



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



Australian Government
AusAID

Performance Management Framework Six-Monthly Report

July 2010



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List of Acronyms

AusAID	Australian Agency for International Development
CJI	Core Justice Institution
CSO	Civil Society Organisation
DAC	Development Assistance Committee (OECD)
DG	Director General, Ministry of Justice
ETJSSF	East Timor Justice Sector Support Facility
FMG	Facility Management Group
GoTL	Government of Timor Leste
HQ	Head Quarters
INAP	National Institute of Public Administration
LTC	Legal Training Center
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
MoJ	Ministry of Justice
NGO	Non-governmental Organisation
OPG	Office of the Prosecutor General
PDO	Public Defenders' Office
PMF	Performance Management Framework
SSP	Sector Strategic Plan
TLDP	Timor Leste Police Development Program
UNDP	United Nations Development Program
VAW	Violence against women

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1. Introduction

1. Objectives of the six-monthly report

As detailed in the East Timor Justice Sector Support Facility Performance Management Framework, the objective of this report is twofold:

1. It provides a summary of activity performance against the 2010 Annual Work Plan and describes progress of the Facility for the period January – June 2010;
2. It further outlines future considerations for the facility management for the period July – December 2010.

2. Content of the six-monthly report

As outlined in the Annual Work Plan 2010 and below, the Facility is structured in two components and five activity groups, and for each of the activity groups a number of outputs have been defined.

Fig 1 – 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

Section 2 of the report describes the achievements of the activity groups over the last six months against the four Development Assistance Committee (DAC) criteria of Relevance, Efficiency, Effectiveness and Sustainability. Main sources of information include the advisers' monthly reports, the evaluation report of the Civil Society Grants program and minutes of meeting with AusAID, etc.

Based on the analysis of Facility progress, **Section 3** of the report outlines a number of key considerations and opportunities for the next six months of Facility implementation.

Annexes 1-3 present respectively:

1. A detailed list of the Facility activity groups and outputs as defined in the Performance Management Framework.
2. A matrix summarising activity progress reports;
3. The external evaluation report of the JSSF Civil Society Grants program (June 2010).

2. Progress of activity groups

Relevance

The Facility assessed relevance in 2009 against three key considerations, namely:

- i. Alignment of activities with JSSF mandate (as defined by the Goal, Objective and Component Objectives in the JSSF Head Contract);
- ii. Alignment of JSSF activities with GoTL Plans and Priorities; and
- iii. Alignment with AusAID 2009-14 Country Strategy.

Given that the Annual Work Plan 2010 was aligned to GoTL Plans and Priorities, and that the Head Contract was amended after extensive discussions with AusAID, the original mandate of the ETJSSF is less relevant now and this assessment will focus on the latter two considerations.

1. Alignment of JSSF activities with GoTL Plans and Priorities

The Council of Co-ordination approved the Justice Sector Strategic Plan in February 2010 and the Council of Ministers approved it in March 2010. The Facility Annual Work Plan aligned all outputs directly with the Strategic Plan and where applicable National Priority Targets. The only outputs not directly related to the Plan related to the administration of the civil society “Servisu ba Justisa” grants program, although this mechanism provides for outputs in the access to justice thematic area of the Plan, and establishes a model which GoTL may wish to follow in future engagement and funding of civil society in the sector.

2. Alignment with AusAID 2009-14 Country Strategy

While the Country Strategy does not specifically include the Justice sector, it has been agreed that the Facility contributes to, and should report against, the Improved Governance *and* the Safer Communities objectives. Recognition of the Facility’s contribution to improved governance in institutions and civil society organisations, through organisational development, training and systems design, captures the core role of the Facility and resolves the previous concerns of relevance to the country strategy.

Effectiveness

Detailed progress against outputs is provided in Annex 2 and more in depth evaluation of grants is provided in Annex 3. In summary the progress against outputs is as follows:

Fig 2 - Progress against activity groups’ outputs

JSSF Component	On Target	At risk	Delayed
Institutional development	18	2	-
Access to Justice	17	1	2

At outcomes level, the aggregated findings lead to the following assessment.

Outcome 1 - Improved sector coordination on planning and priority setting:

The Facility has continued to support the finalisation, approval and launching of the Justice Sector Strategic Plan and continues to support the Planning Secretariat, which is crucial for implementation and continued improvements in co-ordination. The establishment of the Planning Secretariat has been identified as “at risk” because the Council of Co-ordination has yet to decide on a staffing model. As a result, the preparation of the justice map is also at risk because the Facility was intending to support this through Timorese counterparts.

Since the completion of the Plan and the assumption by UNDP of the Lead Assistant role in the National Priorities Working Group on Access to Justice, the Facility is shifting its focus to implementation of activities identified in the Strategic Plan. As part of this shift, the Facility’s Planning Facilitator was engaged by UNDP at the end of her contract with GRM, and the Senior Management Adviser for the MoJ is focusing more on planning for priority projects such as the Tribunal da Contas and the Criminal Investigation Police, which are directed by the Minister and involve other partners such as the EU, Portugal and the UNDP. Political engagement will be largely undertaken by these partners, who have established dialogue with the Minister, with the Facility taking on a predominantly technical role supporting staff within institutions.

Outcome 2 - Improved corporate management systems and procedures of selected institutions:

All outputs are now on target although recruitment in the Legal Training Centre (LTC) is delayed. This is due entirely to Government systems. The Facility has brought all human resource management and development outputs back on target through an increase in resources in the HR team and persistence with the counterpart institutions and Civil Service Commission. Support for recruitment process has been quite hands on, but programs have been developed during this period to build management capacity and confidence in mid-to-senior levels and create a better appreciation of human resource management.

Outcome 3 - Reduced corruption within the justice system:

The Facility continues to support greater transparency in resource allocation, especially in civil society organisations and the OPG, where there is a direct involvement in the finance, logistics, human resources and infrastructure functions, but also in the Courts and the MoJ. At the recent opening of the prosecution houses in Oecusse, the PG and President highlighted that, with the Facility’s support to manage construction in-house and avoid corruption, the OPG was able to build the houses at a considerably reduced cost than originally quoted for Government.

The case management system which is almost completed for the OPG will provide complete transparency for all cases lodged with the Office since independence, including who has been allocated the file and how long they have held it. Not only will this help avoid corruption within the OPG but it will allow corruption cases listed with the Office to be tracked and reported on.

Through close partnerships with civil society organisations implemented grants, the Facility is helping eliminate inefficiency and reduce vulnerability to corruption in partner organisations. This has been done in a positive way through financial management training and regular inspections on site, correcting any small problems along the way before they became large ones.

Outcome 4 - Improved availability of prosecution, legal representation, courts and victim support services in districts, and;

Outcome 5 - Increased public understanding of human rights and confidence in prosecution, legal representation, courts and victim support services:

These outcomes will be reported against in the Annual Report as they depend on annual data from counterpart agencies.

While the grants are proving very effective (Annex 2), the Facility is having difficulties supporting the MoJ to improve information dissemination through the Human Rights and Citizenship Directorate. This is in part because many of the staff have not received training in basic office management, so that has been the initial focus. There has also been delays in the engagement of UNDP and Asia Foundation, who were expected to provide more intensive support which the Facility could link into. Capacity within this Directorate will also need to improve if the Suai Office is to be taken over by the MoJ over time.

Outcome 6 - Reduced violence against women:

There has been significant progress in preparatory work and in grants (see Annex 2 and 3) but it is too early to report on effectiveness at an outcome level. Significant achievements so far this year have been the passing of the Domestic Violence Law (supported largely by UNFPA), a training manual for police on sexual violence cases (supported again by UNFPA, UNPOL, PNTL and TLPDP), development of the AMKV/Caritas approach to training men to prevent violence, which will be ready for implementation from August. There has also been positive developments in safe house criteria although there is some resistance from the Minister of Health to Fatin Hakmateks being located in hospital grounds. Hopefully this will be resolved through further consultations.

Efficiency

1. Modes of Assistance

In moving from an assessment phase to an implementation phase, the Facility has significantly shifted its modes of assistance:

Fig 3 - ETJSSF Modes of Assistance

Modes of Assistance	AUD 2008/9	%	AUD 2009/10	%
International Advisers	2,488,726.62	78.7%	2,332,704.20	58.19%
National Advisers	415,446.03	13.1%	315,361.20	7.87%
Direct Procurement	84,343.70	2.67%	622,078.20	15.52%
Visits & Study Tours	64,390.35	2.04%	-	%

Output based contracts*	45,965.46	1.45%	220,323.27	5.50%
Research	24,730.48	0.78%	68,531.48	1.71%
Workshops and Symposia	6,414.46	0.20%	8,312.15	0.21%
Grants*	0	0%	441,525.95	11.01%
Total	5,636,646.13	100.00%	4,008,836.45	100.00%

The Grants Program and the Case Management Project have been significant contributors to this shift, but it also clearly responds to concerns about high levels of spending on international advisers.

2. Recruitment, Retention and Replacement of Facility Advisory Team

The team has remained stable for the first half of the year and was supplemented by HR and case management staff to support advisers and work closely with counterparts. All recruiting has been local recruiting. The Courts Adviser completed his contract in June and was not renewed. Attempts to recruit a judge to support the Courts for 9 months did not produce suitable and qualified candidates, so with the agreement of the Chief Justice, this position did not proceed.

3. Financial Management

In accordance with the requirements in the Head Contract, the Project Management Team acquits expenditure against the Imprest account on a quarterly basis and submits the acquittal to AusAID. This was done for the periods ending March 31 and June 30 2010. An independent audit of the Imprest account expenditure, procedures and processes is currently being conducted to be finalised by August 13. A statement of overall project expenditure is submitted to AusAID on a six monthly basis including forward expenditure and expenses for the subsequent six month period. The statement for January 1 – June 30 2010 is to be submitted separately to this Report.

Changes to the Facility Budget resulting from the Contract Variation, signed on the 9th of July 2010, have been incorporated into Budget Tracking Sheets used to monitor expenditure against the Imprest and Operations Budgets.

4. Planning, Monitoring and Reporting

The Annual Work Plan was finalized in May 2010, reflecting AusAID's changes in policy and budget regarding the Facility. This was circulated to all partners and reflected agreed priorities. Regular documented weekly meetings with AusAID (or when convenient) and monthly meetings with the DG of the MoJ have provided continuous information and allowed greater partner involvement in Facility decision making. There have been a number of reports and plans presented to and discussed with the CoC and to the Informal Donors Group, especially on case management. The shift to 6 monthly reporting has allowed a more analytical approach to be adopted.

Sustainability

It is recognised that, in an environment such as Timor-Leste, where capacity in many functions is being created along with the basic institutions of State, there will be different

levels of dependency on programs of assistance. The Facility has adopted AusAID's stage model of capacity development as a measurement tool (see Annex 2).

Of the 40 outputs (20 in each component), the following table shows the stage of capacity Timorese partners are currently assessed at. The aim is to create independence in functions which are ongoing, but this is not always necessary for outputs which are only completed once as part of building institutions.

Fig 4 – Distribution of outputs per capacity development stage

Component	Dependent	Guided	Assisted	Independent	Total
Institutional Development	3	7	10	-	20
Access to Justice	3	1	13	1	18*

**2 outputs were assessed as having no current capacity*

It is recognized that building capacity takes time and there were few who expected that the Facility could achieve this in 5 years. While there is continuing progress, the pace is slow and is influenced by a number of key factors:

1. Until now there have not been **systems and tools** in place which staff could be trained or shown how to use – without these, training can be vague and difficult to translate to the workplace. The case management system and applications like Free Balance will help to provide a strong foundation for capacity building.
2. International advisers, supported by heads of institutions, continue to be placed in **“gatekeeper” roles** between heads of institutions and their staff, preventing staff from experiencing and learning how to function in a bureaucracy. There is insufficient faith placed in the ability of Timorese staff to be recruited and trained, so international advisers are being delegated core work as a safer alternative. The Facility's efforts to build capacity are often being blocked by these gatekeepers.
3. Institutions are **not allocating people to work** with the Facility on reform initiatives so the lessons learnt through Facility work (e.g. planning, case management, infrastructure construction, human resource management and grants management) risk being lost.
4. Staff in institutions are applying technical skills but are **not applying broader managerial and supervisory skills and behaviours**. Productivity is still not as high as it could be and breaches in discipline, including potential criminal behaviour, are still not being adequately addressed.
5. Some staff continue to be traumatised by the country's recent history or do not have faith that reforms will happen so they are **reluctant to commit themselves** and risk potential isolation.

3. Opportunities and future considerations

Update on Areas of Improvement, from M&E Report, 2009

1. Human resource management

- ♦ Propose 2 additional positions to be recruited locally – either from expatriate or Timorese – to work inside the OPG and Courts;
- ♦ Focus HR Adviser on working with MoJ across the sector to develop procedures and deliver INAP program to all Directors and Chiefs of Departments on leadership, management and discipline and potential overseas exposure for selected managers

Both of these initiatives have been implemented, although the INAP program is not yet ready so an alternative program has been identified in the meantime, and key staff have been identified for training in July.

2. Procurement and logistics

- ♦ While budget systems and processes have improved significantly, less improvements has been made on the procurement and logistics areas. Capacity need to be built in all institutions to ensure districts have access to appropriate supplies and manage it with transparency and efficiency.
- ♦ Continue Finance Adviser in OPG
- ♦ Recruit one additional position locally to work in Courts; increase focus on procurement training and mentoring in MoJ

This was not implemented, because the PG indicated she did not require the adviser full-time and recognized the needs of the Courts. The Facility has been assisted greatly by the expatriate adviser appointed by the PG as Logistics Adviser. The OPG has been paying his salary but the PG has now requested the Facility to provide an allowance to cover accommodation and travelling expenses for his work. This would strengthen the partnership in this important area; a separate application has been submitted.

3. Violence against women

- ♦ The Domestic Violence Bill is still with Parliament and the national gender justice policy is delayed because of secondment of adviser. It is now on track but needing a lot of attention.
- ♦ Recruit additional Timorese staff member to support this activity exclusively to ensure completion of policy and implementation and monitoring of grants

This has been implemented and is working successfully.

4. Communication

- ♦ Communication was a contentious issue in 2009. More regular communication on Facility support is deemed beneficial.
- ♦ Fund additional development and other costs associated with Courts and PDO component.

Monthly meetings with the DG MoJ have assisted in maintaining relevance in the Facility and reviewing progress. However improvement is required in communication between the Facility and the Minister, and between AusAID and the Minister.

Update on Opportunities for Building on Success in 2010, from M&E Report 2009

Other areas have been identified as opportunity for development and would benefit from the Facility support in 2010.

1. Sector Strategic Plan implementation and monitoring

Given the predominant and successful role of the Facility in defining and drafting the Sector Strategic Plan, the Facility should continue to support the Sector Coordination Secretariat in establishing a robust monitoring system that ensure follow-up, accountability and transparency in the plan implementation. The participatory approach that has characterised the support of the Facility to the planning process should be continued.

This has been implemented and a database will be introduced in August, after excellent co-operation with UNDP. Delayed recruitment to the Planning Secretariat is preventing capacity building.

2. Case management

While the Facility is being successful in implementing the new OPG case management system, it has been agreed by the FMG that all institutions should be considered for such support. The Facility together with UNDP and Portugal cooperation should extend their support to the Police, Courts and PDO. Although developed with the assistance of others, the system must be designed to fit Timor-Leste law and procedures, be able to be operated and maintained by Timorese, and safe for unauthorised access to information.

See Annex 1. This has been a major focus of the Facility – both technically and diplomatically and all stakeholders are now supportive of an integrated approach. The challenge now is ensuring the resources are provided at the right time.

3. Suai

Given the structure now set up, there are opportunities to work with other donors and GoTL to pursue mobile legal clinics and mobile courts, a diversion program for non-violent offences and training of men to reduce violence against women.

The Steering Committee has indicated they wish to trial mobile courts in August. A paper has also been drafted for the CoC in co-operation with the UNDP and Spanish Co-operation on application of the system of mobile courts nationally, starting first with Suai. The diversion program was not started because of lack of resources; an application for a volunteer to support the program in Suai was not approved. The training of men to reduce violence will commence in August through the grant provided to Caritas and AMKV.

Adjustments suggested for remainder of the year

- In terms of **planning**, since the Justice Sector Strategic Plan has now been approved, it is recommended to align the facility structure and activities on the JSSP thematic areas.
- In terms of **implementation**, the following outputs are behind schedule or at risk, and decisions need to be taken in conjunction with the Minister of Justice to address these delays:

Fig 5 – List of outputs that require actions/decisions

Outputs	Cause of Delay	Options
1. Planning Secretariat established	CoC have not approved staffing	Continue Facility support until staffing approved; continue to advocate for staffing model
2. Justice Map prepared and submitted for approval by Minister	Dependent on Planning Secretariat	
3. MoJ assisted to develop information dissemination strategy (workshops, advice)	Shortage of capacity in MoJ; difficulties in engaging with MoJ Director; UNDP and TAF also delayed in engaging as principal partners	1. Withdraw from Activity, or 2. Agree with Director on resourcing and strategy
4. Improved materials disseminated by MoJ		
5. Community radio program broadcast weekly in Suai	Technical breakdown of equipment	Provide direct assistance to repair equipment and provide local capacity to maintain and repair

While the other outputs are on track, they will require sustained commitment from all stakeholders to ensure their delivery. The Facility is increasingly engaged in partnerships so is now far more dependent on partner performance. This places greater emphasis on monitoring and early intervention when work is not on track.





- In terms of **monitoring**, it is suggested to revise the Facility PMF in light of recent changes of the Facility structure and activities, while keeping the report structure as agreed in the PMF 2009.





Annex 1 – Facility Components and Activity Groups 2010



Activity Groups	Outputs
Component 1: Corporate Management Support for Core Institutions	
1.1 Support to Implementation of the Sector Strategic Plan	Planning Secretariat established
	Access to Justice Dialogue forum established
	Support for Annual Planning in each institutions ensuring consistency with sector plan
	Justice Map prepared and submitted for approval by Minister
	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
	Capacity development strategy developed for sector
	Leadership and management development program for sector focusing on HR, project management & communications (personal and institutional)
	Sector approach to infrastructure development in districts commenced
1.2 Support to Institutions	Procurement and Financial Management Manuals consistent with MoF Manual
	Dissemination and training to support financial delegations in CJIs and relevant staff in CJIs trained in Free Balance and MoF requirements (requires MoF input)
	Procurement Plans for each institution
	Organisation structure and position descriptions prepared for all institutions
	HR Units complete remaining recruitment to approved structures in all institutions
	HRM manual for sector, including policies, strategies and operating procedures, consistent with CSC Manual (expected late 2010)
	English training program for prosecutors delivered (with US State Department)
	Dili district prosecutor complex commenced
	Implementation plan for the Chamber of Auditors (first phase of HATAC)
	Preparation of deconcentration strategy for Courts
	Create the Real Estate Financial Fund (FFI) to ensure implementation of the Land Law – MoJ





Component 2: Civil Society Demand for Justice	
2.1 Suai component of the Access to Justice Program	Steering Committee meetings held every month in Suai
	Community radio program broadcast weekly in Suai
	Grants implemented in Suai area and recipients supported Hope Centre Salele; DSTL; HLT; CJC
2.2 Civil Society organisational development and promotion of justice	Regular monitoring and reporting on OPG, Courts and PDO (and community) activity and issues in Suai
	Governance & management training extended to districts & finance and fundraising training undertaken
	Regular co-ordination workshops and meetings for CSO, Donors and GoTL
	Grant recipients trained on finance and performance management (M&E) requirements of Facility
	Advice provided to CSOs & AusAID on proposal preparation
	Procurement of further grants
	MoJ assisted to develop information dissemination strategy (workshops, advice)
	Improved materials disseminated by MoJ
	Grants implemented and recipients supported (JSMP, CTI, CIESTL, FFSO, FTM)
	Strategic Plan for AATL
	Permanent staff established for AATL including Director and Finance Manager
	Grant to AATL implemented and supported
	Mobile courts and mobile legal clinics held in different locations, along with community information sessions
2.3 Addressing Violence Against Women and Girls	Final approval of gender justice policy (including Safe House criteria and procedures)
	Support to improvement of infrastructure and facilities to meet Safe House standards prescribed in policy (\$500,000)
	Training program developed and delivered with CARITAS/AMKV through grants network to men to reduce violence against women
	Grants implemented and recipients supported (Hope Centre Salele, JSMP(VSS), PRADET (3), FCJ, FECM, GFFSTL, FFEO, CDI, DSTL, CJC, HLT)







Annex 2 – Activity Progress Reports



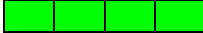



Activity Groups	Outputs	Progress towards achievement of outputs	Description of level of capacity (see summary of categories at end)	Achievements against capacity development target (cumulative)	On target ?	Comment/Actions required
1.1 Support to Implementation of the Sector Strategic Plan	Planning Secretariat established	<ul style="list-style-type: none"> Approval of the Justice Sector Strategic Plan by the Council of Coordination 12. 02.2010 and by the Council of Ministers 31.03.2010 (PPT presentation prepared for Minister). The Strategic Plan includes as objective 1.1.1. the establishment of the PS. Drafting of initial ToR for the PS and discussions on this with the new Director General(DG)of the MoJ. Consideration of the initial ToR by the CoC on 7th May 2010 and drafting of new options as requested by the CoC in cooperation with the DG. Drafting of general brief which was circulated with minutes of the informal donors meeting in May- in order to clarify the role and functions of the PS (discussed with DG). Inclusion of PS staff in the 2011 Annual Action Plan of the MoJ. 	Dependent 	<ul style="list-style-type: none"> CoC meetings in February and May. Minister's decision in March to ensure a working space for the PS in the Ministry. Discussions on initial PS ToR with the Minister and the new Director General(DG)of the MoJ. Discussion of Options requested by CoC with DG. Discussions with the DG on further involvement of DG staff in PS work and organisation by DG staff of the launch workshop set for June. Secretariat meetings with DG and DG staff. Creation and use of a Planning Secretariat e-mail address through the MoJ webmail. 		Recruitment is currently difficult through the Civil Service Commission. Greater understanding by the CoC of the importance of the PS could be achieved through individual meetings.
	Access to Justice Dialogue forum established	<ul style="list-style-type: none"> Approval of the Justice Sector Strategic Plan by the Council of Coordination 12. 02.2010 and by the Council of Ministers 31.03.2010. The Strategic Plan includes as objective 1.1.2. the establishment of the Access to Justice Dialogue Forum. Inclusion of Access to Justice Dialogue Forum in the agenda of the launch 	Assisted 	CoC meetings on Strategic Plan. Secretariat meeting discussing ToR of Access to Justice Dialogue Forum.		Greater consultation and trust building is required between civil society and Government to make this a successful forum.



		workshop of the Justice Sector Strategic Plan				
	Support for Annual Planning in each institutions ensuring consistency with sector plan	<ul style="list-style-type: none"> MoJ Annual Action Plan considered the Strategic Plan. Meeting held with DG and all directorates on new AAP format and consistency with Strategic Plan. Checklist/overview drafted covering all MoJ directorates and identifying key strategies and objectives of the Strategic Plan relevant to 2011 (Camilla) Support has been given and formal training delivered on this to OPG staff. AAP prepared and delivered to the office of the PM. In the Courts support has been given and AAP prepared with the local staff and other advisers. For both institutions, it was ensured that main activities were included. MoJ AAP for 2011 prepared and submitted to PM office. Courts AAP for 2011 also prepared (including Audit Court). 	OPG Guided  Courts and MoJ Assisted 	Staff in OPG is doing AAP for the first time and still need a lot of support although they already understand the concepts. In general, MoJ directorates have reach a medium level of capacity in terms of drafting his own AAP. However, the constant changes of AAP templates add some difficulties into the process In addition, this year the process was based on the recent approved JSSP, hence preliminary work sessions were held to guided directors on the preparation of its owns AAP.		
	Justice Map prepared and submitted for approval by Minister	<ul style="list-style-type: none"> Information gathered in overview of justice sector actors and distribution in judicial districts. This information is relevant for the further elaboration of the Justice Sector Map. Very basic model illustrating the core idea of the Justice Sector Map drafted. 	Dependent 	This is linked to the Planning Secretariat establishment.		
	Coordinated Case Management System (CMS)	Project Plan for Integrated Information Management Systems for the Courts, PNTL, Prisons, Public Defenders has been approved by the Council of Coordination. All Project	Guided  While this project	The Project Plan established a time table beginning on April 1, 2010. Due to the time taken by the Council of Coordination in		The sustainability strategy is based upon the capacity of the Timorese institutions to manage the


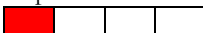



	and respective procedures established in the OPG, Courts, OPD, Prisons and PNTL – see detailed project plan – OPG implemented in 2010, others commenced	team members have been recruited and are in training. Working Groups have been established in the Public Defenders' Office and Prisons and they are meeting weekly to draft the institutional plan and begin the workflow mapping. PNTL is restructuring its IT department to support the project and TLPDP is providing support. The IT working group is meeting weekly with OPG, MOJ and PNTL representatives. OPG training for users begins on June 1 st and installation of the OPG program will be accomplished beginning July 17 th with the live program in operation with all cases (past, present and cases as they are filed included) on August 1 st in all districts and the OPG MP office. September 1 st will be the formal inauguration of the program.	has significant Timorese input, it remains heavily dependent on external support.	approving the project, June 1, 2010 is the commencement date of the time line. The project is expected to be completed by August of 2011 and is still on target. PNTL is ahead of schedule due to the availability of work product in investigations management and incident management. The IT Group is meeting weekly and adding representatives as the IT departments are established. The User Group will be made up of the institutional design teams as they are established under the individual Project Plans		programs themselves both from the functionality and technical operation. The User Group will need the structure of the MOJ Planning Secretariat to be sustainable. The IT Group will need the full recruitment of staff in all institutions as quickly as possible. There are concerns expressed that critical training of IT staff will not begin as planned in mid-July 2010. Delay in establishing and recruitment of IT departments in each institution will diminish the impact of the training in the early phases.
	Capacity development strategy developed for sector	DG MoJ accepted strategy. Now being discussed further with institutions before being DG submits to CoC for approval.	Assisted 	Extensive consultation and input from advisers and counterparts in all institutions and professional groups in the sector.		Presentation by Director General to Council of Coordinators required for on-going action. Further consultation prior to this will enable better understanding of concepts and options for implementation (eg. Paris Declaration principles)
	Leadership and management	Leadership and HRM program proposal developed. (attached) Letter to minister in partnership with USAID	Guided 	Program being co-led by Timorese adviser. Program Pilot group of Sector HR leaders being established		Consultation and communication with agency heads required




	development program for sector focusing on HR, project management & communications (personal and institutional)	for approval to commence completed (attached)		to support review, rollout, evaluation and on-going recommendations.		next.
	Sector approach to infrastructure development in districts commenced	Completion of residential buildings for PD, OPG, and Courts are reaching completion in three districts. That will provide the basis for designing an efficient plan for coordinating future infrastructure construction in across the sector	Assisted 	The main achievement to date is the completion of similar buildings in three institutions but using different systems for project planning and implementation and very different costs. The Facility has retained the services of in-house engineers to help the institutions design and project manage construction.		The MOJ, Courts and OPG need to commit time to the development of a coordinated plan as part of the implementation of the strategic plan thematic area number 4.
1.2 Support to Institutions	Procurement and Financial Management Manuals consistent with MoF Manual	<ul style="list-style-type: none"> Financial procedures were prepared and training was delivered in OPG. They are now being implemented. Procedures intend to facilitate an improve work, but also avoid corruption. Internal procedures were designed for OPG to facilitate Internal procedures were designed for OPG to facilitate workflow and training of new staff. MoF Financial manuals & templates are in place in MoJ. 	OPG and Courts Guided  MoJ Assisted to independent 	<ul style="list-style-type: none"> Staff understand new procedures and are implementing them. MoJ Financial Department had reached a good level of independence. Ad-hoc support is still need to more complex issues and during preparation of Annual Budget. 		
	Dissemination and training to support	Freebalance access arrived to OPG only in May and still doesn't work in the Courts. Training was requested to MoF and support is being given by the adviser.	Assisted 	Staff understand new procedures and are implementing them.		

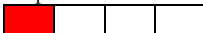


	financial delegations in CJIs and relevant staff in CJIs trained in Free Balance and MoF requirements (requires MoF input)	Some of the OPG staff had training in the past and are now working with FB.			
		MoJ finance & procurement staff trained. Freebalance fully implemented in MoJ. Financial delegation in MoJ is postponed.	MoJ Assisted to independent 	See above.	
	Procurement Plans for each institution	New staff in OPG never did procurement plans, but on the job training is being delivered and basic concepts are understood.	OPG Guided  Courts Assisted 	With the support of the adviser, staff will finish and execute 2010 procurement plans	
		Tender Documentation was prepared and being used by C&D projects in MoJ. The Procurement Plan is on track has planned.	MoJ Guided 	Procurement department is still improving in-house capacity. There are still visible difficulties in dealing with tender, evaluation and contract issues and no control function is in place. However, the replacement of head of department brought some improvements.	Deliver more training (see also above)
	Organisation structure and position descriptions prepared for all institutions	MOJ (E. Mieser) Plan to develop position descriptions agreed with HR Chief of Department (attached) Draft position descriptions have begun to be written by Facility HR team.	MoJ Guided 	Developed process for development of job descriptions in partnership with Chief of HR MOJ.	Requires implementation and some urgency.
		COURTS (A. Soares) new structure designed as part of re-organisation of staffing profile (attached) Position descriptions have been written for most civil servant positions.	Courts Guided 	Large group including President of Appeal Court, Superior Judicial Secretary, Finance Chief, Admin Chief, UNDP adviser and Facility HR work together to ensure	Awaiting approval of changed staffing profile. No work has yet commenced on position descriptions for Judicial

				agreement on decision making and shared learning.		staff.
		LTC (A. Soares) draft structure for approval completed (attached). Draft position descriptions being developed by HR assistant	LTC Guided 	Regular meetings and discussions with Director, Admin Chief and UNDP adviser have quickly established agreed structure.		Structure finalised by Director, but board of management not yet met. Position descriptions are being written by HR assistant at this time
		OPG (F. Fernandes) organic law in place. HR structure developed with position descriptions (attached).	OPG Guided 	Departmental Heads are going through process where detailed structure for department is developed and then position descriptions. HR department complete. Position description training being developed.		Awaiting outcomes of appointment of HR staff in HR department restructure to undertake this work.
	HR Units complete remaining recruitment to approved structures in all institutions	MoJ Recruitment to approved staffing profiles on track	MoJ Independent 	All recruitment done independently by HR department to legal process.		Recruitment functional to current staffing profiles and CSC recruitment processes
		COURTS application for changes to 2010 staffing profile made to Ministry of Finance. (attached)	Courts Assisted 	Understanding of staffing profile and recruitment alignment growing through regular meetings.		Awaiting approval of changed staffing profile to provide authorisation to recruit positions to structure. No real HR capacity yet.
		LTC few profile positions and budget available for recruitment	LTC Assisted 	Regular meetings with Director and UNDP adviser, Admin Chief. limited profile & budget to recruit with.		Limited recruitment options available in 2010 due to staffing profile limitations. 2011 staffing profile will embrace recruitment needs. Output will not be met this year for LTC.
		OPG priority recruitment in Civil Service Commission process: Re-advertisement of Head of HR, Prosecutor Clerks and Case	OPG Guided 	Experience with Civil Service Commission recruitment. Meetings with CSC underway to understand		Recruitment will soon need to cease in Dili office due to having no room to




		Management IT staff.		issues.		seat new staff.. Recruitment for Districts will be prioritized depending on outcomes of departmental structure workshops.
	HRM manual for sector, including policies, strategies and operating procedures consistent with CSC Manual	In all agencies HR procedures are being implemented as demand requires based on draft HR manual from Civil Service Commission. At this stage this is limited to recruitment, position descriptions and performance evaluation processes (for pay increases)	Assisted  This program is delivered by Timorese for Timorese, with facilitation by Chris from Facility.	Draft Manual handed out to HR staff and being discussed with staff in place. Processes to implement are determined 'just in time' as institutional needs highlight priority.		The Draft 2008 HR Manual has been translated into Tetum and handed out to Sector HR staff to help with providing guidelines for action. At this stage no agency is operating further than the three processes named. HR knowledge is low beyond these three areas. Priority is to recruit full HR units so as to train in procedures and implement.
	English training program for prosecutors delivered (with US State Department)	The training manual and ToT was completed with the assistance of 2 Professors sponsored by the US State Dept. A successful launch was held with presentations by the Prosecutor General US Ambassador and Australian Ambassador, 50 people attended with significant, positive, media coverage. Recruitment of teachers completed and support provided by Facility to implement and monitor grant. Training is on target. Training held each day divided into 2 classes one for advanced English and one for basic English. Prosecutors & Investigators attend joint sessions. After a letter from the PG to the	Assisted 	40 Prosecutors and Investigators in training, substantially increasing their capacity for Judicial English. Now also delivered in Suai.		Advanced training in 2011 will be required for basic level training attendees from 2010. Advanced graduates from 2010 will no longer need Facility support.


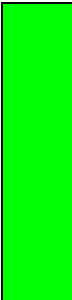

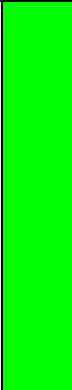

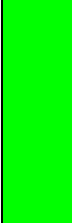

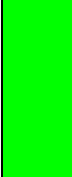
		US and Australian Ambassadors expressing concerns, an urgent meeting was held and concerns were clarified. The PG and Director of the OPG have now expressed their confidence in the Project to date. An additional training course has been established for Prosecutors & Investigators to be held in Suai, upon request of PG due to distance.				
	Dili district prosecutor complex commenced	A design has been completed, property identified (though it may not be fully appropriate for construction) and funding has been arranged by the PG	Assisted 	The PG is fully engaged with the Facility engineers, OPG staff and Facility staff in the planning and execution of the project		
	Implementation plan for the Chamber of Auditors (first phase of HATAC)	Implementation plan of Audit Section HATAC drafted. Organic law of Audit Section being review in MoJ. Implementation included in Courts AAP for 2011.	Dependent 	Dependence on international expertise at the beginning of the project implementation will be extremely high.		AAP 2011 already includes Audit Section. Budget proposal for 2011 needs to include it as well. Responsibility for output to shift to UNDP after July.
	Preparation of deconcentration strategy for Courts	Preliminary analysis of inputs and calendar of implementation of JSSP in terms of deconcentration of Courts and other Justice Services	Guided 			Link this output with Justice Map.
	Create the Real Estate Financial Fund (FFI) to ensure implementation of the Land Law – MoJ	Law drafted, discussed and approved in the Council of Ministers (jointly with Land and Expropriations Laws). Discussed also in Commission A of the National Parliament.	Guided 	After the law approved, it is expected that a medium support from the adviser is required to implement.		AAP 2011 already includes FFI. Budget proposal for 2011 needs to include it as well. Responsibility for output may shift to UNDP after July.
2.1 Suai component	Steering Committee meetings held	Steering Committee meetings have continued with the exception of one or two months.	Assisted  By Timorese	Steering Committee members run the meetings but use the support of the Facility staff and office		



of the Access to Justice Program	every month in Suai		Activity Manager			
	Community radio program broadcast weekly in Suai	Programs broadcast in January but community radio suffered technical breakdown which has not been resolved. Waiting from support from Friends of Suai to return to air.	Assisted  By Timorese Activity Manager	Good content developed by interviewing local judicial actors and adding content developed by Facility in Dili with partners		Discuss options for fixing radio
	Mobile courts and mobile legal clinics held in different locations, along with community information sessions	Steering Committee resolved to hold one in August. Paper jointly prepared with UNDP and AECID (Spain) to be submitted to CoC for adoption nationally, with trial in Suai.	Assisted  This is driven by Timorese actors in Suai and only supported financially by Facility, and through national proposal.	Actors driving process, but have been waiting for resources.		Paper to be submitted to CoC
	Grants implemented in Suai area and recipients supported Hope Centre Salele; DSTL; HLT; CJC	All grants implemented. A visit to Suai to undertake early finance assessment and activity progress assessment was undertaken. A further follow up visit for Finance training and to observe activities was undertaken.. 20 NGO's in Suai have received Management and Governance Training to date. Initial issues with finance reporting have been addressed due to change in reporting to Bahasa. See Grants M&E Report	Assisted 	Much improved and on target with Financial Governance training in June		All finance and training in grant implementation and monitoring needs to be delivered in Bahasa. One issue that has arisen is the need for a standard training manual on domestic violence and sexual assault, in order to ensure consistent and correct information is being provided. Also, probably need to provide training of facilitators to provide more effective training

	Regular monitoring and reporting on OPG, Courts and PDO (and community) activity and issues in Suai	Very detailed reports and a calendar of events prepared by Suai Office and updated monthly.	Dependent  but staffed with Timorese staff	At this stage this is a function being developed within the Facility but the intention is to transfer the Office to the GoTL at an agreed time.		
2.2 Civil Society organisational development and promotion of justice	Governance & management training extended to districts & finance and fundraising training undertaken	Governance and Management training continues including districts Oecusse, Bacau, Suai. Introduction of Financial Management training to MOJ Human Rights Unit. District wide over 60 district NGO's have received training	Assisted  While the Facility is continuing to reach new targets and roll out fundraising as a new module, the majority is now done through ToT in institutions	Improvement across the board is significant with many NGO's implementing governance practices in their Organizations not previously practiced and all NGO's have contacted and sought approval from the Justice Facility for any budgetary changes, not previously practiced in the main prior to training provided by Facility		Financial Management training commencing June 2 nd in Dili followed by Bacau and Fundraising Training commencing August 1 st . All JF grant recipients will have completed all training units by end 2010, and an anticipated 200 participants will undertake Financial Management and Fundraising Training by year end.
	Regular co-ordination workshops and meetings for CSO, Donors and GoTL	One month delay on implementation of donor template due to TAF being the only donor not having supplied their needs list. Monthly meetings with USAid Irish aid TAF UNFPA NZAID AUSAID HIVOS and Caritas. The Facility has taken the lead on designing reporting templates for donors, to be implemented by all of the above donors. Training and advice provided regularly to MOJ Human Rights Unit. In addition to monthly donor meetings the Facility will continue to have additional meetings with individual donors and NGO's.	Assisted 	Regular donor meetings, shared funding initiatives, introduction of NGO's to other funding sources		Plan to include Govt in donor and NGO meetings at an agreed time. By end of 2010 it is anticipated monthly meetings will engage NGO's representing all sectors, ie: monitoring, advocacy etc and at least 6 regular donors. Donors will be using the same reporting template, designed by the Facility.

	Grant recipients trained on finance and performance management (M&E) requirements of Facility	All grant recipients have received and completed Finance and M&E training, support is ongoing/daily for queries and support in reporting. Financial Management Training commences June 2 nd . All finance staff of Facility grant NGO's (19) have received training and an anticipated equal number again by year end. Completed training and in the main independent to report.	Independent 	Vast improvement in all areas of financial reporting and management.		Continue follow up assessment 2 weeks into next round of grant implementation.
	Advice provided to CSOs & AusAID on proposal preparation	Finalization of previous proposal presentation for first round completed, commencement of advice to NGO's donors and new partners for second round of funding commenced. Very hands on process, taking more time than expected. Translation of proposals also time consuming. Substantial changes made to grant proposal format.	Assisted 	Advised a new proposal template with training for NGOs for next round of funding		All NGO applicants for second round of funding will receive proposal training by year end, approximately 50 NGO. Advice to AusAID on proposal preparation will be in weekly written format and monthly meeting.
	Procurement of further grants	Recruited Caritas to support several smaller activities and monitor NGO finances. Increased and coordinated funding from UNFPA to secure services for VSS and plan for JSMP future premises..	Dependent 	At this stage the Grants Scheme is being supported within the Facility, with input into decisions by stakeholders, but the intention is to transfer the Scheme to a suitable alternative provider over time, potentially an umbrella body.		Continue to demonstrate to donors the value in cofunding. By end of 2010 it is expected the Facility will have more multi donor funded activities. Whilst difficult to be definitive, UNFPA, Irish AID, TAF, NZ Aid and HIVOS have committed in principle to joint funding of activities.
	MoJ assisted to develop information	Focus at this time is on Financial Management Capacity of the Human Rights Unit and basic office procedures. The Facility has not been able to achieve a clear level of	Not existent 	Director keen to engage his team members in training however, time allotted by Director is not realistic to build significant capacity.		Introduce UNDP and TAF. Focus needs to remain at this time on Management training.

	dissemination strategy (workshops, advice)	self assessment from the MOJ regarding their significant need to build capacity from the highest level/Director. No meeting with UNDP and TAF to date.				Unclear as to where Facility will be at end 2010, partners have not met to date. Facility alone will achieve significant capacity increase with Administration and Finance. Unit will be able to formulate a budget at year's end.
	Improved materials disseminated by MoJ	Waiting for engagement with UNDP and TAF – not yet achieved.	Not existent	Nil as yet.		The Facility is not the lead support in this area.
	Grants implemented and recipients supported (JSMP, CTI, CIESTL, FFSO, FTM)	All grants implemented, significant growth in NGO accountability to Justice Facility as the donor. Regular support/training on finances, and management. All completed. Significant improvement. Forum TM will need to adjust their workplan, via the outputs of newsletter due to staff number capacity. See Grants M&E Report	Assisted 	All NGO's have reached their target, Forum TM will need adjustment of outputs in journal/newsletter from monthly to quarterly.		All grants/activities will be completed or have received second year funding from Facility. All areas of Facility training will have been received by grant recipients and regular mentoring for completion of annual support plan.
	Strategic Plan for AATL	Clarified and confined Mission of AATL and commenced Strategic Planning. Survey to AATL membership re training needs completed, which was a priority survey for Strategic Planning process. On target with draft of Strategic Plan in principle Completed consultations, final draft to be delegated to Director upon appointment in June.	Assisted 	Recruitment of Director, Finance Advisor and Communications Manager is stage one of planning and survey to membership which has been completed. AATL is on track.		Incorporate Strategic Planning into AGM. Strategic Plan will be implemented and timeline on target. AATL will continue to need administrative and training support 2 years.
	Permanent staff established for	Justice Facility completed TOR for Director and National Communications and Publications Coordinator and TOR was approved by the Board of Directors, positions	Assisted  in terms of technical capacity	On target with Facility providing support to the implementation of the Director role.		Continue to work at a Board/Planning Level TOR completed positions expected to commence

	AATL including Director and Finance Manager	to commence July. Justice Facility Finance and Admin Manager to commence with AATL in July 2 days a week to build capacity of current finance and admin staff. Some delay in commencement of Director position due to absentee of Chair. Understanding of needs for and duties of new staffing has shifted considerably and AATL now have a clear understanding of the Organizations Mission and the role of the Board.	but Dependent 			July. All new staff recruitment will be completed prior to the end of 2010. Significant increase in staff capacity in finance and Management will be achieved by end 2010, however, further mentoring for staff will be needed for 2011.
	Grant to AATL implemented and supported	Grant implemented, first financial and activity report successfully submitted with additional funding for Chair to attend Macau and Indonesia Bar Association conferences. Support to finance staff and Chair has shown significant increase in understanding of the roles of staff, Board and the Association. Drafting of Strategic Planning for the next two years has assisted the Association in defining roles and activity plans. An overall commitment of the Association to establishing an Independent Bar has been achieved.	Assisted 	Grant for Association costs was implemented and reported against. Grant for training implemented and reported. Delays in Lawyer Training grant reporting was due to delays from TAF, not, AATL.		The 1 st round of activities and funding will be acquitted by the end of 2010 with significant input from Facility. AATL will need minimal assistance for grant acquittals at the completion of 2010.
	Final approval of gender justice policy (including Safe House criteria and procedures)	Safe House criteria and procedures have been developed, distributed and comments have been received. The body of the gender justice policy is still being developed.	Dependent 			Comments on Safe House criteria should be incorporated. Gender justice policy should be completed.
2.3 Addressing violence against women	Support to improvement of infrastructure and facilities to	Extensive discussions have been held with PRADET and basic designs have been agreed upon for Fatin Hakmateks (safe-rooms) in each of the referral hospitals. I have assisted PRADET to draft a new MOU with the Ministry of Health regarding	Guided 			Need to get agreement from the Ministry of Health, in writing to go ahead with the proposal to build Fatin Hakmateks at each of the referral

	meet Safe House standards prescribed in policy (\$500,000)	the work of the Fatin Hakmateks. Letters have been sent to the Ministry of Health from the Justice Facility and the Minister of Health to propose the construction of Fatin Hakmateks in each of the referral Hospitals. We have had one meeting with the Ministry of Health about this proposal.				hospitals. Once this agreement has been obtained, need to draft more complete design documents, and go to tender. Following tender process, need to choose companies to build at each of the referral hospitals (Oecussi will be first district) and need to commence construction. Need to have ongoing discussions with Ministry of Health, AusAID and other donors regarding future support for the management and staff of the Fatin Hakmateks.
	Training program developed and delivered with CARITAS/AMKV through grants network to men to reduce violence against women	Extensive work with Caritas/AMKV to prepare for program. We have received a proposal from CARITAS/AMKV to conduct trainings and consolidate their networks in 8 districts. We have met with Irish Aid which also funds AMKV to discuss joint funding in 2010 to 2011.	Assisted 	Preparation work almost complete.		Need to amend draft AMKV training manual to make it more applicable to Timorese communities. Need to amend proposal and budget in light of existing Irish Aid funding and sign with CARITAS and AMKV.
	Grants implemented and recipients supported (Hope Centre Salele,	All NGOs are submitting their quarterly progress reports in months of April and May. We are requesting further information regarding activities and finances as required. See Grants M&E Report	Assisted 			See above. FFEO to be reviewed given performance.

Annex 3 – External Evaluation Report of JSSF Civil Society Grants program

External Evaluation Report

Justice Sector Support Facility

Civil Society Grants program

Report prepared by Ben Larke – June 2010

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1. Introduction

The Justice Facility (hereinafter ‘the Facility’) is a Bilateral Cooperation between the Governments of Timor-Leste and Australia and has a Memorandum of Understanding with the Ministry of Justice signed in May 2008. The goal of the Facility is to contribute to fair and timely access to justice for men, women and children in Timor-Leste. On 16 December 2009, the Facility Management Group (consisting of the Minister of Justice, Chief Justice, Prosecutor General, and AusAID) approved the funding for the 19 large and small civil society grants.

The grants are an important component of the Facility’s engagement with Civil Society partners, which also spans a range of programmed capacity development activities. Of the 19 grants, 6 large grants (over US \$30,000) are divided between 3 civil society organisations - PRADET, JSMP, and Salele Safe-house - for their activities aimed at reducing violence against women and girls in Timor-Leste. 9 other NGOs are supported with smaller grants (under US \$30,000) in their activities aimed at increasing community awareness, information and awareness about violence against women and girls, and providing services for survivors. Most of these grants were the subject of agreements signed between February and March 2010 and at the time of this evaluation most of the projects funded had completed or were nearing their first quarter of implementation.

This evaluation was commissioned in late April 2010 and conducted throughout May and early June. The evaluation included the development of a set of monitoring tools for assessment of the grant activities as per their original workplans. These tools were developed via a consultative process that encouraged active participation of CSO partners. This report, including a set of recommendations for the Facility’s and its CSO partners aimed at improving their activities, comprises the key outcome of the evaluation. A separate stand-alone paper will follow as an additional component, considering lessons learnt so far in project management with a focus on the approaches taken to behavioural change.

2. Executive Summary

Assessment of Grant Implementation

The results of the assessment of 16 grants issued under the Facility’s support to Civil Society show that these grants are on the whole being well implemented according to the original workplans agreed between the facility and its CSO partners. **14 of the 16 grants assessed have either completed or are engaged in completing over 80% of the activities in their workplans**, whilst two of the projects are under-performing when assessed by this criteria. Three of the grants funded were not included in this assessment and it is recommended that they be assessed separately on the basis of their level of complexity (in the case of funds supplied to AATL) and their recent commencement (in the case of grants to PRADET for alcohol abuse and forensic medical training).

Assessment of the Facility’s Support to CSO Partners

Interviews with the CSO partners demonstrate a healthy and productive relationship with the Facility, both in terms of feelings expressed of adequate support and appreciation of training and capacity development support provided to date as well as recognition of the

Facility's efforts to develop 'user-friendly' reporting formats and provide ongoing support for their completion. Also noteworthy is the evidence of mutual support and cooperation amongst many of the CSO partners funded under facility grants. These themes represent a solid foundation for the Facility in the early stages of the grants funded support to CSO partners and, accordingly, some of the recommendations in this report primarily concern deepening the support and relationships that have been the cornerstone of the approach so far.

The summarised recommendations are based on themes that emerged regularly in discussion with CSO representatives and are represented thematically as follows:

2.1 Summary of Recommendations

Capacity Development

1. That the Facility continues institutional strengthening capacity development through supporting ongoing training in project management, including finance and administration, proposal writing and strategic planning.
2. That the facility supports the development of training for CSO partners specifically targeting skills in meeting facilitation and training delivery that particularly address strategies for encouraging the active participation of women in meetings and training events.

Improved Public Information Tools

3. That the Facility target resources to further develop tools to support, and help standardise, CSO partner implementation specifically: a standardised training manual and annotated translations of relevant laws and procedures

Standardised Program Reporting and M&E

4. That the Facility develops a standardised template for workplans and supports all CSO partners to revise their existing model to allow more empirical assessment of progress in the future.

Standardising an Approach on Mediation/Dispute Resolution

5. That the Facility works with its CSO partners engaged in supporting interventions in local-level disputes, particularly where these include violence against women, in order to ensure that appropriate procedures are being followed and adequate monitoring of these processes can occur.

Facility-Led Coordination

6. That the Facility work with formal-justice actors to try to support regular briefings with CSO partners to allow a two-way exchange of information.
7. That the Facility increase efforts to provide forums for national and/or regional coordination between CSO partners for information sharing and to enhance future opportunities for collaboration.

3. Methodology

At the outset of the evaluation process the consultant conducted a series of interviews with key staff of the Facility engaged in the management of the CSO support project in both the Dili and Suai offices. Contact with Facility staff has continued throughout the

evaluation to allow immediate feedback of any issues encountered in the field as well as to seek further inputs into development of monitoring tools.

A set of monitoring tools was developed by the consultant to try to promote a standardised approach to: 1) Assessing progress against each CSO partner's workplan as previously agreed with the Facility; 2) Monitor discreet activities being implemented by CSO partners and; 3) Conduct post-activity impact assessment interviews with beneficiaries of CSO partner activities. These tools were shared with relevant Facility staff and the Director on the National Directorate of Human Rights and Citizenship for inputs. They were also shared with some of the CSO partners interviewed to allow them opportunity to comment and input on the tools as well as to consider them for adoption on their own ongoing internal monitoring processes. These tools were revised during the course of the monitoring and are included in their final version in annex I.

Of a total of 19 distinct grants made to the Facility's 16 CSO partners, 16 have been assessed during the consultancy¹. The methodology of the evaluation of CSO partners progress utilized a qualitative approach based on interviews with partner organisations interviewing Directors and, wherever possible, direct program staff. The approach can be described as semi-structured in that an initial review of the workplan - agreed as part of the contract signed by each CSO partner with the Facility – was undertaken to assess progress against the operational goals that had been previously agreed, before more general questions were asked.

In evaluating progress against workplans the representatives of CSO partners were asked to rate activities as 'complete' 'ongoing' or 'not yet begun' and to describe challenges in their completion as well as any changes that had been necessary. During the interviews respondents were encouraged to expand upon other problems or factors that had affected their project implementation and to provide recommendations for the consideration of the Facility in its ongoing relationship with the CSO partners.

Two activities² were monitored directly by the consultant during the evaluation period, and post-activity interviews were conducted with five beneficiaries who had participated in CSO-run public information sessions. The schedule of the initial 20-day period of assessment is detailed in Annex II.

4. Evaluation Results

4.1 Progress Against Indicators

In evaluating the progress of the Facility's partner CSOs, the original workplan - drafted by each CSO with input from the Facility as part of the contract between the two organizations – was used as to establish a baseline for progress. Each activity included in the workplan was considered and partner CSOs were asked to clarify its status as 'Complete', 'Ongoing' or 'Not Yet Begun'.

¹ AATL (Assosiasaun Avogadu Timor Leste) was not interviewed as part of the evaluation. Given the early stage of implementation and the comprehensive level of support being provided by the Facility to this project, it is recommended that it be the subject of a separate, stand-alone evaluation. Of the three projects that PRADET is implementing under Facility support, only the psychosocial-focussed project was sufficiently advanced to allow evaluation.

² Activities run by DSTL in Suco Raimea, Zumulai Sub-District, Suai and by CFEO in Pante Makassar, Oecussi

Postponed start dates of individual projects were taken into account where they were a result of delays in signing contracts with the Facility and subsequently receipt of project funds and adjustment was made in order to reflect the months in which planned activities were undertaken.

Project progress is summarised below, the first table indicates those projects in which 80% of activities are either complete or ongoing and are apparently proceeding to a satisfactory standard. Projects in which below 80% of activities are complete or ongoing are indicated in the second table.

The total number of projects that are currently to a satisfactory standard is 14 out of a total of 16 projects that were assessed or 87.5%. Bearing in mind that 3 of the projects were unable to be included in the evaluation at this time, this percentage may be subject to change upon completed evaluations of the AATL and the two outstanding PRADET projects.

Projects with Activity Delivery 80% and over

Organisation	% of Agreed Activities Complete	As Yet Unrealised	Revision	Factors Affecting Implementation
CDI (Community Development Interest)	87% (13 of 15 activities for the review period are Complete/Ongoing)	<ul style="list-style-type: none"> ○ Training in Using Media as an advocacy tool. ○ Press release: publication in National press & publishing CDI bulletin ○ Monitoring Juvenile offenders in Prison and Courts 	<ul style="list-style-type: none"> ○ August ○ August 	<ul style="list-style-type: none"> ○ CDI have submitted a written request to MoJ for permission to monitor – awaiting Ministerial authorisation
CFEO (Centro Feto Enclave Oecusse)	81% (13 of 16 activities for the review period are Complete/Ongoing)	<ul style="list-style-type: none"> ○ Facilitation of workshop to review CEDAW socialisation materials with stakeholders and partners ○ First coordination meeting with local NGO stakeholders ○ Certification of partner resources for supporting socialisation activities 	Late June / July	<ul style="list-style-type: none"> ○
CIES TL (Centro Informasaun da Edukasaun Civika Timor Leste)	100% (20 activities for the review period are all complete or ongoing)			<ul style="list-style-type: none"> ○ Unforeseen costs for hiring training venues ○ Director's salary is currently not covered by donor funding

CJC (Centro Joventude Covalima)	90% (18 of 20 activities for the review period are Complete/Ongoing)	<ul style="list-style-type: none"> ○ Sectoral Coordination ○ Burning of DVDs 	<ul style="list-style-type: none"> ○ Both activities were scheduled for the following week 	<ul style="list-style-type: none"> ○ Problems with the local radio station meant difficulties in recording and broadcasting the radio drama. The centre staff were able to record in their own media unit and will disseminate via public performances later in the year.
CTI (Community Transformation Institute)	More than 80% (need revision to original workplan)	<ul style="list-style-type: none"> ○ Although all planned activities have been realised there has been a reduction in the public info activities from three-day to two-day sessions after complaints from community leaders/members that sessions were taking up too much of the participants' time. 		<ul style="list-style-type: none"> ○ Changes to original implementation plan (venue and dates) at the request of Local Authorities, although still on schedule ○ The rainy Season has also resulted in some rescheduling ○ Some community members are demanding subsidies for participating in training
DSTL (Desenvolvimento Sociedade Timor Leste)	91% (10 of 11 activities for the review period are Complete/Ongoing)	<ul style="list-style-type: none"> ○ Facilitation of public info event in Suco Fatuleto 	<ul style="list-style-type: none"> ○ Moved to Suco Raimea 	<ul style="list-style-type: none"> ○ The Rainy Season has adversely affected implementation – because of inaccessibility the session in Suco Fatuleto was moved to Suco Raimea ○ Limited transport within the CSO means that sometimes sessions have not been as well attended as hoped

FCJ Forum Cominicasoes Joventude	90% (9 out of 10 activities for the review period are complete or ongoing)			<ul style="list-style-type: none"> ○ World Vision have ceased support for some parts of the training delivered to FCJ students/beneficiaries. KNK are going to cover these aspects in future.
FECM (Fundasaun Edukasaun Comunidade Matebian)	86% (12 of 14 activities for the review period are Complete/Ongoing)	<ul style="list-style-type: none"> ○ Distribution of invitations for the training in Uatulari, Viqueque ○ Delivery of training 	<ul style="list-style-type: none"> ○ Scheduled for the following week 	
GFFTL (Grupo Feto Foin-Sae Timor Leste)	100% (22 activities for the review period are complete or ongoing)			<ul style="list-style-type: none"> ○ Some community members are demanding subsidies for participating in training ○ CSO members are reliant solely on public transport for travel to district-based activities
HLT (Hametin Lia Tatoli)	92% (12 of 13 activities for the review period are Complete/Ongoing)	<ul style="list-style-type: none"> ○ Preparation of film-show 		<ul style="list-style-type: none"> ○ The Rainy Season is challenging implementation – at this point though all activities are on track

JSMP (Judicial Systems Monitoring Programme) <i>Legal Research Unit Project</i>	100% (14 activities for the review period are complete or ongoing)			<ul style="list-style-type: none"> ○ The lack of translated versions of the Witness Protection and Demonstration could slow their dissemination
JSMP (Judicial Systems Monitoring Program) <i>Victim Support Services Project</i>	100% (12 activities for the review period are all complete or ongoing)			<ul style="list-style-type: none"> ○ Follow-up of cases is exceeding targets. Lack of adequate transport for Suai staff is a limiting factor though
PRADET TL (Psychosocial Recovery and Development East Timor)	100% (5 activities for the review period are all complete or ongoing)			
Uma Mahon Suai (Missionary Sister Servants of the Holy Spirit)	90% (19 of 21 activities Complete/Ongoing)	<ul style="list-style-type: none"> ○ Conducting GBV workshop and follow-up activities ○ Follow-up activities post- seminar conducted on Justice, Peace and Integrity of Creation 	<ul style="list-style-type: none"> ○ 14 -15th of May ○ Late May 	<ul style="list-style-type: none"> ○ Caritas were to support GBV workshop, however after cancellation had to change and Youth Centre are now supporting facilitation

Projects with Activity Delivery below 80%

Organisation	% of Agreed Activities Complete	As Yet Unrealised	Revision	Factors Affecting Activities
FEEO (Fundasaun Esperanza Enclave Oecusse)	Unclear: Original workplan is not to a sufficient standard to allow evaluation and needs substantial revision	<ul style="list-style-type: none"> Director reports that 50 of the 100 groups identified for reassessment have yet to be reached 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Workplan activities are poorly defined and non-quantifiable. Little relationship to the time period for implementation is established.
FTM* (Forum Tau Matan)	Below 50% Major changes mean that original workplan needs revision	<ul style="list-style-type: none"> Publication of a monthly Human Rights Journal – FTM now propose that the journal be quarterly 	<ul style="list-style-type: none"> June 	<ul style="list-style-type: none"> Failure to include salary for a dedicated journalist Increased cost of print production

* In interview with representatives of FTM it became clear that a number of activities supported by the facility around institutional development and strategic planning are not formally recorded in their existing workplan. A revised workplan should therefore try to capture all aspects of support provided. Staff of the facility have been working with FTM on the issues around moving the journal to a quarterly format and a journalist is being recruited for the position (funding for the position is from surplus of printing costs).

4.2 Cross-cutting Recommendations

A number of recommendations for improving the quality of support from the Facility were reflected during the interview process across several of the CSO partner organisations. These can be summarised thematically:

a) Capacity Development

Almost all of the CSO representatives interviewed were appreciative of the support provided to date by the Facility in developing the capacity and preparedness of the organisation *prior to commencement* of grants funding. For many this represented a strong advantage when contrasted against other donor support and reportedly boosted confidence and supported stronger planning at the outset of the various projects.

In considering future support for organisational development, however, many of those interviewed pointed to ongoing shortcomings within the human resources of their organisations. Further training on project management was regularly requested, including finance and administration, proposal writing and strategic planning.

For those organisations involved in delivering training and public information activities there was an often repeated request for further Training of Trainers (ToT) to strengthen delivery as well as more broad facilitation skills that would strengthen organisations' abilities to facilitate a wide-range of meetings. Development of skills targeting the active participation of women in meetings and training activities would also seem to be a key area for CSO partner delivery according to the Facility's own stated aims.

b) Public Information Tools

Feedback from some of the CSO partners, Facility staff and post-activity follow-up interviews pointed to the fact that there are widely differing levels of comprehension between the CSOs about subjects upon which training is being delivered and public information disseminated. Some organisations with little history of involvement in legal matters are providing information on oftentimes complex legal systems and mechanisms through workplans that can see a wide range of subject matter covered in very short periods of time and the scope for misinformation and misunderstandings needs to be managed carefully.

A standardised training manual outlining key information to be imparted through activities would be of value to the Facility's CSO partners. Similarly the Facility might do well to work with other stakeholders in the gender justice arena to secure Tetum translations of the Domestic Violence Law, once promulgated, that could include annotation to explain article by article the law and its ramifications. Other materials requested included copies of the Penal Code and a 'user's guide' to court processes and key figures and their responsibilities within the judicial system.

c) Standardised Program Reporting and M&E

CSO partners reported positively on the quarterly reporting format developed by the Facility as user-friendly and non-burdensome, especially since its translation into Tetum. Likewise all partners were appreciative of the initial training provided on the financial reporting systems, however, those CSO partners who had not yet received individual follow-up support to ensure that they are on track with reporting expressed that they

would feel more confident if it could be facilitated. Future monitoring and evaluation would be more empirical if a standard template for workplans could be developed and applied to all CSO partner projects. Indicators are often unclear and/or non-quantifiable and crucial information needed to discern discreet activities is often lacking.

Post Activity Monitoring in Suco Caibada

Suco Caibada in the central Sub-District of Baucau was the site of a public information session delivered by the Facility partner CSI on the 13th and 14th of May. Participants were drawn from the pool of village council members and other local authorities and community elders. The public information activity was conducted over two days and covered explanations of key aspects of the formal justice system in the first session and an overview of mediation and conflict resolution in the second, both being facilitated by a representative of Baucau's Justice and Peace Commission. A third session on Human Rights and their links with Justice was facilitated by CDI's Director, Sr Ilidio Gusmao.

The Suco has witnessed a high-level of conflict recently between youth from Caibada and those of the neighbouring Suco, Triloro and community members point to a link between conflicting youth and their membership of Martial Arts Groups. A multi-actor task-force has been established under the leadership of the District Administrator and a number of interventions have been attempted to try to restore calm to the area and reduce tensions, with limited success.

Under these circumstances the Chefe de Suco of Caibada - recently elected to the post - spoke of his personal keen interest in understanding more about the formal justice system as a means to effect social control over community members who continued to engage in destructive behaviour, but also his disappointment when information provided at the activity seemed to contradict what he had heard from other sources: 'The subjects that were to be covered seemed relevant to the day-to-day work of local authorities such as the domestic violence law, mediation, procedures on registering crimes etcetera. The problem was that the implementation of the training wasn't great and at times lacked clarity'.

The Chefe de Suco's sense of dissatisfaction with the content and quality of the training may be in part due to the pressure he is currently placed under to resolve the local conflicts and was reflected to a much lesser degree by some of the other community members who had participated. The majority of those participating in a group interview reported favourably on the training, particularly appreciating its culturally appropriate approach towards dispute resolution and mediation. However, many reported dissatisfaction over the lack of support for those who had travelled relatively far to participate, and for whom there had been little support provided, both in terms of assistance with transport and in financial terms, as CDI did not provide any kind of financial reimbursement for participants.

The fact that within the same group interview respondents identified that the training had been too short to allow adequate time be allocated for the subjects under discussion and for questions from the participants, illustrated clearly the challenging circumstances faced by Facility partners. In trying to juggle competing demands from community members that want to have a high standard of service delivered to them, but are conscious of the time lost in looking after their homes and land that participation requires, CSO partners face a continual challenge.

The issue of paying an allowance to participants in public activities is a thorny one in the context of Timor-Leste and many organisations are unwilling to contribute to fostering expectations or a 'hand-out mentality' through doing so. However, a number of the Facility's partners reported similar issues, with a few indicating that some communities had flatly refused to participate in activities in the event that no subsidiary payments were available, many of the reports indicating that this is based on exposure to previous payments made by a variety of other actors, suggesting that, in some communities at least, these expectations are already well-established.

d) Standardising an Approach on Mediation/Dispute Resolution

A number of CSO partners, notably those who have previously partnered with the Advocats Sans Frontieres 'Community Legal Liaison' program are engaged in supporting mediated dispute resolution for cases that are encountered during the course of their activities. This support is seemingly being wedded to customary mechanisms at the local level and CSO partners report that, where appropriate, they are linking with local authorities and community elders to authenticate mediation in locally appropriate ways. This fits well with the Facility's recognition of the value of informal systems and their importance, both in terms of enhancing the comprehension of the processes as well as the value attributed to agreements reached through them.

However, as noted in the Facility's 2009 implementation framework, such activities need careful management, not least because some of the cases reported by FECM involved apparent violence against women and therefore indicate a risk of the often-noted tendency within Timor-Leste for subjugation of women's rights within customary practice³.

There was insufficient time during the course of this evaluation to assess this work at the field level. It is therefore recommended that this be the subject of ongoing attention within the facility to assess the work currently being done by CSO partners in this area and their internal guidelines and mechanisms for involvement in these cases including, but not limited to: guiding criteria applied in deciding on the nature of intervention/approach; process of case identification; appraisal of victim's wishes and other factors in decision making in deciding the approach to be used (formal vs. informal); mechanisms for conducting victim-centred mediation and; procedures for recording key information about the case as well as any agreement fostered through mediation. Such an approach would also seem to link well with recommendations from the AusAID regional report (pp 28 – 29) on *Violence Against Women In Melanesia and East Timor* to 'track violence against women interventions (that is, put a far greater emphasis on monitoring and evaluation)'.

³ See Swaine, A (2003), 'Traditional Justice and Gender Based Violence' International Rescue Committee Research Report

Cooperation Between CSO Partners

Cooperation between CSO partners seems to be working well to maximise the potentials of individual projects through information-sharing, collaborative implementation and cross-training with partners who have particularly well developed skill-sets in key areas. In visiting CSO partners in Suai, for example, it became clear that so far the staff of the Covalima youth centre have been supporting HLT and Ciestl to prepare proposals and to complete reports, whilst the centre has also arranged to deliver GBV training for the Uma Mahon project after Caritas Australia had to withdraw support for this activity. In Baucau FECM are supporting CTI to deliver training modules on legal institutions, actors and processes, whilst in Oecussi FFEO is an active member of the local protection network and has good links with JSMP's VSS staff based there.

The apparent natural and organic nature of relationships between some partner CSO's is not to underestimate the value of Facility staff in promoting this collaborative approach. Facility staff report that during and prior to the outset of the grants funding process, relations were characterised by a more 'stand-offish' attitude where seeming competition for funding may have acted against open and supportive cooperation. At the time of the evaluation, however, partners seem to be well aware of the advantages of working together and it is encouraging to see organisations such as JSMP and FTM, who have well established credentials in judicial and rights-based advocacy, supporting the development of media-advocacy awareness and strategies in

e) Facility-Led Coordination

CSO partners in Suai reported favourably on the support provided by the Facility office there and the linkages that Suai office staff could provide to court actors. All organisations felt that this could be further developed by facilitating regular meetings, between CSO reps, Facility staff and staff of the Suai District staff, in which partner CSOs could seek clarification on areas that they were regularly asked about during community training sessions and public information sessions and build institutional capacity in dealing with these matters. Such forums could also provide useful information for court officials in giving access to the concerns and issues regarding the formal justice system as presented during community-based activities carried out by partners.

Some of the CSOs geographically remote from the Facility offices in Dili and Suai (ie Oecussi and Baucau) recommended that there might be value in facilitating regular meetings of all CSO partners to strengthen links and share information about successful strategies for commonly encountered problems. There may be additional value in regular meetings being chaired by the Facility staff with CSO partners in Oecussi given their geographically remote location and the apparent need for some intensive targeted support to FFEO.

4.3 Project-Specific Recommendations

The table below summarises recommendations arising from discussions during the interviews from the representatives of the CSOs and the consultant/ evaluator

Organisation	Recommendations (P= from Partner Organisation; C=from Consultant)
CDI (Community Development Interest)	<p>P: Need additional support to develop the Media advocacy aspect of their program</p> <p>C: Might be worth linking CDI with JSMP & FTM who may have more experience in this area</p> <p>C: CDI are one of the CSO's that are encountering communities reluctant to participate in activities without payment of a subsidy, it may be worth considering guidelines for allowing such payment</p>
CFEO (Centro Feto Enclave Oecusse)	<p>P: Explore possibilities for collecting findings and recommendations from CSO partners for advocacy at the national level;</p> <p>P: Clarify the vision and strategic plan within MoJ for future interactions with Civil Society beyond grants management</p>
CIES TL (Centro Informasaun da Edukasaun Civika Timor Leste)	<p>P: Director has a copy of the ASF produced 'Dalan ba Justisa' film which he recommends as a good resource for public info on the judicial system</p> <p>C: There may be an issue with CIESTL lacking adequate funds to cover the Director's and Finance Staff's salaries</p>
CJC (Centro Joventude Covalima)	<p>P: The radio drama being produced as part of the project could be produced in both Tetum Praca and Terik if additional funds could be made available.</p>
CTI (Community Transformation Institute)	<p>P: Beyond their initial 3-month project duration CTI are keen to conduct a longer project supporting similar work across Lautem district.</p> <p>C: CTI have shifted from a 3-day model of public info delivery to a 2-day one. Recommend activity monitoring as post-activity interviews in Suco Caibada suggested that training may be adversely affected by 'rushing' a large volume of material.</p> <p>C: CTI are one of the CSO's that are encountering communities reluctant to participate in activities without payment of a subsidy, it may be worth considering guidelines for allowing such payment</p>
DSTL (Desenvolvimento Sociedade Timor Leste)	<p>P: Suggest that brochures answering FAQ's on the justice system might be a useful tool for partner CSO's</p> <p>C: Activity Monitoring in Suco Raimea suggests that staff need to improve their skills as trainers / facilitators, particularly in securing active participation of women in their activities</p>
FCJ (Forum Comunicacoes Juventude Oratorio Don Bosco)	<p>P: Interest in an exchange visit with the 'Uma Mahon' project in Suai for information sharing and mutual learning</p> <p>C: There is an apparent minor accused of manslaughter/ murder currently resident at the centre. FCJ report that this is the request of PNTL and court and that they are trying to facilitate a reconciliation with the family of the victim. Recommended for follow-up clarification from the Facility.</p>

FEEM (Fundasaun Edukasaun Matebian) (Comunidade)	P: Public Info tools on key aspects of the formal justice system as well as a guidebook explaining key terminology C: Recommend exploring pooling donor funding for vehicle hire (JSSF and TAF) with a view to potential purchase of vehicle.
FEEO (Fundasaun Esperanza Oecusse) (Enclave)	P: Requests support with capacity development in project management C: Strong recommendation for close follow-up: activity monitoring. Significant concerns over CSO's capacity as an implementer, immediate attention to clarifying workplan and longer-term support for activity management needed. Could strengthening linkages with CFEO be an option?
FTM (Forum Tau Matan)	P: Wish to move from monthly production to quarterly P: Would like to recruit a dedicated journalist to assemble inputs for each edition of the journal (not in original budget) C: Recommend attention from facility staff to explore in more detail the obstacles to production of the journal and review the budget implications of FTM's intention to move to a quarterly print production. C: Recommend caution in adding staff to the project given that more than half of the funding supplied is in salary budget lines already
GFFTL (Grupo Feto Foin-Sae Timor Leste)	P: Would like the opportunity to review their budget with Facility staff, experiencing difficulties with access to transport C: GFFTL are one of the CSO's that are encountering communities reluctant to participate in activities without payment of a subsidy, it may be worth considering guidelines for allowing such payment
HLT (Hametin Lia Tatoli)	P: Would like to try to organise a large reflection meeting in August with representation from all of the communities that have been part of the project, would appreciate Facility representation
JSMP (Judicial Systems Monitoring Programme): Legal Research Unit Project	P: Request support from the Facility in strengthening relations with senior levels at the Court of Appeal and the Office of the Prosecutor General P: JSMP also request to report in narrative form on a bi-annual basis given multiple donor-reporting requirements C: JSMP currently have no dedicated Portuguese language training and feel they struggle with some aspects of legal comprehension as a result. Recommend facility explore options for language training.
JSMP: Victim Support Services Project	P: request for transport support for Suai-based VSS staff member who has a large area to cover, over difficult terrain and currently only a motorbike. P: request for targeted training of court actors on the Domestic Violence law once promulgated to help alleviate current misunderstandings in handling these cases.
Pradet TL (Psychosocial Recovery and Development East)	C: Recommend that the Facility consider supporting PRADET to deliver training on active participation of women in training / information dissemination seminars as

Timor): Psychosocial Project	they seem to have a strong grasp on this area.
Uma Mahon Suai (Missionary Sister Servants of the Holy Spirit)	C: Staff at the safe house are often frustrated with long delays in registering & attending to cases at the district court and have made direct representation to the Prosecutor General. They would benefit from any support with MoJ officials that could be offered by Facility staff in Suai and/or Dili