.1.3.1 Completing the expansion works of the LTC building 9.1.3.2. Equipping the LTC with adequate equipment: equipping training rooms, library, language centre, working rooms and auditorium.	MoJ, LTC / UNDP	- New LTC operational

9.1. (Cont.)	<p>9.1.4. Completed district buildings of the Registry and Notary Services and the DNTPSC</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>9.1.4.1. Completing the construction of the DNRN buildings in the districts and equipping them with the adequate equipment.</p> <p>9.1.4.2. Beginning the construction of the district buildings that will house the Land and Property Services and the Cadastral Services.</p>	MoJ, DNRN, DNTPSC	- District buildings completed
	<p>9.1.5. Pilot project based on the concept 'One Stop Shop' initiated.</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>9.1.5.1. Analysing solutions for the implementation of 'Citizen's Shop' or 'One Stop Shop' in the districts where these services are most sought; the concept is to provide different legal services within the same civil service space so as to enable citizen access and guarantee speedy and effective services.</p> <p>9.1.5.2. Preparing the plan and implementing the pilot project in a district to be defined in due time.</p>	MoJ, DNRN, DNTPSC / EU	<ul style="list-style-type: none"> - Implementation plan prepared - Pilot project initiated
	<p>9.1.6. Multi-purpose resources established in the districts.</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>9.1.6.1. Analysing the need for multi-purpose resources in the districts, which: (a) can be shared by all judicial actors (e.g. legal library); (b) can be used, in an alternate manner, for different purposes (e.g. a multi-purpose room can be used by a mobile court or the police to hear a witness).</p> <p>9.1.6.2. Identifying the geographical location of multi-purpose resources, based on the Justice Sector Map.</p> <p>9.1.6.3. Developing and executing a project plan.</p>	MoJ, OPG, Courts, OPD, Mol/SEOP, UNDP	- Multi-purpose resources operational.
9.1. (Cont.)	9.1.7. Established specialized Prisons, Youth Detention Centres	9.1.7.1. Establishing a High Security Prison and a low/medium security prison.	MoJ, DNSPRS, Mol/SEOP,	- Prisons operational

	and special facilities for women and their children.	9.1.7.2. Rehabilitating the former Manatuto Prison. 9.1.7.3. Conducting a survey on the need for new prisons, to meet the requirements of the district judicial services (for e.g., Suai). 9.1.7.4. Creating Youth Detention Centre and special facilities for women and their children; identifying their geographical location. 9.1.7.5. Defining the construction standards for these new prisons and detention centres; developing and implementing project plans.	UNDP, Australia.	<ul style="list-style-type: none"> - Detention Centres created - Facilities for women established
	Indicative timeframe			
	10			
	11			
	12			
	M/L			

GOAL 10: Within 5 years (2015), the institutions of the justice sector will have acquired the basic information and communication technology systems (ICT) needed for their operation; by 2020, all information systems will be entirely computerized.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
10.1. Improving coordination between relevant institutions in the ICT service area and defining a policy for the sector.	<p>10.1.1. ICT policy defined for the justice sector.</p> <p>Indicative timeframe 10 11 12 M/L</p>	<p>10.1.1.1. Organizing a sector planning and technical coordination structure, formed by justice institution representatives, with the following mission:</p> <p>(a) to help to define a ICT policy for the sector re. systems and networks, including telecommunications, hardware and software, working platforms, training and user-support; (b) to identify the needs and (c) to design and implement ICT technologies and systems. This informal structure shall work together with the logistic and administrative informal support of the MoJ IT Department, and shall report to the CoC.</p> <p>10.1.1.2. Creating ICT Units in each institution of the sector to provide IT services more effectively.</p> <p>10.1.1.3. Organizing a sector user group to monitor the functionality and operability of the systems.</p> <p>10.1.1.4. Mapping out the needs and developing a multi-annual ICT investment plan, including the operation and maintenance of equipment and systems.</p>	MoJ, OPD, OPG, OPD, Courts, Prisons / UNDP	<ul style="list-style-type: none"> – ICT policy approved by the CoC. – ICT Units established in each institution
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
10.1. (Cont.)	<p>10.1.2. ICT services strengthened for the justice sector institutions.</p> <p>Indicative timeframe</p>	<p>10.1.2.1. Gradually implementing the investment plan, based on the annual plans and budgets of the institutions.</p> <p>10.1.2.2. Completing the project to link up to the connectivity network of the Government (Ministry of Infrastructure).</p> <p>10.1.2.3. Establishing IT and telephone connections in all</p>	MoJ, OPD, OPG, Courts, Prisons / UNDP,	- IT annual plans and budgets approved and being implemented (progress indicators)

	10 11 12 M/L	buildings of the justice sector institutions in the districts, to enable the comprehensive implementation of the automated management system.	Australia	
10.2. Developing and maintaining management and information systems to allow service provision to be swifter, more secure, effective and accessible to all citizens.	10.2.1. Land and State Property Management Systems improved. Indicative timeframe 10 11 12 M/L	10.2.1.1. Creating, from the existing database, a single information system that incorporates data and information required for cadastral, regulation and registration of property and taxation purposes. 10.2.1.2. Creating a management and information system of the State real estate (leasing contracts and other information).	MoJ / US, Portugal	Single database created
	10.2.2. Registry and Notary Services improved.	10.2.2.1. Continuing to implement the Demographic Management and Information System (DMIS), at national and district level, and its expansion to other ministries working closely and directly with the community (health, education, social services).	MoJ / Private partner	Degree of implementation of the DMIS at district level and connection to other institutions
10.2. (Cont.)	10.2.2. (Cont.) Indicative timeframe 10 11 12 M/L	10.2.2.2. Providing support and training to the staff of the RN Services and other entities, who will operate the system, on the execution of functions and the legal requirements for the authentication and preparation of documents.		Training plan implemented.
	10.2.3. Management and Information Systems (MIS) established, including the	10.2.3. 1. Mapping out the functions for planning, budgeting, financial management, procurement and HR management and development areas, and define harmonized standards and	Courts, OPG, MoJ, OPD / UNDP, Portugal,	See indicator for 6.1.1.5

	<p>PIMS.</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>templates for the execution of functions at various levels.</p> <p>10.2.3.2. Developing or facilitating access to Government management information systems (e.g., PIMS, Freebalance)</p> <p>10.2.3.3. Defining a training plan for the staff in Courts, OPG and OPD, in the above areas.</p>	JF/Australia	
	<p>10.2.4. Coordinated Case Management System (CMS) and respective procedures established in the OPG, Courts and OPD.</p>	<p>10.2.4.1. Mapping out functions regarding the handling of legal cases, including the Police functions and execution of sentences, and defining standards, procedures and templates for the respective functions.</p>	MoJ, OPD, Courts, OPG / UNDP, Portugal, Australia	Electronic case management system developed and implemented in each institution
10.2. (Cont.)	<p>10.2.4. (Cont.)</p> <p>Indicative timeframe</p> <p>10</p> <p>11</p> <p>12</p> <p>M/L</p>	<p>10.2.4.2. Developing an implementation plan for the CMS in each institution (software development/acquisition, testing by users, installation and system certification).</p> <p>10.2.4.3. Producing a Consolidated Sector Legal Cases status report.</p>		Consolidated Report implemented
10.3. Providing statistical information on the justice sector	<p>10.3.1 Adequate, reliable and timely statistical information provided to the sector's institutions, to the public and to the supervisory bodies.</p> <p>Indicative timeframe</p> <p>10</p>	<p>10.3.1.1. Developing an implementation plan of the Statistical function in the MoJ.</p> <p>10.3.1.2. Establishing a project group to: (a) redefine/adjust the existing systems for the production of statistical information; (b) identify the type of data and define collection procedures; (c) prepare report templates with statistical information relevant to the sector.</p> <p>10.3.1.3. Supporting the periodic publication of relevant</p>	MoJ / UNDP, DNE/MoF	<p>Implementation plan and Project Group established.</p> <p>Matrix of data and results indicators: defined</p> <p>Data collection procedures defined</p> <p>Regular publications implemented.</p>

	11 12 M/L	statistical data of the justice sector, for internal and external use (public access to information).		
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THEMATIC AREA 5: ACCESS TO JUSTICE**Goals:**

Within 5 years (2015), there will be a significant improvement in the current situation of the justice sector, in terms of availability of justice services and the awareness of and the public confidence in the justice system.

Within 5 years (2015), crime prevention policies and actions will be implemented in the justice sector.

Within 5 years (2015), the principle of non-discrimination, sensitivity to gender issues and the protection of vulnerable groups and human rights will be guaranteed in the justice sector.

Within 3 years (2012), customary law and community justice mechanisms will be regulated, and the systematic monitoring of their conformity to human rights will be implemented.

GOAL 11: Within 5 years (2015), there will be a significant improvement in the current situation of the justice sector, in terms of availability of justice services and the awareness of and the public confidence in the justice system.

Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
11.1. Bringing justice closer to all citizens, promoting access through gradual deconcentration of legal services throughout the country.	11.1.1. Greater number of legal actors permanently present in the judicial districts and with improved capacity.	11.1.1.1. Establishing new judicial districts taking into account the needs of the public to access justice, the availability of legal professionals in the judicial district and the financial resources of the State. 11.1.1.2. Creating mobile courts formed by judges, prosecutors and defenders that travel to the location in which judicial institutions are not available, so as to ensure the access to justice by all those living in remote and inaccessible areas.	MoJ, OPD, OPG, Courts, / UNDP Australia AATL, Civil society	- Ref. 2.1.1., 2.2.1. - Mobile courts operational
11.1. (Cont.)	11.1.1. (Cont.)	11.1.1.3. Assigning national and international judicial actors to all judicial districts, on a full time basis, and ensuring adequate administrative and logistic support.		

THEMATIC AREA 5: ACCESS TO JUSTICE				
	Indicative timeframe 10 11 12 M/L			
11.2. Ensuring the provision of adequate, timely and effective legal assistance to all citizens, especially the most disadvantaged and vulnerable.	11.2.1. Legal aid and judicial support services available in all districts. Indicative timeframe 10 11 12 M/L	11.2.1.1. Designing an integrated system of legal aid and judicial support available throughout the country, covering the following areas: defenders, lawyers and paralegals, notaries and registrars, exemption of judicial charges and fees, facilitation of means of transport, victim protection resources (e.g. shelters, protection resources for witnesses at risk, etc.). 11.2.1.2. Reviewing the existing laws on legal aid / Preparing and approving the law on legal aid. 11.2.1.3. Improving provision of OPD services and creating a professional body of private lawyers.	MoJ, OPD, / AATL, TimorAID , UNDP Australia, AF., Civil society	<ul style="list-style-type: none"> - Law on judicial support approved - Legal assistance mechanisms implemented - Lawyers and defenders present in the districts
11.3. Establishing extrajudicial mechanisms for dispute resolution,...	11.3.1. Extrajudicial mechanisms for dispute resolution regulated and implemented	11.3.1.1 Supporting studies and analysis to implement alternative mechanisms for dispute resolution in Timor-Leste: mediation, traditional justice and arbitration. 11.3.1.2. Promoting public debate and drafting and revision of laws on alternative mechanisms.	MoJ (DNJAL) / UNDP/UNMIT, GTZ, IFC, AATL	<ul style="list-style-type: none"> - Law Reform Report prepared by the MoJ, including a preliminary version of the Law on ADR in Timor-Leste

THEMATIC AREA 5: ACCESS TO JUSTICE				
11.3. (Cont.) ...the recognition of customary justice mechanisms.	11.3.1. (Cont.) Indicative timeframe 10 11 12 M/L	11.3.1.3. Providing training to those involved in the implementation of such mechanisms.		
11.4. Increasing the level of legal awareness of citizens through dissemination campaigns and public education, focusing on the rights of the most vulnerable groups (women and children).	11.4.1. Legal awareness of citizens increased, including the notion of <i>fair trial</i> . Indicative timeframe 10 11 12 M/L	11.4.1.1. Establishing a Policy on Dissemination, Education and Information for the basic knowledge of the fundamental laws, human rights standards, the justice system, legal practice and conflict resolution. 11.4.1.2. Using mass media communications (TV, Radio, newspapers) and other means such as community meetings, seminars, cultural activities, etc. to enhance awareness. 11.4.1.3. Producing education and information materials on basic rights of citizens and the duties and conduct standards of judicial actors, in accessible and plain language and by using images, to be distributed to the justice institutions, in schools and communities.	MoJ (DNDHC), OPD, OPG, Courts, OPG / UNDP, Asia F., AATL, Australia, civil society	<ul style="list-style-type: none"> - Legal awareness programme developed, supported by the partners and being implemented. - Dissemination materials produced.
11.5. Ensuring that the justice system is monitored by its users	11.5.1. Systematic and periodic evaluation mechanisms regarding performance and achieved results.	11.5.1.1 Monitoring services provided by courts, and particularly by the Public Defenders, through the use of a (simple) questionnaire to be administered to all users.	Idem	<ul style="list-style-type: none"> - Survey to court users conducted twice a year by NGO

THEMATIC AREA 5: ACCESS TO JUSTICE				
11.5. (Cont.)	11.5.1. (Cont.) Indicative timeframe 10 11 12 M/L	11.5.1.2. Conducting periodic surveys on the public perception regarding access to justice, including issues on the legal awareness level of citizens. 11.5.1.3. Publishing and disseminating Survey results.		<ul style="list-style-type: none"> - Periodic public surveys conducted by the civil society. - Results published
	11.5.2. Access to Justice Dialogue Forum held at district level Indicative timeframe 10 11 12 M/L	11.5.2.1. Establishing regular Access to Justice Dialogue Forum at district level, supported by the justice sector institutions and by the NGOs involved in the defence and support of victims of crime, the church and other stakeholders.	Idem	<ul style="list-style-type: none"> - Access To Justice Dialogue Forums implemented.
11.6. Implementing Government's policy on languages within the justice sector, to facilitate the availability and access to legal services.	11.6.1. Government Policy on languages implemented within the justice sector Indicative timeframe 10	11.6.1.1. Providing continuous and extensive training in Portuguese Language to all judicial actors and staff of the justice system (LTC). 11.6.1.2. Continuing to invest in the development of legal Tetum; developing a Legal Dictionary in Tetum/Portuguese (National Institute of Linguistics in cooperation with international partners) 11.6.1.3. Ensuring translation of laws into Tetum through the implementation of a Translation and Interpreting Department of the	MoJ, LTC, DNAJL, Courts, OPG / INL, AF, UNDP, Australia, US	<ul style="list-style-type: none"> - Action plan for the implementation of a Policy on languages within the justice sector prepared and approved by the CoC.

THEMATIC AREA 5: ACCESS TO JUSTICE				
	11 12 M/L	MoJ.		
11.6. (Cont.)	11.6.1. (Cont.)	<p>11.6.1.4. Providing adequate translation and interpreting services in the judicial districts to facilitate communication with the public, investigations and trials.</p> <p>11.6.1.5. Ensuring that notifications, judicial decisions and all other documents issued by the judicial bodies are produced in both official languages.</p> <p>11.6.1.6. Producing the working forms, procedures, manuals and templates in both official languages.</p> <p>11.6.1.7. Ensuring that staff access to training is based on the two official languages (non-discrimination in terms of language).</p>		
11.7. Reducing public perception of impunity which hinders confidence in the justice system.	<p>11.7.1. National and institutional consultations conducted to promote public awareness regarding against crimes against humanity committed in Timor-Leste.</p> <p>Indicative timeframe 10 11 12 M/L</p>	<p>11.7.1.1. Conducting public consultations and promoting the participation in the follow-up of reports of the Commission for Truth, Reception and Reconciliation (CAVR).</p> <p>11.7.1.2. Promoting public debate on the report issued by the UN Investigation Commission and the issue of pardons regarding serious crimes committed against human rights.</p> <p>11.7.1.3. Conducting public consultations within the Government, between the Government and the institutions of the justice sector, and through the involvement of the civil society, to prepare subordinate regulations to the constitutional provisions on pardons, commutation of sentences and amnesties.</p>	MoJ, OPD, OPG, Courts / UNMIT/ UNDP, Post-CAVR institutions, civil society	<ul style="list-style-type: none"> - Public consultation on the CAVR report conducted - Public consultation on the CI/UN report conducted - Regulations on the granting of pardons and amnesties prepared.

GOAL 12: Within 5 years (2015), crime prevention policies and actions will be implemented in the justice sector.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
12.1. Developing alternative schemes to prison sentences, especially for juveniles, vulnerable and non-violent offenders, when dealing with less serious crimes.	<p>12.1.1. Alternative schemes to prison sentences established.</p> <p>Indicative timeframe 10 11 12 M/L</p>	<p>12.1.1.1. Establishing a inter-agency Working Group (with Justice institutions, social reintegration services, Ministry of Social Solidarity, civil society and criminal law experts) to develop a programme for alternative measures to prison sentences.</p> <p>12.1.1.2. Promoting the public consultation, consolidating the WG proposal and submitting it to the MoJ to be approved and possibly to revise the legal framework if necessary.</p>	<p>MoJ (OPD, DNPRS), OPG, Courts, PNTL, MSS</p> <p>/</p> <p>UNDP, Australia, AF., civil society</p>	<p>- Programme for alternative measures formalized.</p>
12.2. Developing an educational programme for crime prevention, at national level, with awareness campaigns within the communities, schools and other target-groups.	<p>12.2.1. Programme for crime prevention completed.</p> <p>Indicative timeframe 10 11 12 M/L</p>	<p>12.2.1.1. Developing and funding a programme for crime prevention, based on the cooperation with the relevant justice institutions, police authorities and civil society.</p>	Idem	<p>- Programme for crime prevention established, supported by partners and implemented.</p>

GOAL 13: Within 5 years (2015), the principle of non-discrimination, the awareness regarding issues of gender and the protection of vulnerable groups and human rights will be guaranteed in the justice sector.				
Strategies	Objectives	Core Activities	Entities / Partners	Performance Indicators
13.1. Ensuring the protection of children and the safeguard of their fundamental rights.	<p>13.1.1. Implementation of children's rights based on the UN Convention for Children's Rights and on the Constitution of the RDTL.</p> <p>Indicative timeframe 10 11 12 M/L</p>	<p>13.1.1.1. Conducting public consultations, simplifying and completing non-government bills on Juvenile Justice and the Children's Code</p> <p>13.1.1.2. Preparing and implementation plan for laws, including possible institutional adaptations as needed and availability of the relevant information.</p> <p>13.1.1.3. Ensuring the monitoring of the rights of children and juveniles who come into contact with the justice sector through the NCCR.</p> <p>13.1.1.4. Establishing special centres for children and young people in conflict with the law.</p> <p>13.1.1.5. Implementing alternatives to the imprisonment of young people in the country.</p> <p>13.1.1.6. Ensuring the participation of young people in the crime prevention programme(s).</p>	MoJ (DNAJL, DNDHC, DNSPRS) / MSS, UNICEF, UNDP	<ul style="list-style-type: none"> - Public consultations conducted - Non-government bills completed - Implementation ensured - Monitoring ensured - Centres for young people established (ref. 9.1.7.4.) - Ref. 12.1.1. - Ref. 12.2.1.
13.2. Ensuring that gender issues and the principle of non-discrimination	13.2.1. Non-discrimination policies and protection and support mechanisms...	<p>13.2.1.1. Developing a Policy on Justice based on gender and non-discrimination.</p> <p>13.2.1.2. Establishing focal points for gender in justice sector institutions.</p>	MoJ (OPD, DNDHC), OPD, OPG, Courts SEPI, MSS,	<ul style="list-style-type: none"> - Working Group to analyse Codes of Conduct and SOP established
13.2 (Cont.) ...are included in programmes and in justice sector activities.	13.2.1 (Cont.) ...to all victims of gender-based violence established in all institutions	13.2.1.3. Analysing all Codes of Conduct and SOPs from the standpoint of non-discrimination and awareness regarding gender issues, introducing the amendments needed and implementing in all institutions.	INAP, MSATM, /	<ul style="list-style-type: none"> - Non-discrimination Policy implemented in all institutions. - Protection and support programme for GBV victims

	Indicative timeframe 10 11 12 M/L	13.2.1.4. Working with groups of women and men to promote women's rights and their access to justice. 13.2.1.5. Providing training to judicial actors on children's and women's rights and gender equality. 13.2.1.6. Supporting the establishment of shelters for women and children at risk.	UNDP, UNICEF, UNIFEM, Australia/J F, civil society.	approved, supported by partners and being implemented.
13.3. Promoting respect and protection of human rights in Timor-Leste.	13.3.1. National human rights plan developed and implemented.	13.3.1.1. Coordinating and facilitating, through the PS, the initiatives of the justice sector institutions to incorporate the National Action Plan for HR. 13.3.1.2. Preparing and disseminating the National Action Plan for Human Rights. 13.3.1.3. Monitoring and producing periodic reports.	MoJ, DNDHC, OPD, OPG, Courts / UNMIT/UND P	- National Action prepared - Reports produced
GOAL 14: Within 3 years (2012), the customary law and community justice mechanisms will be regulated, and the systematic monitoring of their conformity to human rights will be implemented.				