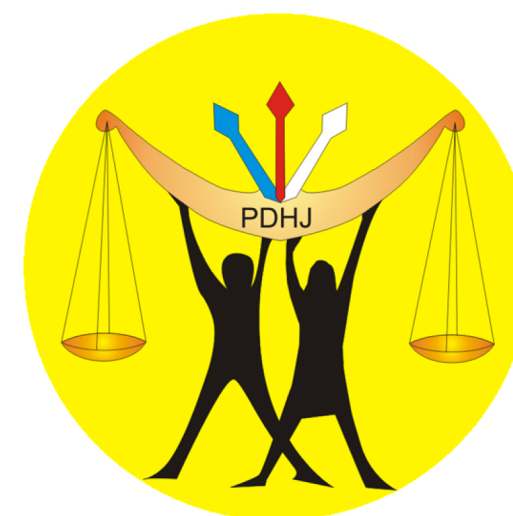




# Provedoria for Human Right and Justice



## Strategic Plan 2021-2025



## PREFACE

First of all, it is with great honor that I thank God for the grace and spirit bestowed on me, and especially to the large family of the Ombudsman for Human Rights and Justice (PDHJ) for all the effort carried out with the collaboration of all partners who walked with us in carrying out our work, based on the implementation of the strategic plan of the PDHJ in the past ten (10) years 2011-2020, even though facing challenges and obstacles in the previously outlined works.

This year, the PDHJ prepared yet another strategic plan for the next five (5) years, from 2021 to 2025, which will be our guide to improving the services and tasks that we have not been able to achieve in 10 years, and to establish some new strategies, by establishing a logical framework, based on the following four (4) strategic goals: (1) Ensure the capacity and independence of the Ombudsman to ensure that it can implement its mandate effectively, (2) Ensure public authorities 'and communities' knowledge to human rights and good governance, (3) Ensure that public authorities can prevent and correct violations of human rights and good governance principles, (4) Protect vulnerable people against human rights violations and guarantee their access to public services.

On this occasion, we would like to express our gratitude to all entities that have contributed by providing ideas and suggestions, through direct or indirect collaboration in developing the 2021-2025 strategic plan. These entities are as follows: the National Parliament, the Government, Public entities, ministerial lines at National and Territorial Delegations level, Civil Society Organizations at the national and territorial levels, Members of the Advisory Board for providing ideas and suggestions, national and regional speakers and the RAE OA delegation who have contributed with great ideas through seminars held in RAE OA and Dili, the APF from overseas that have provided training to the our collaborators team, Ombudsman deputies, directors and heads of departments, staff and all members of the Ombudsman at national and territorial delegation levels, and last but not least, our special gratitude to the elaborator team led by the Executive Secretary together with the facilitator and the technical team at the Ombudsman office.

It is my wish that this document of the 2021-2025 strategic plan really becomes a guide that will facilitate the journey of implementing the tasks of the PDHJ, in order to obtain work results annually for all citizens with efficiency and effectiveness, thus contributing to their vision and mission, through previously designed programs, activities, and performance indicators, thus promoting and protecting human rights, strengthening integrity and promoting good governance in Timor-Leste.

Dili, March 31, 2021

Jesuína Maria Ferreira Gomes, MPA.  
Provedor



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## ABBREVIATION

AOA	Asian Ombudsman Association
APF	Asia Pacific Forum
CAC	Anti-Corruption Commission
C-CMS	Electronic Case Management System
CEDAW	Convention on the Eliminations of all Forms of Discrimination Against Women
CAFP	Center of Police Training Academy
CFP	Civil Service Commission
CNC	Chega! National Center
CRC	Convention on the Rights of the Child
DAF	Directorate of Administration and Finance
DAP	Directorate of Public Assistance
DESK	Cultural and Social Economy Rights
DI	Directory of Investigation
DJRH	Directory of Human Resource Management
DP	Directory of Promotion
DT	Territorial Delegation
EhD	Persons with Disabilities
FB	Facebook
FCTL	Timor-Leste Consolidated Fund
FDCH	Human Capital Development Fund
F-FDTL	Falintil – Timor-Leste Defence Force
GANHRI	Global Alliance of National Human Rights Institutions Aliança Global de Instituições Nacionais de Direitos Humanos
GI	Office of Inspection
GPM	Office of Prime Minister
GRPCI	Office of Public Relations and Institutional Coordination
GSE	Office of Executive Secretary
HTR	Follow-up Recommendation
IGE	General State of Inspection
INAP	National Institute of Public Administration
IOI	International Ombudsman Institute
KD	Governing Board
KI	Press Council
KK	Advisory Board
KM	Council of Minister
KRDTL	Constitution of Democratic Republic of Timor-Leste LGBTILesbian, Gay, Bisexual, Transgender and Intersex
LM	Lines of Ministries
M&A	Monitoring and Evaluation
MAE	Ministry of State Administration
MD	Ministry of Defence
MF	Ministry of Finance
MI	Ministry of Interior



MJ	Ministry of Justice
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
OGE	General State Budget
ONG	Non-Governmental Organizations
OSS	Civil Society Organizations
PABG	Deputy of Ombudsman for Good Governance
	PADH Deputy of Ombudsman for Human Rights
PDHJ	Provedor for Human Rights and Justice
PE	Strategic Plan
PGR	Attorney General of Republic
PMA	Planning, Monitoring and Evaluation
PN	National Parliament
PNTL	Timor-Leste National Police
RAEOA	Administrative Region of Oecusse
SEANF	Southeast Asia National Human Rights Institutions Forum
SEII	Secretary of State for Equality and Inclusion
TIC	Information Technology and Communications
ToT	Training of Trainer
TR	Court of Appeal
TV	Television
UADU	Human Rights Advisory Unit
UAJAP	Research and Legal Administration Unit
UNCAT	United Nations Conventions Anti Torture
	UPMA Planning, Monitoring and Evaluation Unit
UPR	Universal Periodic Review



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## INTRODUCTION

The Provedor for Human Rights and Justice (PDHJ) was established under the Constitution of the Democratic Republic of Timor-Leste (CDRTL) in March 2002 as Timor-Leste's key response to face the challenges that are being posed to the country while establishing a democratic and fair society. Based on article 27 of the CDRTL, that establishes the Provedor for Human Rights and Justice as an independent entity, competent for assessing and seeking to address citizens' complaints against public authorities, as well as ensuring all actions are carried out in accordance with the law, to prevent and initiate the entire process to rebuild justice .

Based on article 150 of the CDRTL, the Provedor for Human Rights and Justice (PDHJ) may request a declaration of unconstitutionality (abstract review of the founding law). Also based on article 151 of the CDRTL, it is envisaged that the President of the Republic, the Attorney General of the Republic and the Provedor for Human Rights and Justice, may request the Supreme Court of Justice to verify unconstitutionality due to the omission of any legislative measures necessary to materialize the constitutional provisions/norms (unconstitutionality by omission).

In order to correctly implement its functions, the PDHJ outlined a Strategic Plan (SP) for a period of ten (10) years to be implemented from 2011 to 2020. In the year 2021 the PDHJ needs to have a new SP that will serve as a guide for future programs and activities. Thus, the PDHJ has already carried out a revision of the SP for the period of 2021-2025 – defining the vision, mission and fundamental values of the institution, with the main objectives and strategic priorities for the coming five-years.

The first draft of the 2021-2025 Strategic Plan (SP) was elaborated by the PDHJ's technical team. The elaboration process of the SP took place during the year 2020 - 2021, started with internal consultations among all staff of the PDHJ (National and territorial delegations (TD) and members of the consultative council (CC) as well as external consultations with public authorities and Civil Society Organizations (CSOs) in the municipalities where the TD-PDHJ are located such as: Baucau, Dili, Maliana, Oecusse and Same. In addition, the PDHJ also held a seminar and invited CSOs, Groups of Persons with Disabilities (PWD, academics, members of Government, National Parliament (NP) and international agencies with the aim of hearing the opinions and recommendations from all parties related with PDHJ's performance during past 10 years in order to improve PDHJ's performance in the future.

During the consultations, the PDHJ used consultative method and delivered questionnaires to all participants. Within the consultation process, all parties dedicated and contributed positively to the realization of the SP to be implemented over the next five (5) years.

**The institution's vision and mission are the fundamental basis for PDHJ' Strategic Plan, as follows:**

## **VISION**

To protect and promote human rights, strengthen integrity and promote good governance in Timor-Leste.

## **MISSION**

As an independent institution, foreseen under articles 27, 150 and 151 of the Constitution of the Democratic Republic of Timor-Leste (CDRTL), the PDHJ was established to promote and protect human rights and promote good governance with the following mission:

### **Education and Promotion**

Create public awareness, by promoting a culture of respect for the principles of human rights, the rule of law and good governance; motivate and assist public authorities to develop policies, procedures, internal training and mechanisms to file complaints that promote human rights and good governance.

### **Receive complaints, conduct investigation, mediation and conciliation and verify compliance of recommendations**

Receive and process complaints from all citizens in accordance with the law and internal procedures, provide recommendations on how to protect human rights and promote good governance based on the results of the investigation, and also carry out mediation processes and conciliation.

### **Inspection and Recommendation**

Inspect and monitor acts of violation of human rights and good governance and provide recommendations to the related public entities to improve services provided and reduce violations of human rights and good governance.



### **Research, Advocacy and Legal Assistance**

Conduct research in the field of human rights and good governance, prepare legal opinions in order to advocate and to provide the legal base for the administrative procedures.

### **Promote cooperation**

Maintain a close relationship with institutions, organizations and other authorities in order to enhance policies and common practice and promote mutual collaboration.

### **FUNDAMENTAL VALUES**

The PDHJ carries out its work based on fundamental values that reflect the standards that inspire its work through public service and interested parties.

- Accessibility;
- Responsibility;
- Credibility;
- Integrity;
- Efficiency and effectiveness;
- Equality;
- Honesty;
- Impartiality and justice;
- Independence;
- Non-discrimination;
- Respect for the rule of law;
- Transparency.

Prior to examining the new strategic plan for the period of 2021-2025, a summary of the result of the 2011-2020 Strategic Plan can be seen below:

## **IMPLEMENTATION OF PDHJ's STRATEGIC PLAN FOR THE 2011 - 2020 PERIODE**

The implementation of the Strategic Plan for the period of 2011-2020 over ten years has achieved significant progress and also encountered some difficulties in achieving 100% of the objectives set due to various internal and external factors linked to management, organization, human resources, financial resources, material resources and political will of all the relevant institutions.

Even so, the PDHJ implemented 68% of the 77 pre-determined activities, that is, 52 activities and the remaining 32%, or 25 activities remained to be implemented. This percentage shows that for ten years the work carried out by the PDHJ had an effect and benefited Timorese citizens' access to justice in relation to human rights and good governance demonstrated through a survey sample carried out in 2016 and which showed that only 37% of the community was aware of the PDHJ's mandate, but in 2019 this percentage rose to 52%.

A summary follows below of the accomplishment and the key indicators that demonstrate the progress of the work of the PDHJ and which served as a basis for defining the strategic priorities for the period of 2021 - 2025.

### **Ensure that public authorities have a good knowledge on human rights and good governance at the institutional level**

Within 10 years, the PDHJ has carried out promotional advocacy and training activities for security authorities such as the PNTL and F-FDTL, civil servants and community leaders on human rights and good governance both in Dili and in the municipalities. The training used manuals that have already been developed on human rights and good governance, as well as other promotional materials such as brochures, pamphlets, stickers, short films and using information technology platforms such as: websites, Facebook, Electronic Case Management System (E-CMS) in order to improve the knowledge of the civil and security authorities at the institutional level.

In addition to the training, the PDHJ also conducted dissemination sessions to communities, with approximately 75 people participating in each of the meetings covering all areas from municipal capitals and rural areas, regarding the role of the PDHJ and how to file complaints against public entities that violate human rights and good governance. These activities made a significant contribution to change the public knowledge on human rights and strengthened the implementation of the law to promote good governance in Timor-Leste.

The PDHJ continues to face difficulties in achieving the planned indicators and objectives such as a curriculum for good governance that has not yet been developed and integrated in the National Public Administration Institute (INAP) or into the prison guards' manual, during the implementation of this strategic goal due to a lack of human and financial resources as well as the low participation of women.

Out of the ten activities and indicators planned, at least 60% have been implemented. This percentage indicates the moderate implementation of these goals and the need to take into consideration, for the training strategy, so that the indicators not reached can be achieved in the next five years. It's required to take into consideration for the training strategy so that the indicators that not reached can be achieved for the next five years.

### **Increase State compliance on human rights and the principles of good governance.**

In the second (2) strategic priority, the PDHJ based its activities on the competence of the procedures on complaints management, investigation and monitoring during the past ten (10) years. The PDHJ also focused on improving its capacity to oversee public authorities, including the capacity for legal analysis and the drafting of reports with the aim of increasing the impact of the work of the PDHJ.

In relation to the referred mandate, the PDHJ through its Public Assistance Directorate (PAD) with a specific activity of verification of the recommendations , to follows up on the implementations of the recommendations submitted by PDHJ to the relevant ministries or entities to guarantee the necessary changes in order to protect and promote human rights and good governance as well as correcting human rights violations that has already been mostly implemented.

However, there are few expectations that the PDHJ failed to achieve, such as: the percentage of complaints from women was below 30%, complaints from children and people with disabilities each year does not even reach 10 persons, including the fact that the majority of complainants were from Dili, even though the plan expressly states that 60% of complaints filed should be made by citizens in municipalities or rural areas. The PDHJ is aware that it has to continue to consider the goals and indicators that have not been achieved, in the preparation of the strategic plan for the next five (5) years.

**Vulnerable people are protected against human rights violations and have good access to public assistance.**

Based on the strategic priority of PDHJ for the years 2011-2020 in its third (3) goal on the protection of vulnerable people against human rights violations and access to public services, the PDHJ has the specific responsibility of ensuring that vulnerable people benefit from the services of the PDHJ. Through cooperation with its Advisory Board, the PDHJ also contributes and ensures that the perspectives of vulnerable people are reflected in its program.

PDHJ has developed and implemented a specific strategy to promote and protect women's right on access to justice, health and education and has already implemented the recommendations of the Human Rights Commission reflected also in the Universal Periodic Report at the specific Commission on international treaties that Timor-Leste already ratified (CEDAW, CRC, UNCAT, etc.) and has also reduce the practice of discrimination by public authorities. It did so through training and dissemination of good governance and human rights practices in State institutions such as the F-FDTL and PNTL as well as the Ministry of State Administration (MAE), particularly to the community leaders.

The PDHJ disseminated material related to children's rights and their involvement in the state-building process when there are situations of conflicts with the law and involve child labor. However, the PDHJ does not yet have a legal framework to protect vulnerable people, such as people with disabilities (EhD) and victims of human trafficking. Timor-Leste also has not yet ratified the convention on people with disabilities, so the PDHJ continues to request the State of Timor-Leste to ratify the convention on people with disabilities to ensure that people with disabilities enjoy their rights without discrimination. In addition, the PDHJ also ensures that older persons have timely access to public services and care.

**Ensure the capacity, and independence of the PDHJ to guarantee that PDHJ is able to implement its mandate properly.**

The immediate priority of the PDHJ for the period 2011-2020 in its fourth (4) goal of ensuring the capacity of independence of the PDHJ in order to guarantee an effective implementation of its mandate has already been carried out in stages, including restructuring of the structure of the PDHJ according to the new Organic Law, based on the existing personnels framework. The PDHJ has also established the Public Assistance Directorate (PAD), the office for legal counselling, the Inspection Office (GI) and the General Directorate or Chief Executive Secretary (GSE). The reality

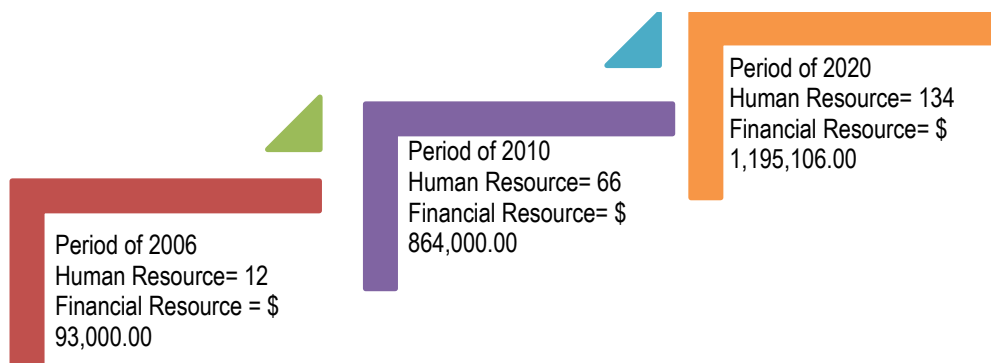


shows that the participation of women in leadership or women in leadership positions in the PDHJ is yet another example of promotion of gender equality.

In addition, the PDHJ consolidated case management through the development of an electronic system for the management of complaints and cases. The PDHJ has also achieved the priorities to implement its mandates.

Although PDHJ representatives or representations do not yet cover all municipalities and the number of employees is still not sufficient, thus the four (4) territorial delegations already established and the employees, even if in minimum numbers, are already able to respond in stages to the needs of grassroots communities. Also, the Advisory Council, which was established and functions through representatives of different groups, is an additional asset to ensure the importance of the PDHJ to implement its mandates to the communities.

For the past ten years, the PDHJ has demonstrated its institutional capacity by ensuring and managing its financial and human resources as shown in the following graph:



The PDHJ developed institutionally every year until reaching the strategic goals in 2020, according to the mapping of its workforce. It has the capacity in human resources to ensure institutional independence, to maintain its integrity, to protect and promote human rights and good governance in Timor-Leste.

## STRATEGIC PLAN FOR THE PERIOD OF 2021 – 2025

This strategic plan will be implemented in the next five years (2021-2025), with a concrete and more detailed narrative on its strategic activities related to the issues elaborated. These activities are addressed in four (4) strategic priorities previously defined by the PDHJ and controlled through planning that includes goals, the expected results, programs, sub-programs, activities, indicators, objectives, implementation calendar, budgeting, those responsible and partners that will be able to assess the work of the PDHJ over a period of time.

This strategic plan is a guideline for developing the annual plan, as well as for reviewing the plan every five years, but it can also undergo annual changes based on needs and reality in order to achieve the goals. Therefore, the PDHJ highlighted the following four (4) strategic priorities:



## **Goal 1. Ensure the capacity and independence of the PDHJ to guarantee that it can implement its mandate effectively**

Within the scope of the implementation of the first goal, the PDHJ intends to ensure the legal framework through the coordination of work aimed at improving staff performance and ensuring a complaints management system that is responsive to gender, efficient and effective, ensuring management of public finance in accordance with laws and procedures, ensuring material resources and the quality of human resources to ensure the mandate and access of all citizens to the work of the PDHJ. The PDHJ's priorities for the first goal are as follows:

### **A. Revision of laws and human resources management**

- 1) Review the PDHJ's Statute and Organic Law;
- 2) Carry out inclusive and representative recruitment and selection of the various groups;
- 3) Create an internal regulation for the different directorates and units;
- 4) Develop an operational standard of procedures for each directorate with a gender approach;
- 5) Promote the participation of women to positions of leadership in the PDHJ;
- 6) Conduct training and capacity building.

### **B. Planning, Policies and Infrastructure**

- 1) Develop and implement an administrative and financial manual;
- 2) Execute the budget lines;
- 3) Develop a human resources management manual with a gender approach;
- 4) Establish at least two new office of PDHJ in the municipalities;
- 5) Modernize the Technology, Information and Communication (TIC) system;
- 6) Implement a planning, monitoring and evaluation (PME) policy with a gender approach;
- 7) Implement the internal control management;
- 8) Develop an internal policy on gender approach;
- 9) Conduct internal audits on gender;
10. Hold internal meetings of the Directive Council (DC) and the Advisory Council (AC).

### **C. Professional Development**

- 1) Increase broad technical knowledge about human rights and good governance;
- 2) Increase awareness of gender-sensitive public finance management (Planning, Monitoring and Evaluation);
- 3) Increase legal capacity;
- 4) Increase knowledge of Portuguese and English languages;
- 5) Increase the ability to analyze and write reports.

#### **D. Cooperation with development partners**

- 1) Establish cooperation with development partners in the areas of human rights and good governance;
- 2) Strengthen bilateral and multilateral cooperation;
- 3) Implement the existing agreements with the relevant institutions and develop new agreements;
- 4) Strengthen the regional work of the PDHJ with the NGOs/ CSOs network for human rights and the monitoring network;
- 5) Establish a network of the PDHJ with NGOs/ CSOs in the area of good governance.

#### **E. Communications**

- 1) Review the strategic communication plan including the analysis of the gender dimension and the gender-sensitive approach;
- 2) Performing shows on TV and Radio;
- 3) Manage the PDHJ website and Facebook page (data collection and development of disaggregated data for the target groups, identify gender inequality, in terms of accessibility to information on the PDHJ's website and Facebook page regarding inequality in terms of accessibility);
- 4) Write the report and bulletin (ensure that the gender dimension is included in the report and bulletin);
- 5) Hold national events (take into account the gender dimension: equal number of women and men participants; speakers or panelists with gender sensitivity);
- 6) Hold press conferences (use means of communication that are accessible to everyone, including people with disabilities (sign language));
- 7) Conduct seminars (with an equal number of women and men speakers);
- 8) Conferences and press releases;
- 9) Publish thematic reports.

#### **Goal 2. Ensure public authorities and the communities' knowledge of human rights and good governance**

Within the scope of the implementation of the second goal, the PDHJ will continue to ensure that public authorities and communities have broad knowledge of human rights and good governance. Civil servants and state agents will carry out their duties in accordance with the principles of human rights and good governance. On the other hand, all communities, including political parties, should be aware of the rights and duties contained in the international human rights convention that Timor-Leste has already ratified, including the role of the PDHJ. The PDHJ's priorities for the second goal are as follows:



#### **A. Law enforcement and security**

- 1) Integrate material on human rights and good governance into the curriculum of the Police Training Center (CFP);
- 2) Conduct training for PNTL and F-FDTL members with a gender approach;
- 3) Provide training for prison guards on human rights and good governance.

#### **B. Government**

- 1) Provide training on human rights and good governance to community leaders through cooperation with the Ministry of State Administration (MAE) with a gender approach;
- 2) Provide targeted training to management and leadership positions on human rights and good governance with a gender approach;
- 3) Establish working cooperation between the PDHJ and INAP to integrate human rights and good governance subjects into induction courses.

#### **C. Community**

- 1) Disseminate information on the role of the PDHJ to communities in Timor-Leste with a gender approach;
- 2) Disseminate information on the role of the PDHJ to students from the pre-secondary to the university level in Timor-Leste with a gender approach;
- 3) Disseminate information on the role of the PDHJ to political parties in Timor-Leste with a gender approach;

### **Goal 3. Ensure that public authorities can prevent and correct violations of human rights and good governance principles**

Within the scope of the implementation of the third goal, the PDHJ intends to ensure the policy and action of the State, including the legal frameworks in Timor-Leste, to support the implementation of the principles of human rights and good governance through activities such as receiving complaints, conducting investigations, fiscalization and monitoring, mediation and conciliation and the implementation of the recommendations, increase the visibility of the institution at the national, regional and international levels in order to be able to advocate.

The PDHJ will continue to focus on the monitoring of public authorities, including in its capacity for legal analysis and drafting of reports with the aim of increasing the impact of the PDHJ's work on the public. The PDHJ's priorities for the implementation of the third goal are as follows:

#### **A. Monitoring**

- 1) Monitor urgent human rights and good governance issues with a gender approach;
- 2) Monitor DESK issues with a gender approach;
- 3) Monitor supply issues, infrastructure development and devolution processes with a gender approach;
- 4) Monitor general elections with a gender approach.

#### **B. Investigation**

- 1) Investigate human rights and good governance cases with a gender approach;
- 2) Manage complaints;
- 3) Oversee the Implementation of the recommendations;
- 4) Mediate and reconcile the identified cases.

#### **C. Law review**

- 1) The PDHJ will draft comments and legal opinions on the gaps in the protection of (proposals for political legislation and regulations) related to human rights and good governance;
- 2) The PDHJ will exercise its functions in accordance with articles 150 and 151 of the CDRTL and request a declaration of unconstitutionality to the Court of Appeals whenever there is the necessity to carry out an abstract review of constitutionality or a case of unconstitutionality by omission of legislative measures deemed necessary to enable the implementation of the constitutional provisions, according to what is stipulated in the Constitution itself.

### **Goal 4. Protect vulnerable citizens against human rights violations and guarantee their access to public services**

Within the scope of the implementation of the fourth goal, the PDHJ will ensure systematically planned programs to protect and address the concerns and accessibility of the PDHJ, especially for vulnerable citizens; the PDHJ also has a special responsibility to ensure that vulnerable people benefit from the services provided. Furthermore, the PDHJ through cooperation with the Advisory Council, will ensure that the perspective of vulnerable people is reflected in the PDHJ's programs and activities.

The PDHJ will support the implementation of the recommendations provided for in the CEDAW, UPR and CRC reports through advocacy and trainings as a way to reduce or eliminate discriminatory policies and practices by the public authorities. The PDHJ's priorities in this fourth goal are as follows:

**A. Protection of vulnerable citizens**

- 1) Prepare legal opinions on laws and draft laws and identify gaps in protection;
- 2) Monitor the access of vulnerable people to justice, health, education and public services;
- 3) Advocate to the State of Timor-Leste to implement the recommendations of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Universal Periodic Review (UPR) and the UN Commission on the Rights of the Child (CRC);
- 4) To provide cordial service to citizens living in rural areas;
- 5) Respond cordially to complaints from vulnerable citizens.

**B. Inclusive complaints management policy**

Address complaints made by vulnerable people (ensure aggregated data and gender sensitivity).

Goal 1. Ensure the capacity and independence of the PDHJ to guarantee that it can implement its mandate effectively													
Expected Results	Program	Sub-program	Activities	Activities indicator	Target activities	Implementation timeline (2021-2025)					Implementation timeline (2021-2025) Financial Sources	In-charge	Partners
						Y1	Y2	Y3	Y4	Y5			
The PDHJ has a strong legal frame to effectively implement the mandate	Good Governance	Changing of the PDHJ's laws	Changes to the PDHJ's legal status no. 7/2004, 26 May – altered from 8/2009, 15 July law	Approval from the National Parliament	PDHJ to implement the changes to its statute	X	X				OGE/FCTL	PDHJ's office	Council of Ministers and National Parliament
			Changes to the decree law no. 31/2006, 13 July on the PDHJ's Organic law	Approval from the Council of Ministers	Each of department/directory unit to implement tasks based on PDHJ's new organic decree law		X	X			OGE/FCTL	PDHJ office	Council of Ministers and National Parliament
		Recruitment	Gender balance approach on staff recruitment	Number of recruited directors/ chiefs of department positions	17 individuals meet the requirements for the requirements for directors' position being 40% women	X		X			OGE/FCTL	GSE/ DGRH	CFP
					Each of department/directory unit to	30 individuals meet the requirements for specialize area	X	X	X	X	X	OGE/FCTL	GSE/ DGRH



								Advisory board conducts two meetings every year	Number of meetings conducted by the Advisory Board every year	Advisory board members







People live in rural areas access to the PDHJ's services	Good Governance	Strengthening territorial delegation	Ensure sufficient resources at regional offices to implement the mandate	Sufficient material resources (office, transport, internet line, landline)	Territorial Delegations have sufficient resources		X	X	X	OGE/FCTL	GSE	
				Percentage of allocated budget to every Territorial Delegations	Territorial Delegations have 10 personnel/ staff		X	X	X	OGE/FCTL	GSE	
				Number of new offices in municipalities	At least 3% of budget is allocated to Territorial Delegations		X	X	X	OGE/FCTL	GSE	
			Establish new offices in municipalities	Number of new offices in municipalities	Two new offices established at municipalities			X	X	OGE/FCTL	Provedor /a	National Parliament and Council Ministries (NP) and CM
Increase of institutional visibility at international, regional and	Institutional cooperation	Communications	Develop task agreement with relevant institutions	Number of agreement established	At least two agreement every year	X		X	X	OGE/FCTL	GRPCI	National International

national level on advocacy activities			Implement all agreement with public entities and public service offices and other entities to ensure investigation and complaints process are effective	Number of meetings with human rights networks	Conduct 4 meetings every year (trimestral)	X	X	X	X	X	X	OGE/FCTL	GRPCI no PADH	Civil Society Organizations Government Institutions
			Establish good government network in all municipalities and RAEOA	Number of established good governance in all municipalities, RAEOA included	Establish good governance network in all municipalities and RAEOA	X	X	X	X	X	X	OGE/FCTL	GRPCI no PABG	Civil Society Organizations Government Institutions
			Contribute to human rights and good governance forums and procedures	PDHJ to intervene 7 times in international and regional forum  Number of regular and each year meeting a year meeting a with regional and internasional partners	Meetings 7 times every year	X	X	X	X	X	X	OGE/FCTL	GRPCI, PADH PABG	Regional International Rejional Internasional





**Ensure the capacity and independence of the PDHJ to guarantee that it can implement its mandate effectively**



Goal 2. Ensure public authorities and communities’ knowledge of human rights and good governance													
Expected results	Program	Sub-Program	Activities	Indicators	Target Activities	Implementation timeline (2021-2025)					Financial Sources	In-charge	Partners
						Y1	Y2	Y3	Y4	Y5			
Security officers comply to law and order, respect human rights and good governance	Human Rights	Training to security authorities	Carry out training to members of PNTL and F-FDRTL with gender approach	Number of PNTL and F-FDRTL members participated on human rights training	450 members of PNTL have good knowledge on human rights  450 members of F-FDRTL have good knowledge on human rights	X	X	X	X	X	OGE/FCTL	DP	MD, MI, UADU, CNC
Civil servants carry out their duties while respecting human rights and good governance principles	Human Rights and Good Governance	Training and seminar to public entities	Carry out training to prison guards with gender approach	Carry out training to prison guards with gender approach	200 Prison guards have good knowledge on human rights	X	X	X	X	X	OGE/FCTL	DP	MJ





[illegible]



## Ensure public authorities and communities' knowledge of human rights and good governance













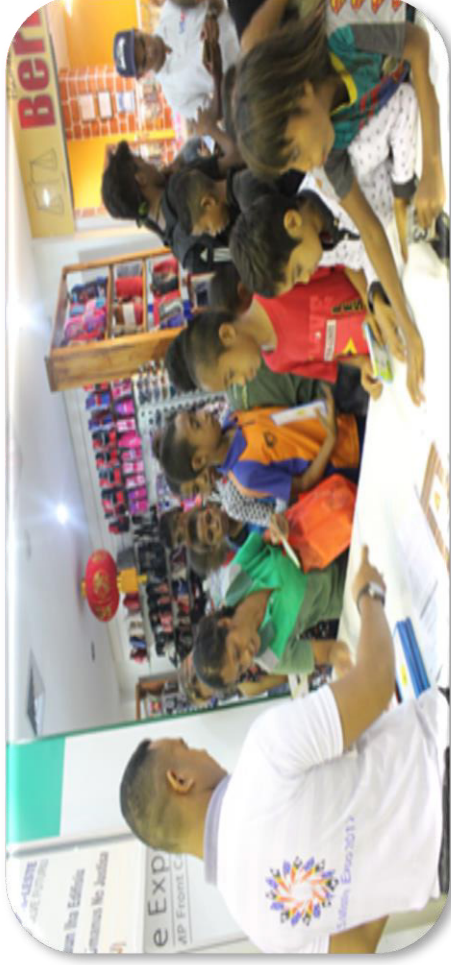


**Ensure that public authorities can prevent and correct violations of human rights and good governance**

Goal 4. Protect vulnerable people against human rights violations and guarantee their access to public services													
Expected Results	Program	Sub-program	Activities	Indicators	Target activities	Implementation timeline (2021-2025)					Financial Sources	In-charge	Partners
						Y1	Y2	Y3	Y4	Y5			
Systematically PDHJ's program is to provide protection and addresses the concern of vulnerable people	Protection of vulnerable people	Monitoring and advocacy	Provide legal opinion on draft laws and carry out monitoring on vulnerable people's access to justice, health and education services	Number of promulgated legislations and publication of reports	The State of Timor-Leste promulgated and ratifies legislation and conventions to vulnerable people	X	X	X	X	X	OGE/FCTL	DFR UAJAP	Civil Society Organizations, SEII, Advisory council
			Carry out advocacy to Timor-Leste State to implement recommended international treaties, this includes UPR	Percentage of implemented recommendations	50% of the recommendations are implemented	X	X	X	X	X	OGE/FCTL	DFR, UAJAP and vocal points	Relevant institutions and civil society organizations
			Ensure that vulnerable people in rural areas have access to good public service	Number of presented reports	At least one report in a year	X	X	X	X	X	OGE/FCTL	DFR DT	Relevant institutions and civil society organizations



PDHJ services are accessible to vulnerable people in all territories of Timor-Leste	Inclusive policies to complaints management	Receive complaints	Provide complaints services to different layers of people	Number of complaints submitted by different layers of people	10% of complaints submitted by different layers of people	X	X	X	X	X	OGE/FCTL	DAP	Relevant partners
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**Protect  
vulnerable  
people against  
human rights  
violations and  
guarantee  
their access to  
public**

