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# Acronyms and Abbreviations

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APF	Asia Pacific Forum of National Human Rights Commissions
CAC	Anti-Corruption Commission
CEDAW	Convention on the Elimination of Discrimination against Women
CRC	Convention for the Rights of the Child
FFDTL	Defense Force of Timor-Leste
ICC	International Coordinating Committee for National Human Rights Institutions
INAP	National Institute of Public Administration
MAOET	Ministry of State Administration and Territorial Management
MOE	Ministry of Education
MSS	Ministry of Social Solidarity
ONCHR	Office of the High Commissioner for Human Rights
AUSAID	Australia's International Aid and Development Agency
PDHJ	Provedoria for Human Rights and Justice
PNTL	National Police Force of Timor-Leste
RDTL	Democratic Republic of Timor-Leste
SEANF	The South East Asia National Human Rights Institutions Forum
SEPI	Secretary of State for Promotion and Equality
TVTL	Television Timor-Leste
UNMIT	United Nations Integrated Mission In Timor-Leste
UNDP	United Nations Development Program
UPR	Universal Periodic Review



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# Preface

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Planning is key to the success of any institution. Furthermore, planning plays a crucial role in state building efforts, particularly in a country like Timor-Leste.

Since Timor-Leste's independence both people's enjoyment of their rights and service delivery by State institutions has improved to a great extent. In a similar manner to the nation which it serves, the PDHJ has come a long way since its establishment with a staff of 12 in 2006 to an organizational strength expected to reach 134 as per its internal organic structure approved in 2011.

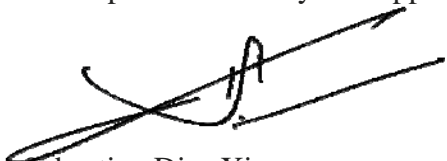
Through consultations with the community, civil society organizations and other public institutions, the Provedoria has created this Strategic Plan so that our Institution will have a framework through which to expand and evolve over the next ten years. The framework contained within is designed to specifically reflect the national context, attempting to determine the role of the PDHJ in relation to the main human rights challenges in Timor-Leste and the most crucial aspects of good governance that the state faces at present.

With the opinions collected through this consultative process, we trust that the PDHJ has developed a balanced and coherent plan which manages to focus equally on public institutions and the community. The Strategic Plan has been developed around 4 key areas, two of which relate to PDHJ support for the strengthening of knowledge within public institutions and the improvement of their human rights and good governance records. Due to the challenges faced by Timorese society in ensuring equal enjoyment of rights and access to public services, the PDHJ has also developed a specific focus area relating to vulnerable groups, including women and children. The PDHJ can only positively contribute to the rights of vulnerable groups and to support state institutions in implementing their role when we have the necessary capacity to do so. As such, another of the main areas included in the Strategic Plan is the strengthening of our capacity and independence to better implement our constitutional role.

Our plan was developed using a results based approach to strategic planning which we hope will allow us to concisely measure the impact of our activities. It is without doubt that the PDHJ's strategic plan will require a great effort in order to monitor and evaluate the implementation of our activities, but through making this effort the PDHJ will be in a better position to attain the vision set out in this plan.

It is clear that the rapid growth of Timor-Leste poses specific challenges both for society and public institutions. The PDHJ needs to guarantee that it can support the public institutions in implementing their role in a more just and equitable manner, in order to ensure both the rights of all and an effective administration.

We hope to count on your support in this journey.



Sebastiao Dias Ximenes

Provedor



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# Introduction

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*The Provedoria dos Direitos Humanos e Justiça's (PDHJ) Strategic Plan 2012-2020 defines the vision, mission and core values of Timor Leste's National Human Rights Institution as well as the main objectives and strategic priorities for the next ten years. Following on from the PDHJ's first national plan covering 2007-2010, this Strategy Paper provides an operations framework for all annual plans and reports that will emanate from the PDHJ over the next 9 years.*

The Provedor was established through the Constitution of the Democratic Republic of Timor-Leste in March 2002. The establishment of a human rights institution for Timor Leste represented a key part of the Government's responsibility to confront certain issues that the nation faced on its road to a just and democratic society.<sup>1</sup> The PDHJ is an independent national body with two specific mandates – Human Rights and Good Governance. In addition to these the PDHJ also has the competence, under article 50 of the Constitution, to make a request to the courts to pronounce on matters related to the constitutionality of any legislative matters.

In March 2005, Parliament chose the first PDHJ Ombudsman who was sworn into office in June of the same year. Two Deputy Ombudsmen were selected by the Ombudsman and also took office later on in the same month. In March 2006, the Provedoria opened its doors to the public for the first time. In 2010 the Ombudsman was re-instated for a second term by Parliament. In 2010, with the creation of the Anti-Corruption Commission (CAC), the PDHJ lost its mandate to investigate incidences of corruption.

The PDHJ organised various consultative mechanisms over the course of 2010-2011 in order to ensure that the Strategic Plan would be of relevance to Timorese citizens and stakeholders. The consultation process was organised using a human rights based approach methodology and included workshops with PDHJ staff in Dil, Bacau, Oecusse, Same and Maliana along with public and community meetings in the above 5 districts. The summary of this process and the methodology and results related to these consultations can be found in the annex.

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<sup>1</sup> Law No. 7/2004 of 26 May 2004, provides for an organizational, competent, functional office place and procedural structures.



## The mission and vision for the foundation of the PDHJ's Strategic Plan are:

### PDHJ's Vision

The protection of human rights, the strengthening of integrity and the promotion of good governance in Timor-Leste.

### PDHJ's Mission

The PDHJ is an independent national institution of Timor-Leste, established to promote and protect human rights and good governance. It finds its objectives through the following:

- **Education:** The creation of a public conscience through the promotion of a culture that respects the principles of human rights, law and order and good governance.
- **Promotion of cooperation:** to provide motivation and assistance to entities and public agencies to develop policies, procedures, internal training and complaint mechanisms that promote human rights and good governance.
- **Resolution:** To effectively address the issue of human right violations and mal-administration using mechanisms which deal with complaints effectively and through a process that promotes mediation and conciliation.
- **Investigation, Inquiry and Monitoring:** The provision of recommendations on the means and ways to protect human rights and good governance, based on the results of investigation, inquiry and monitoring (directly or in partnership with its partners in civil society) that will guarantee the constitutionality of legislative decisions.

### Core Values:

PDHJ's core values reflect the standards to which it aspires in its services to the public and stakeholders.

- |                                |                                      |
|--------------------------------|--------------------------------------|
| ● Accessibility                | ● Impartiality and Justice           |
| ● Accountability               | ● Independence                       |
| ● Credibility                  | ● Non-discrimination                 |
| ● Integrity                    | ● Respect for the Rule of Law        |
| ● Efficiency                   | ● Transparency                       |
| ● Equal rights for men & women | ● Treatment of citizens with dignity |
| ● Honesty                      | ● National unity                     |

The output summary of the Strategic Plan 2007-2010 can represent important background information for the PDHJ Strategic Plan 2011-2020.



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# The Execution of PDHJ's Strategic Plan for 2007-2010

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Over the course of the 4 years of the Strategic Plan 2007-2010, the PDHJ made a lot of progress in establishing the Provedoria's programme and reputation. The PDHJ has confronted many challenges, including issues related to human resources, budget and office facilities as well as technical competence in the area of human rights and good governance and the removal of its mandate to investigate corrupt practices. The Provedoria has had success in confronting these challenges and has made positive changes to Timor-Leste in the area of good governance and human rights. Below is a summary related to the realisation of key indicators that show the Provedoria's progress in areas that form the basis for the key strategic priorities for 2011-2020.

## Strengthening the Institutional Capacity of the Provedoria

In 2006 the PDHJ was established with a staff of 12 and a budget of \$86,000. By 2010 the institution had increased in size to a staff of 66, operating on a budget of \$1,200,000. As of 2012, the Provedoria has 95 staff with a budget of \$1,249,000. Throughout this period, the Provedoria has shown that it has the ability to guarantee the effective management of both staff and funds.

## Recognition of the PDHJ in 13 districts in Timor-Leste

In its efforts to carry out its mandate, the Provedoria is attempting to ensure that people living in every district of Timor-Leste have access to its services. The PDHJ has already undertaken socialisation campaigns in all 13 districts and has established a complaints registry in each district to facilitate communication. The PDHJ has set up regional offices in Baucau, Maliana, Oecusse and Same to establish its presence within the community, however these offices experience certain limitations at present due to low staff numbers and logistical challenges.

In addition, the PDHJ's Human Rights Monitoring Network has members in every district of Timor-Leste. From year to year the number of complaints made to the PDHJ has also increased from 31 in 2005 to 214 in 2010. Of the total number of complaints made by the community in 2010, 53% came from people living outside the capital, Dili.<sup>2</sup> It is also important to note that compared to 2009, there was a reduction in the number of complaints made that do not fall within the mandate of the PDHJ in 2010. This shows that the public awareness of the role of the PDHJ is increasing.<sup>3</sup>

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<sup>2</sup> In 2009 46% of the complaints received by PDHJ came from outside of Dili.

<sup>3</sup> In 2010 there was a significant reduction of 23% in the number of complaints received by PDHJ. 16% of the complaints fall outside the PDHJ mandate, compare to 39.3% in 2009. This statistic may indicate that the public has a better understanding of PDHJ's mandate, by submitting complaints that were relevant.



## **The development of PDHJ's internal procedures and staff capacity**

From its inception in 2007 to the present, the PDHJ, together with other development partners, has dedicated significant time and resources towards building the capacity of its staff members. The majority of staff starting work in the PDHJ do not have prior experience in the investigation of human rights or good governance violations nor in the provision of human rights or good governance education and monitoring. By 2010, the staff had a solid base in the technical aspects of investigation, monitoring and training. The PDHJ has also developed and implemented integrated operational manuals related to all aspects connected to the Institutions complaints mechanisms. The PDHJ has not yet fully developed the staff capacity to carry out its judicial, public inquiries or mediation and conciliation functions. PDHJ staff have identified the need to expand and consolidate their knowledge in analysis and report writing also.

## **Knowledge increase on human rights and good governance in key sectors such as policing, teaching and public service**

The PDHJ has established a training program with a public function to target groups such as the PNTL, FFDTL, teachers, community leaders, the community and university students. From 2007-2010, the PDHJ has provided training for 3,928 people through workshops and other activities as well as 1,276 people on human rights and good governance. This training program also included collaborating with UNMIT and the Ministry of Education to mainstream human rights education throughout primary schools in the country. 360 teachers from 13 districts participated in this program in 2008. Results from an evaluation of this training show that 68% of teachers have integrated a human rights education syllabus into their curriculum.<sup>4</sup>

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<sup>4</sup> From March to October 2010 PDHJ and UNMIT did an evaluation based on the observation of 171 teachers who received training



## **Establish inspection of public authorities including actions by the police, the military, the prisons, procurement process and the provision of public functions**

Between 2007-2010, the PDHJ's Department of Public Assistance registered 977 complaints, all of which were investigated by the PDHJ's human rights and good governance divisions who, where necessary, made recommendations to the relevant public entities to correct whatever injustice or violation had occurred. As a result of the PDHJ's investigations and recommendations, people have benefited already in areas such as the provision of government pensions and the ability of those detained by the police to contact their families. The perpetrators of human rights violations and good governance have also been subject to disciplinary and administrative actions, including a halt on their promotions and being subject to criminal procedures. Due to the limitations in the database related to case management and the systematic failure to follow up on recommendations, the PDHJ does not have any data related to the type and number of cases that may have resulted in positive changes. The Strategic Plan 2012-2020 will pay special attention in rectifying this problem and identifying and communicating to the public the impact of the work done by the PDHJ

## **Provedoria has also developed a strong regional and international network to increase the impact of the PDHJ**

In 2008, the PDHJ received statutory accreditation "A" from the International Coordinating Committee for National Human Rights Institutions. This accreditation gives the PDHJ a special status before UN bodies and other international human rights mechanisms.<sup>5</sup> The PDHJ contributes regularly to regional and international human rights forums and also makes presentations before members of the treaty and the UPR process. The PDHJ has also developed strong relations with other Ombudsmen in the region and it is about to enter a new era by becoming a member of the International Ombudsmans Association.

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<sup>5</sup> 'A' status is awarded to institutions that are in full compliance with the Paris Principles which govern the National Human Rights Institutions.





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# Strategic Plan for 2011-2020

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## **To ensure that public authorities possess good knowledge on human rights and good governance at an institutional level**

In the next 10 years, the PDHJ will ensure that key sectors of the civil service will receive systematic quality training in the area of human rights and good governance to guarantee that public servants possess the relevant knowledge to apply such concepts in their day to day functions. The PDHJ will also work with relevant institutions such as the Police Academy, the Secretary of State for Security, the Ministry of Education, INAP, Ministry for State Administration Estate Administration Ministry and the Ministry for Social Solidarity to develop relevant materials that integrate human rights and good governance principles into their trainings. The PDHJ will have the capacity to show the impact of the trainings that they will implement and to measure the knowledge acquired in these trainings and to monitor the changes and actions from individuals and entities that have made these changes.

The PDHJ will ensure that knowledge related to its mandate expands to encompass the sub-district and suko levels. The Provedoria aims to ensure the number of complaints made in the districts outside of Dili increases to 65% by 2015. The Institution will also ensure that it will expand the results from its work with the public to guarantee that the public's credibility and confidence in the PDHJ is maintained. The PDHJ will also begin to investigate public attitudes towards the PDHJ, its mandate and impact. With the implementation of a new electronic system related to case management, the PDHJ's capacity will increase and allow it to make regular reports and inform civil society and the general public about all of its activities.

## **Increasing State compliance with the principles of human rights and good governance**

After establishing its core competencies and procedures related to investigation and monitoring processes for the next 10 years, the PDHJ will focus special attention on the investigation of public authorities. This will include increasing its capacity to make legal analysis and provide written reports in order to increase the impact of its services. The PDHJ will also establish a specific department that will follow up on its own recommendations to relevant ministries regarding institutional and legislative changes that will protect and promote human rights and good governance and remedy human rights violations. The PDHJ will look to ensure that public authorities make at least 60 changes to fix human rights and good governance each year. The PDHJ will also look to expand its services to provide a legal analysis of draft laws and programs that guarantee changes which will provide maximum systematic protection.



## **Ensure PDHJ has the capacity and independence to guarantee the implementation of its mandate**

As an immediate priority, the PDHJ intends to restructure its institutional system in accordance with the new organic law. The restructuring of the PDHJ will include the establishment of a Public Assistance Management section, an office for legal counselling and the creation of the two new positions of Inspector General and Director General. The PDHJ will also give priority to the implementation of its mandate in areas previously neglected including mediation, conciliation and constitutional analyses related to legislative matters. The PDHJ also hopes to consolidate the work it has done in managing the development of an electronic case management system, the creation of permanent regional offices for PDHJ in the regions and ensuring a sustainable increase in staff numbers as well as undertaking the functions of planning and evaluation. The PDHJ also intends to consolidate the measures it has taken to increase gender equality, both in terms of equal male/female staff numbers and an increase in women in leadership positions within the PDHJ. The consolidation of the contribution of women in the leadership and their involvement in the advisory committee will be introduced as an additional measure to increase PDHJ capacity to respond to community needs.

## **Protecting Vulnerable Groups against human rights abuses and ensuring equitable access to public services**

One of the specific responsibilities of the PDHJ is to guarantee that vulnerable groups have better access to its services. The PDHJ, in cooperation with its advisory committee, will guarantee that all the vulnerable group's perspectives are reflected in the PDHJ's programmes. The PDHJ will develop and implement specific strategies to promote and protect the rights of women, in particular in relation to access to justice, health and education. The PDHJ will also continue to support and implement CEDAW's recommendations as well as decrease political and discriminatory practices at the hands of public authorities. While protecting the rights of children, the PDHJ will look at improving the rights of children who are in conflict with the law and child workers involved in the labour force. By 2015 the PDHJ's legal protection staff will have completed specialised training covering areas such as disability law and human trafficking and, as noted in the Annex, specific protections for such groups will be a part of the implementation and action plan by 2020. In addition, the PDHJ will guarantee that those who live in the rural areas and the aged shall have better access to public services.



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# Strategic Priorities

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This section defines four strategic priorities for the PDHJ

**Strengthen PDHJ's capacity and independence** so PDHJ can guarantee a good implementation of its mandate

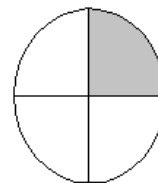
**Public authorities' possess good knowledge** related to human rights and good governance

**Vulnerable people are protected** against human rights abuses and can have good access to public services

**Authorities prevent and remedy** violations of human rights and good governance



## Public authorities have a good knowledge of human rights and good governance in their institutional frameworks



### Law Enforcement and Security

- Police (PNTL), through the Police Academy Curriculum
- The military, through cooperation with the Secretary for State Defence and FFDTL
- Prison officers within the training framework of the Ministry of Justice

### Community Members

- Community groups
- Students
- Partners in civil society

### Government and Public Service

- Community leaders through cooperation with the Ministry for State Administration
- Teachers through coordination with the Ministry of Education, where human rights are integrated in the school curriculum
- Public Servants through INAP

### Media to promote knowledge

#### General Public

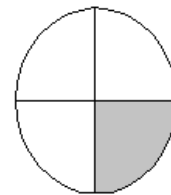
- Mobile Office
- TV & radio shows
- PDHJ's website
- PDHJ reports and bulletins
- National events
- Press Conferences

#### Specialised Groups

- Seminar
- Public Discourse
- Training for PDHJ NGO partners
- Inviting NGO's to participate in PDHJ's Training



## Authorities prevent and remedy violations of human rights and good governance



### Public Service

Monitoring of political and regulatory measures related to a number of human rights and good governance issues including:

- Good Governance: Monitor tender process, decentralization and infrastructure projects
- Human rights: rights to education, health & justice
- Mediation and conciliation to resolve appropriate cases between community members and the State
- Timely investigations of complaints made to PDHJ in line with the PDHJ's operating manual

### Law Enforcement and Security

Monitoring police services, the military, prison services and follow up on recommendations to ensure institutional changes.

### Legislation

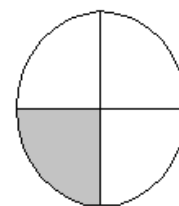
- Systematic review of draft laws
- Request declaration of constitutionality
- PDHJ to be involved in judicial cases related to human rights

### Increase Co-operation with NGOs

- Strengthen PDHJ regional human rights network, NGO monitoring
- Establish NGO PDHJ network in the area of good governance



## Vulnerable people are protected against human rights abuses and can gain better access to public services



**Ensure that women, children, people with disabilities and people living in rural areas are included in all programs, depending on cases**

- Increase protection mechanisms for vulnerable groups
- Advisory committee gives priority to vulnerable groups
- Develop and strengthen NGO networks to identify and resolve problems that affect vulnerable people
- Take internal initiatives to increase PDHJ's access to vulnerable groups and the disenfranchised (Women, Children, Disabled)

### Women

**Decrease discrimination in relation to access to justice, health and education, in particular on issues related to women's rights**

- Development & implementation of PDHJ's action plan related to women's rights linked to CEDAW
- Monitoring and promotion related to women's access to justice, health and education
- Strengthening women's access to PDHJ

### Children

**Preventing the abuse of the rights of children in conflict with the law and children involved in labour activities.**

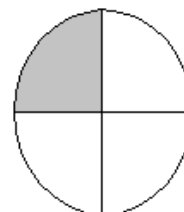
- Development & implementation of PDHJ's action plan linked to the CRC
- Monitoring & promotion of access to education and children's rights in the justice system

### People in Rural Areas

- Increase rural people's access to services, including access to roads, health clinics, education and information
- Work with State actors and NGO's involved in decentralization to conduct monitoring in rural areas



## Strengthen PDHJ capacity & independence to guarantee and enable PDHJ to effectively implement its mandate



### Restructuring & Human Resources

- Implementation of PDHJ Organic Law
- Management regulations
- Fill positions in newly formed departments areas including newly formed department to follow up the recommendations, legal department, inspector's position, mediation and conciliation in order to follow up on all recommendations
- Women as leaders in PDHJ

### Planning, Political & Infrastructure

- Development & implementation of administrative and financial manual
- Implementation of independent financial management
- Development of Human Resources procedures
- Permanent regional offices
- Implementation of electronic system for case and information management

### Professional Development Resources

- High technical skills
- Management skills (planning, monitoring and evaluation)
- Legal capacity
- Language skills
- Skills in report writing and analysis

### Seek support from development partners

- UNDP/ OHCHR Capacity Building Programme for Provedoria ( 2010- 2014)
- Seek additional support for the mandate of good governance



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# Results Based Strategic Plan

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This part of the Strategic Plan provides a more concrete and detailed narrative of activities that the PDHJ will develop to respond to the issues previously discussed. Those activities will be developed around four strategic priorities already identified by the PDHJ. Indicators have been developed to measure the impact of the PDHJ's activities in these areas.

<b>Timeframe</b>
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The Plan includes long term priorities for ten years (2011-2020). However, the plan will also look at several short and medium term the objectives, results and activities that can be implemented in the short and medium terms. The activities included in the plan consists of the following periods:

- Short Term (1-3 years)
- Medium Term (3-5 years)
- Long Term (5-10 years)

The PDHJ's annual plans will be developed in coordination with the indicators and long term activities highlighted in the strategic plan. The PDHJ will also review and make changes to the plan every three years in order to see if the reality of the plan has changed due to changes in external circumstances.







# Public Authorities Knowledgeable about human rights and good governance



**Key area results 1: Public authorities possess knowledge related to human rights and good governance in their institutional framework**

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
<b>1.1 Ensure that the application of the law and those involved in law enforcement and state security respect human rights and good governance</b>	<b>1.1a</b> PNTL and FFDTL have an adequate knowledge of human rights and good governance	<b>1.1.1</b> Training of PNTL & FFDTL in coordination with the police academy & the State Secretary for Defence	<b>1.1.1</b> Percentage of PNTL and FFDTL who participated in training on human rights and good governance	<b>1.1.1</b> Every year 75% of PNTL & FFDTL to participate in training on human rights and good governance	State Secretary for Defence and Security, PNTL, FFDTL, Police Academy, Human Rights NGOs, UNMIT & UNDP/ OHCHR projects	Short to long term
	<b>1.1b</b> An increase in the laws applicable to the PDHJ and FFDTL	<b>1.1.2a</b> Development & revision of the training manual to be used within the institutions. <b>1.1.2b</b> Creation of a PDHJ training manual for the FFDTL and the update of the training manual for PNTL.	<b>1.1.2a</b> 25% PNTL and FFDTL participate in training on the application of the principles of human rights and good governance in their roles <b>1.1.2b</b> Percentage of male and females participating in the training	<b>1.1.2a</b> More than 25% PNTL & FFDTL to participate in training on the application of the principles of human rights and good governance in their roles <b>1.1.2b</b> Percentage male and female to participate in the training in proportion to the institution		Medium term
		<b>1.1.3</b> To integrate human rights and good governance training as a permanent fixture within the basic curriculum of the national police academy training programme.	<b>1.1.3a</b> Training Manual for FFDTL completed <b>1.1.3b</b> Revision of PNTL manual <b>1.1.3c</b> Prison Training Manual completed	<b>1.1.3a</b> Before 2013 complete TOT FFDTL <b>1.1.3b</b> Before 2015 complete a revision of the manual for prison staff and PNTL		Medium term

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
<b>1.2 Public servants to perform their duties in line with the principles of good governance and human rights.</b>	1.2 Public servants possess good knowledge of good governance and human rights and ensure their adherence to standards applicable to them.	1.2.1 Develop and implement induction training and professional development in human rights, good governance and INAP or a comparable training institute for public servants in Timor-Leste	1.2.1a Induction training and professional development implemented with INAP 1.2.1b Percentage of public servants participating in training who increase their knowledge in good governance and human rights 1.2.1c Gender balance in public servant numbers attending training programs	1.2.1a The curriculum in good governance to be integrated in INAP's curriculum for public servants before 2012 1.2.1b Public servants to participate in training to increase their knowledge above 20% in good governance and human rights 1.2.1c 50% female employees and 50% of male employees to acquire training in good governance	INAP, ministries	Medium Term
		1.2.2a Provide human rights training for community leaders 1.2.2b Incorporate good governance and human rights in capacity training for public servants at the local level	1.2.2 Community leaders increased their knowledge by 20% in the principles of good governance and human rights in their roles	1.2.2 Community leaders to participate in training to increase their knowledge by 20% in human rights and good governance areas	MAOET, MSS	Medium term
						Short to medium term

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
			<p><b>1.2.3</b> Number of teachers participating in training on human rights</p> <p><b>1.2.3</b> Percentage of teachers participating in training on how to apply the principles of human rights in the schooling</p>	<p><b>1.2.3</b> Before 2020 to have 50% of primary school teachers participate in training in human rights</p> <p><b>1.2.3</b> 30% of teachers participate in training in application of principles of human in teaching</p>	MOE, UNMIT, OHCHR	
<b>1.3.1 The youth to have knowledge of their rights and responsibilities</b>	<b>1.3.1</b> School curriculum includes and integrates human rights and good governance	<b>1.3.1</b> Provide support to the Ministry of Education to integrate human rights and good governance in primary and secondary schools curriculum	<b>1.3.1</b> Topics related to human rights and good governance integrated into primary schools and secondary schools as deemed appropriate	<b>1.3.1</b> Integration of topics in human rights and good governance into the primary school curriculum before 2014	Education Ministry, UN and civil society	Present to medium term

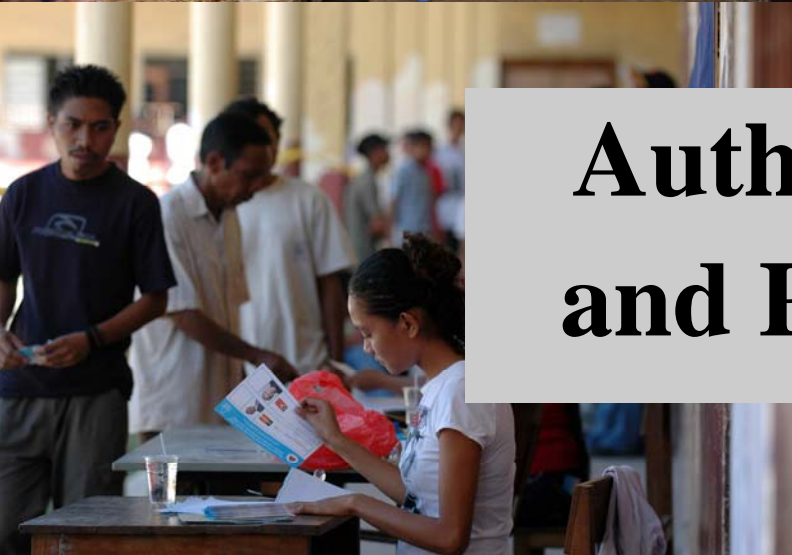
Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
<b>1.4.Members of government and political parties have knowledge of PDHJ's mandate and concepts of human rights and good governance</b>	Information and orientation sessions in human rights and good governance	<p><b>1.4.1</b> Develop an education program for each specific ministry in their own settings including one for managerial level.</p> <p><b>1.4.2</b> Create an education program for political parties on political rights.</p>	<b>1.4.1</b> Develop and implement an orientation program to inform and orientate elected officials, political parties and government, including the council of ministers	<b>1.4.1</b> To develop and implement an education program to inform and orientate elected officials, political parties and the government, including the council of ministers	Ministers, members of Parliament, political parties, etc.	Short term
<b>1.5 The entire East Timorese public, including vulnerable people, to have good knowledge of PDHJ's role, activities and their rights and responsibilities and access to PDHJ</b>	PDHJ's main communication is effective and implemented	<b>1.5.1</b> Develop and implement a communication plan in all service areas for 1 to 8 years	<b>1.5.1</b> Communication plan to get approval from Provedor	<b>1.5.1</b> Before 2013 complete communications plan that has been developed for 8 years	Journalists association, radio, TVTL, and newspapers.	Short term

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
	<b>1.6</b> Communications related to PDHJ role, mandate and activities are regularly prepared and divulged through electronic means and through print media	<p><b>1.6.1</b> Develop and implement programs and activities for general dissemination and for television programs, newspapers and radio, and public announcements including informing the public about cases already resolved by PDHJ</p> <p><b>1.6.2</b> Accessible PDHJ website serves as a source of timely and comprehensive information for PDHJ's work</p> <p><b>1.6.3</b> Make assessments on community understanding of PDHJ, and the level of good governance and human rights.</p>	<p><b>1.6.1a</b> Number of information sessions by PDHJ and its role to include the sub-district and Suku ;</p> <p><b>1.6.1b</b> Amount of coverage of PDHJ in the media</p> <p><b>1.6.1c</b> Number of complaints received by PDHJ that do not come under PDHJ's mandate</p> <p><b>1.6.2</b> Number of people accessing PDHJ's website.</p> <p><b>1.6.3.</b> PDHJ to evaluate the perception of the role carried out by PDHJ.</p>	<p><b>1.6.1a</b> PDHJ 's community meetings to be greater than 80 times each year</p> <p><b>1.6.1b</b> PDHJ to obtain media coverage greater than 20 times each year</p> <p><b>1.6.1c</b> The number of complaints made to the PDHJ to decrease to 5% before 2015 compared to 2010.</p> <p><b>1.6.2</b> More than 1000 people to log into PDHJ website each year</p> <p><b>1.6.3.</b> Before 2014 to evaluate the perception of PDHJ role</p>	<p>Media and journalists, NGO's, local government, groups from the civil society, government and others.</p> <p>MOI</p> <p>UNDP</p>	<p>Present to long term</p> <p>Medium term</p>





# Authorities to Correct and Prevent Violations



**Key area results 2: Guarantee that authorities prevent and correct the violation of human rights and good governance principles**

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
<b>Political and state actions comply with human rights and good governance and appropriate strong actions whenever there are violations of human rights or good governance</b>	<b>2.1</b> Government institutions-especially the security forces, prison services and government-change their policies and actions to comply with the law, human rights and good governance	<b>2.1.1</b> PDHJ to monitor and recommend to public entities, focusing on the actions of PNTL, prison guards and F-FDTL and members of government in the implementation of their obligation to human rights and good governance.	<b>2.1.1a</b> People in detention and prison have access to PDHJ <b>2.1.1b</b> Number of public reports related to the monitoring of published results with recommendations and advocacy to ensure the implementation of recommendations <b>2.1.1c</b> Percentage PDHJ's recommendations from monitoring are implemented	<b>2.1.1a</b> PDHJ interviews more than 100 detainees and prisoners each year. <b>2.1.1b</b> PDHJ publishes 3 reports each year. <b>2.1.1c</b> 25% PDHJ 's recommendations are successfully implemented		Short term
		<b>2.1.2</b> Monitoring by PDHJ also looks at the progress of implementation related to economic, social, and cultural rights including the right to health and education	<b>2.1.2</b> PDHJ begins monitoring the area of ESCR	<b>2.1.2</b> Before 2016 PDHJ completes monitoring in three areas of ESCR		Short term
		<b>2.1.3</b> PDHJ undertakes monitoring on the implementation of State tendering processes, infrastructure development and decentralisation	<b>2.1.3a</b> PDHJ to establish a system to manage the provisions and funds used to implement the decentralisation process	<b>2.1.3a</b> PDHJ creates a fiscal system in the provision of funds implemented in the decentralisation process		Short term



Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
			<p><b>2.1.3b</b> PDHJ conducts interviews with people related to tender process, infrastructure development and decentralisation.</p> <p><b>2.1.3c</b> Percentage of PDHJ recommendations from monitoring that have been implemented</p>	<p><b>2.1.3b</b> PDHJ inter-views 50 people on the tender process, infrastructure development and decentralisation</p> <p><b>2.1.3c</b> 25% of PDHJ recommendations from the monitoring to be implemented</p>		Short term
	<p><b>2.2</b> People who suffer from human rights violations or are disadvantaged due to incorrect application of the principles of good governance are able to get justice and resolve their issues</p>	<p><b>2.2.1</b> PDHJ to investigate complaints on violations of human rights principles and make good quality recommendations to institutions who are competent in following the rules as per PDHJ's operating manual</p> <p><b>2.2.2</b> PDHJ establishes a department to look at recommendations</p> <p><b>2.2.3</b> PDHJ mediates and conciliates in appropriate cases.</p>	<p><b>2.2.1a</b> PDHJ complies with notification deadlines as per PDHJ operating manual</p> <p><b>2.2.1b</b> PDHJ develops a system according to recommendations</p> <p><b>2.2.2</b> % PDHJ recommendations from investigation implemented</p> <p><b>2.2.3a</b> PDHJ commences mediation and conciliation on appropriate cases</p> <p><b>2.2.3b</b> PDHJ resolve % of mediation cases in less then 6 months</p>	<p><b>2.2.1a</b> 80% of complaints to PDHJ comply with notification deadlines as per PDHJ operation manual</p> <p><b>2.2.1b</b> PDHJ develops a system according to recommendations</p> <p><b>2.2.2</b> 25% of PDHJ recommendations from investigations are implemented</p> <p><b>2.2.3a</b> PDHJ begin mediation/conciliation</p> <p><b>2.2.3b</b> PDHJ resolve 50% of mediation cases before 6 months</p>		<p>Medium</p> <p>Short to long term</p>

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
<b>Timor Leste legal regime provides support for the implementation of human rights and good governance principles</b>	<b>2.3</b> Draft new laws in accordance with human rights and constitutional laws and be consistent with the principles of good governance.	<b>2.3.1</b> Ombudsman establishes the system and provides comments and reviews, as deem necessary, draft laws at the beginning of legislative process related to human rights and good governance	<b>2.3a</b> Number of draft laws commented on by PDHJ  <b>2.3b</b> Number of recommendation to change laws that have been implemented	<b>2.3a</b> PDHJ provides recommendation to 5 laws every year  <b>2.3b</b> 20% recommendation given by Provedor for law amendment	Prime Minister's Office, relevant ministries (National Parliament, PNTL, FDTL, Public Prosecutor, the courts).	(Short Term – Long Term)
		<b>2.3.2</b> PDHJ works under the provision of article 150 and 150 of RDTL Constitution and make submissions on important matters related to human rights and good governance	<b>2.3.2</b> Number of submissions to the court by PDHJ  <b>2.3.3</b> Human Trafficking law, juvenile justice and code of child approved	<b>2.3.2</b> PDHJ has submitted to court once before 2020  <b>2.3.3</b> Before 2014, Human Trafficking law, Juvenile Justice and Children code will be approved.		(Short Term – Long Term)

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
	<b>2.4</b> PDHJ is a part of national strategy for human rights	<b>2.4</b> To work with government actors to develop a national human rights strategy,	2.4 To develop the national human rights strategy.	<b>2.4</b> Before 2015 National human rights strategy to be developed.	All Ministries and Secretary of States, National Parliament and NGO's	Short term to medium term
	<b>2.5</b> <i>Memorandum of Understanding</i> or any agreement with public authority in order to have evidence and so that cases can be presented to court and to process.	<b>2.5</b> To develop an agreement with public prosecution and other bodies, when necessary, to ensure investigation and to process these complaints with effectiveness.	2.5a To develop an agreement with Public Prosecution  2.5b To develop an agreement with other relevant institutions also	<b>2.5a</b> To develop an agreement with Public Prosecution before 2013  2.5b To develop an agreement with three other relevant institutions before 2020	Prosecutor General	Short Term to Long Term

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
Effective collaboration with NGOs and Regional Networks and International	2.6 To create joint networks with civil society and other organizations	<p><b>2.6.1</b> For the sustained use of the HR-PDHJ network and the development of a good governance monitoring network to ensure regional coverage and cooperation with civil society on human rights and good governance.</p> <p><b>2.6.2</b> To develop a mechanism to permit joint reporting on a regular basis between PDHJ and NGOs on incidents.</p>	<p><b>2.6.1a</b> PDHJ's Network to conduct a regular meeting to provide support and information to all Networks.</p> <p><b>2.6.1b</b> To establish Good Governance Network for members in every district.</p> <p><b>2.6.2.</b> PDHJ uses and provides information to Networks.</p>	<p><b>2.6.1</b> PDHJ to conduct meeting once in a year with networks</p> <p><b>2.6.1b</b> To have Good Governance Networks in every district before 2015</p> <p><b>2.6.2.</b> PDHJ to use and provides information to the members of network 10 times every year.</p>	<p>Group of Civil Society</p> <p>Group of civil society, Consultative board.</p>	Short Term to Long Term
	2.7. To contribute and increase the number of PDHJ's networks on a regional and international level	<p><b>2.7.1</b> PDHJ contributes to the mechanism for human rights in forums such as SEANF, APF, ICC.</p> <p><b>2.7.2.</b> PDHJ to extend its regional and international networks</p>	<p><b>2.7.1a</b> PDHJ and its status on ICC;</p> <p><b>2.7.1b</b> PDHJ to intervene in Regional and international forums</p> <p><b>2.7.2</b> PDHJ to become a member of the relevant Ombudsman forum.</p>	<p><b>2.7.1a</b> PDHJ to continue its status on ICC;</p> <p><b>2.7.1b</b> PDHJ to intervene in regional and international forum</p> <p><b>2.7.2</b> PDHJ to become a member for other relevant ombudsman.</p>		To conduct this year – short term





# Vulnerable People are Protected





**Key Areas Result 3: Vulnerable people have protection from human rights abuse and able to have better access to public services**

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
<b>PDHJ programs to systematically provide protection and monitor issues of concern related to the marginalised and vulnerable people</b>	<b>3.1 PDHJ program focus on the protection of the vulnerable</b>	<p><b>3.1.1</b> Work for the enactment of legislative initiatives that help the selected disadvantaged priority groups PDHJ implements programs aimed at:</p> <ul style="list-style-type: none"> <li>-women's access to justice</li> <li>- women's access to health</li> <li>- women's access to education</li> <li>- people in rural area having access to proper attention.</li> </ul> <p><b>3.1.2</b> Monitoring and advocacy to ensure that protection mechanisms for vulnerable people are strengthened.</p>	<p><b>3.1.1</b> The State promulgated legislation to protect vulnerable persons including legislation on human trafficking, juvenile justice, code of work, convention on persons with disabilities.</p> <p><b>3.1.2a</b> PDHJ promotes action and advocacy for the State of Timor-Leste to implement the recommendations of the CRC.</p> <p><b>3.1.2b</b> PDHJ promotes action and advocacy for the State of Timor-Leste to implement the recommendations of CEDAW.</p>	<p><b>3.1.1a</b> Finalise Human's Trafficking law, juvenile justice law and Code of Child before 2013</p> <p><b>3.1.1b</b> Timor-Leste ratifies Convention on Disability before 2013.</p> <p><b>3.1.2c</b> Timor-Leste ratifies OpProtocol on prevention against torture before 2013.</p> <p><b>3.1.2a</b> PDHJ acts and advocates for Timor Leste to implement more than 3 CRC recommendations.</p>	<p>Groups from civil society, SEPI, CNL, UN. PDHJ consults with advisory board</p> <p>To develop timeframe for meeting to consult with NGO's and voluntary advisory committee</p>	<b>Have started and will continue within a short term (these initiatives have started and must continue)</b>

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
		<b>3.1.3</b> Develop and implement mechanisms to ensure the planning, programming and evaluation of activities focused on the disadvantaged, especially women and children.	<b>3.1.3</b> The Advisory Board contributes to the PDHJ programs.	<b>3.1.2b</b> PDHJ acts and advocates for Timor Leste to implement more than 3 CEDAW recommendations.  <b>3.1.3</b> The Advisory Board contributes more than once to PDHJ's programs.		
<b>PDHJ is accessible and also representative of the Timorese people.</b>	<b>3.2a</b> PDHJ's program to inclusively monitor vulnerable people including women, children, the disabled, the elderly and others according to necessity.  <b>3.2b</b> Ensure that offices are accessible	<b>3.2.1</b> PDHJ must ensure that its buildings and also its services are accessible to vulnerable groups.  <b>3.2.2</b> The staff should reflect the plurality and diversity of East Timorese society, including gender equality.	<b>3.2.1a</b> Number of complaints to PDHJ by women. <b>3.2.1b</b> Number of children who complained <b>3.2.1c</b> Number of people with disability who complained <b>3.2.1d</b> Number of complaints to PDHJ by people living outside Dili  <b>3.2.2</b> PDHJ has staff from different religious background and from all the districts.	<b>3.2.1</b> 30% of complaints to PDHJ from women before 2016 <b>3.2.1b</b> 10 yearly complaints from children to PDHJ before 2016 <b>3.2.1c</b> 10 yearly complaints from the disabled before 2016 <b>3.2.1d</b> 65% of complaints to PDHJ from people living outside Dili <b>3.2.2</b> PDHJ has staff from three religious groups and from all the districts before 2020.	Voluntary Advisory Board  Ministry of Employment and Reinsertion, NGO Network, disability network, Women Network .	Pre-sent to long term



# Capacity and Independence of PDHJ





**Key Area Result 4: Ensure capacity, independence of PDHJ to guarantee a good implementation of PDHJ mandate**

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
<b>Ensure that PDHJ's staff and structure fully support the effective implementation of its mandate</b>	<b>4.1</b> Ensure that PDHJ's structure implements organic law	<p><b>4.1.1</b> Revision of organizational structures according to organic law</p> <p><b>4.1.2</b> Establish a legal and inspection office in accordance with the law.</p> <p><b>4.1.3</b> Recruit new staff to fill up all the positions provided for in the organic law</p> <p><b>4.1.4</b> Develop and properly manage the advisory council and the board of management.</p> <p><b>4.1.5</b> Develop good regulation of the board of management.</p> <p><b>4.1.6</b> Implement special programs to promote women within the PDHJ, based on merit and capacity, and provide for them the opportunity of gaining proper education.</p>	<p><b>4.1.1</b> The board of public assistance established with a department to oversee recommendations, mediation and conciliation.</p> <p><b>4.1.2</b> Legal office established with sufficient staff</p> <p><b>4.1.3</b> General Director recruited</p> <p><b>4.1.4a</b> Number of meetings conducted by the Management Committee</p> <p><b>4.1.4b</b> Number of meetings conducted by the Advisory Board</p> <p><b>4.1.4c</b> Regulation of each board published</p> <p><b>4.1.5</b> There is gender balance in line with PDHJ standard.</p>	<p><b>4.1.1</b> The board of public assistance establishes a department to oversee recommendations, mediation and conciliation</p> <p><b>4.1.2</b> Four or five staff at the legal office receive training before 2013</p> <p><b>4.1.3</b> General Director recruited</p> <p><b>4.1.4a</b> Management Board meets four times a year</p> <p><b>4.1.4b</b> Advisory Board meets more than once a year.</p> <p><b>4.1.5</b> There is gender balance in PDHJ at all levels before 2020</p>	Public Service Commission,  UNDP/ OHCHR NGOs, civil society and religious people	Present to medium term

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
	4.2 PDHJ possesses adequate systems to be able to monitor and measure the impact of PDHJ's activities	<p>4.2.1 The General Director implements a good quality system for the development of the annual and strategic plans including a system for activity evaluation and plans for gender integration.</p> <p>4.2.2 Develop and implement an electronic system for complaint management</p>	<p>4.2.1a PDHJ's Annual Plan focuses on the results and integrates the perspectives of each gender.</p> <p>4.2.1b PDHJ makes an evaluation of the results of activities</p> <p>4.2.1c PDHJ reviews the Strategic Plan</p> <p>4.2.2 PDHJ's system of complaint implemented</p>	<p>4.2.1a PDHJ's Annual Plan focuses on results and integrates gender perspectives</p> <p>4.2.1b PDHJ carries out yearly evaluations of work results</p> <p>4.2.1c PDHJ carries out revisions of the strategic plan once every 5 years</p> <p>4.2.2 PDHJ's management system of complaints implemented before the end of 2012.</p>	<p>Advisory Board</p> <p>UNDP/ OHCHR Projects</p> <p>UNDP/ OHCHR, Justice Facility, AusAid Projects</p>	

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
		<p><b>4.2.3</b> PDHJ staff to undertake training to ensure capability in using the complaint management system so as to analyse and implement PDHJ recommendations</p> <p><b>4.2.4</b> PDHJ develops and implements human resource policy.</p>	<p><b>4.2.3a</b> PDHJ IT Department has good maintenance knowledge of the management system of complaints and makes changes before 2015</p> <p><b>4.2.3b</b> PDHJ staff feels comfortable in the use of the electronic complaint management system</p> <p><b>4.2.4</b> PDHJ shows professional standards</p>	<p><b>4.2.3a</b> PDHJ's IT department has a good knowledge of the maintenance of the management system of complaints and makes any changes before 2015.</p> <p><b>4.2.3b</b> PDHJ staff feel comfortable in the use of the electronic management system of complaints</p> <p><b>4.2.4</b> PDHJ carries out professional work every year to all the staff</p>		

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
	4.3 PDHJ has adequate funds as required and the independence to manage its own finances	<p>4.3.1 Develop and implement an operational and financial manual</p> <p>4.3.2 Establish an Inspection Office and operational manual for the department.</p> <p>4.3.3 Develop an audit system and a regular compliance report to enable management of own finances with transparency and accountability</p> <p>4.3.4 Network with Government, Parliament and the account tribunal to ensure PDHJ commitment towards its financial autonomy.</p>	<p>4.3.1 Manual developed</p> <p>4.3.2a Inspection Office established</p> <p>4.3.2b Office of Inspection provides regular compliance reports</p> <p>4.3.3a PDHJ improves its system based on auditing recommendations</p> <p>4.3.3b PDHJ can implement <i>denda</i> system</p> <p>4.3.4 PDHJ manages its own finances</p>	<p>4.3.1 Manual developed</p> <p>4.3.2a Office of Inspection formed</p> <p>4.3.2b Office of Inspection presents monthly compliance reports</p> <p>4.3.3a PDHJ improved system based on auditing recommendations</p> <p>4.3.3b PDHJ able to implement <i>denda</i> system</p> <p>4.3.4 PDHJ manages own finances before 2020</p>	Finance Ministry	Short to long term

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
<b>4.4 Public servants have the capacity and ability to exercise their duties, and to develop professionally. Training to be carried out at different phases, and organised in a manner that does not interfere with the day to day operations</b>	<b>4.4</b> Training programs to ensure technical capacity necessary for its principal functions.	<p><b>4.4.1</b> Develop the capacity of legal officials with a view to establish a legal office in PDHJ</p> <p><b>4.4.2</b> Capacity development for PDHJ staff to analyse, research and write reports in the area of human rights and good governance</p> <p><b>4.4.3</b> Capacity development for PDHJ in the area of mediation and conciliation</p> <p><b>4.4.4</b> Development of technical capability such as: fiscal supervision (mainly in the accounting area of good governance, the rights of women, children, disabled people, ESCR and migrant workers)</p>	<p><b>4.4.1</b> Those staff who posses legal capacity to be the legal officers of PDHJ</p> <p><b>4.4.2</b> The quality of PDHJ's reports of investigation and monitoring</p> <p><b>4.4.3</b> Percentage of PDHJ's staff that has knowledge and tools to perform high quality technical work</p>	<p><b>4.4.1</b> Until 2014, four employees have legal capacity to perform as legal officials of PDHJ</p> <p><b>4.4.2</b> Ombudsman is of the opinion that 75% of reports of research and monitoring have good quality</p> <p><b>4.4.3</b> 75% of PDHJ staff feel they have knowledge and tools to do their work well</p>	UNDP/ OHCHR Projects	

<b>Planned results</b>	<b>Outcome</b>	<b>Activities</b>	<b>Performance Indicators (gender/ rural area/ vulnerable people)</b>	<b>Targeted activities 20011- 2020</b>	<b>Partners</b>	<b>Time frame</b>
		<p><b>4.4.5</b> Capacity development for PDHJ staff to develop various manual of education.</p> <p><b>4.4.6</b> Development of monitoring and investigation manuals in the context of good governance</p> <p><b>4.4.7</b> PDHJ already developed an induction training for new PDHJ staff</p> <p><b>4.4.8</b> Capacity development for PDHJ's officials to establish an empowerment plan according to yearly necessities</p>	<p><b>4.4.5</b> PDHJ further develop training manual</p> <p><b>4.4.6</b> Monitoring and investigation's manual of good governance developed</p> <p><b>4.4.8</b> PDHJ's Department of Human Resources developed plans for staff professional development</p>	<p><b>4.4.5</b> PDHJ develops three more training manual ( Good Governance, FFDTL, PNTL, etc) before 2015</p> <p><b>4.4.6</b> Manual of monitoring and good governance research developed</p> <p><b>4.4.8</b> PDHJ's department of human resources develops a plan for staff development after 2014</p>	INAP, ministry for state administration, FFDTL, PNTL nst.	Short to medium term

Planned results	Outcome	Activities	Performance Indicators (gender/ rural area/ vulnerable people)	Targeted activities 20011- 2020	Partners	Time frame
	<b>4.5</b> Guidance for PDHJ's procedures developed	<b>4.5</b> Based on the experience with OM, develop negotiation processes and standards of service and inform the public	<b>4.5</b> Number of changes or procedures developed to support services	<b>4.5</b> Make changes to or develop over two PDHJ's procedures		
<b>People living in districts have access to PDHJ</b>	<b>4.6</b> PDHJ to strengthen regional services	<p><b>4.6.1</b> Secure PDHJ's permanent regional offices and ensure adequate facilities</p> <p><b>4.6.2</b> PDHJ regional offices have sufficient employees to meet staff distribution in accordance with staff structure.</p> <p><b>4.6.2b</b> Work, terms of reference and plan of activities developed and implemented according to plan and regular evaluation.</p>	<p><b>4.6.1a</b> Adequate number of permanent offices</p> <p><b>4.6.1b</b> Regional offices possess adequate transport (car/motorbike)</p> <p><b>4.6.1c</b> Regional office to have access to the internet and network with the Dili office</p> <p><b>4.6.2</b> Adequate staff for regional offices</p>	<p><b>4.6.1</b> Before 2016 to have four permanent regional offices</p> <p><b>4.6.1b</b> Regional offices to have one car and two motorbikes</p> <p><b>4.6.1c</b> Regional offices to have access to the internet and network with the Dili office</p> <p><b>4.6.2</b> Have eight staff members for regional offices in Baucau, Suai, Maliana and six for Oecussie before 2020</p>	Ministry of Infrastructure, UNDP/ OHCHR projects	Present to short term