



JOINT TRANSITION PLAN

Preparing a new partnership in a peaceful and stable Timor-Leste



Government of the Democratic Republic of Timor-Leste and
United Nations Integrated Mission in Timor-Leste

19 September 2011

Government of the Democratic Republic of Timor-Leste and
United Nations Integrated Mission in Timor-Leste

FOREWORD

Transition to a new partnership in a peaceful and stable Timor-Leste

The strong partnership between Timor-Leste and the United Nations dates back to the organisation's support to Timor-Leste's struggle for independence and the historic popular consultation in 1999. Since then, the United Nations has worked closely with the people of Timor-Leste to help maintain and promote peace and security and build resilient national institutions.

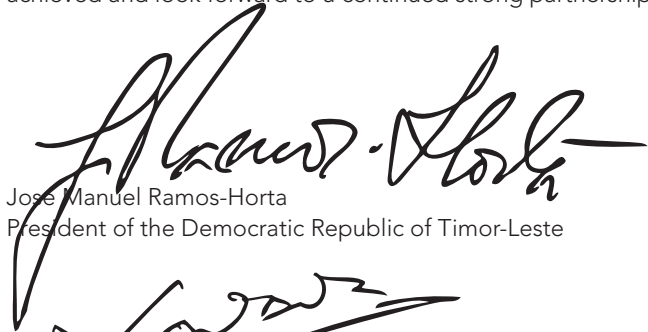
Timor-Leste's progress towards these goals has been fast-paced. Bold efforts towards stabilisation and recovery have produced clear results in terms of stability and economic growth, allowing the country to focus on its long-term Strategic Development Plan.

This rapidly improving context means that the time has come for Timor-Leste and the United Nations to change the focus of our relationship. Indeed, there is every indication that the country is ready for the current peacekeeping mission – the United Nations Integrated Mission in Timor-Leste (UNMIT) – to come to a close. As such, we have begun joint planning for UNMIT's withdrawal by December 2012.

The Joint Transition Plan is one of the key outcomes of our collaboration on this issue to date. Colleagues in seven jointly defined focus areas have come together to map priorities and objectives until UNMIT's withdrawal. They have also detailed how UNMIT's work will either be completed by December 2012, or handed over to partners thereafter. To ensure that planning is responding to evolving realities, the plan is a living document, subject to review and adjustments as needed as the transition moves forward and serving as a basis for ongoing consultation with partners, including civil society and bilateral and multilateral donors.

Embarking on early and inclusive transition planning places Timor-Leste at the heart of the international policy agenda on the links between peace, stability, accountability, and development. It also bears further witness to the country's global role in promoting international principles of good partnership, as already evidenced by the chairmanship of the g7+ group of states and Timor-Leste ranking first in Asia and third worldwide as a country compliant with the EITI transparency standards.

UNMIT's planned withdrawal provides an occasion to reflect on the many achievements of Timor-Leste since 1999 and on the opportunities and challenges that lie ahead. As we welcome a new phase in our relationship, we celebrate what we have already achieved and look forward to a continued strong partnership in the future.



Jose Manuel Ramos-Horta
President of the Democratic Republic of Timor-Leste



Kay Rala Xanana Gusmão
Prime-Minister of the Democratic Republic of Timor-Leste



Ameerah Haq
Special Representative of the Secretary-General for Timor-Leste

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EXECUTIVE SUMMARY

Ensuring the transition from peacekeeping to sustainable security, peace and development

Timor-Leste has come far since 2006. The capital Dili is marked by bustling economic activity and the country is preparing for national elections in 2012 in a climate of peace and stability. In light of these positive developments, the role of the United Nations in Timor-Leste is changing. Consequently, the Government and UNMIT have begun planning for the Mission's withdrawal, which is foreseen for the end of 2012. Their joint planning is guided by four assumptions:

- Stability prevails;
- National elections take place in accordance with international standards;
- A government is formed based on the outcome of the elections;
- The political opposition has space to operate in line with democratic principles.

PURPOSE AND CONTENT

To enable a smooth transition the Government and UNMIT have established a joint mechanism for transition planning and implementation, the High-Level Committee on Transition (HLC). The HLC oversees the work of seven working groups, each bringing together staff from the Government and the UN to focus on an area central to the transition process:

- Police and Security
- Justice, Rule of Law, Human Rights
- Democratic Governance
- Socio-Economic Development
- Mission Support and Logistics
- Training for Timorese Staff
- Impact on the Local Economy

The purpose of the Joint Transition Plan is to help implement and monitor the completion and hand-over of UNMIT activities by the time the Mission departs. Each working group has agreed on priority needs, objectives, and actions that the Government and UNMIT ought to take by the end of 2012 to achieve agreed goals. The working groups have also elaborated an inventory of UNMIT activities which sets out timeframes for completion or hand-over arrangements to ensure the continuity of priority activities.

To ensure a smooth transition from peacekeeping to state-building, the United Nations Country Team has worked with UNMIT on outlining resource requirements for activities its members intend to strengthen during 2012 to 2014, in alignment with the Dili Development Pact and the action areas of the Government's Strategic Development Plan 2011-2030.

FOCUS AREAS

Police and Security

The focus area Police and Security comprises two working groups: police and security sector support. Transition planning in the police sector centres on the PNTL/UNPOL Joint Development Plan (JDP). The JDP sets out a broad capacity-building programme for the national police, focusing on legislation, training, administration, discipline, and operations. Beyond 2012, the PNTL Police Training Centre will continue skills enhancement and training for Timorese police officers. During the transition period, UNPOL will maintain the ability to provide operational support as required and requested by the Government, including during the 2012 electoral period.

The working group on security sector support has defined three objectives for the remainder of UNMIT's mandate including strengthening the legal framework governing the security sector, establishing units to oversee implementation of rules and regulations, and enhancing civilian oversight by bolstering the capacity of staff working in security sector institutions. The plan highlights the need for some of UNMIT's current activities to continue beyond 2012.

Justice, Rule of Law and Human Rights

In the field of Justice, Rule of Law, and Human Rights, priorities identified by focal points include further solidifying justice institutions and accountability mechanisms, such as the Office of the Prosecutor-General; enhancing access to justice across the country; and adopting key pending legislation. In terms of operational continuity, bilateral partners and UN agencies are likely to continue the work in support of justice institutions. With regard to human rights, the Office of the High Commissioner for Human Rights is looking to open a country office in Timor-Leste, at the request of the Government.

Democratic Governance

The working group on Democratic Governance has agreed to prioritise four areas during the transition period, including support to 2012 national elections; transparency and anti-corruption; enhancing the capacity of civil society, and fostering Timor-Leste's culture of democratic governance. Work in the second area will focus on the newly established Audit Court, and activities with civil society will pay particular attention to civic education. With regard to a culture of democratic governance, the working group support institutions that could take over priority activities.

Socio-Economic Development

UNMIT's mandate in the area of Socio-Economic Development primarily concerned technical support to the National Priorities Programme, now succeeded by the Strategic Development Plan 2011-2030, and strategic advice on socio-economic issues, including the Millennium Development Goals. These functions will largely be transferred to national counterparts, especially in the Ministry of Finance.

Mission Support and Logistics

Mission Support and Logistics are vital components of the transition process. The Joint Transition Plan sets out an action plan for Government and UNMIT collaboration to return co-located policing facilities to the PNTL, support the Government on continuity of other vital support services currently provided by UNMIT and related costs (including infrastructure support, communication networks, air and ground transport, geographic information services and translation), and prepare operational support for the UN presence in Timor-Leste beyond 2012.

Training for Timorese Staff

As part of transition planning, UNMIT has embarked on a broad programme for training and enhancing the skills of its more than 900 national staff. As set out in the chapter on Train-

ing for Timorese staff, some of these activities also extend to staff in Government or other national institutions. These include formal classroom sessions, on-the-job training, and targeted capacity-building support.

Impact on the Local Economy

The focus of the working group on Impact on the Local Economy is on analysing the impact of UNMIT's withdrawal on the Timorese economy. Its initial findings suggest that the impact will be limited and localised. The priority will be to assist the people directly affected by the withdrawal to find new job opportunities in the private or public sector.

INTRODUCTION

Taking a joint approach to exit strategy planning

CONTEXT AND PURPOSE

Timor-Leste has made tremendous progress since 2006. The displaced persons camps which dominated the capital are closed, and there has been no major breakdown of public order since then. Moreover, peaceful elections in 2007 were followed by village (Suco) elections in 2009. The country is preparing for presidential and parliamentary elections in the first half of 2012, and all political stakeholders have made a clear commitment to free, fair and peaceful elections. At the same time, the Government is investing heavily in socio-economic development.

There is broad agreement that Timor-Leste is moving into a new phase of state-building, where an international peace-keeping presence will be no longer required. Indeed, the reconfiguration of UNMIT's support to the Timorese Government is already underway, with the hand-over of policing responsibilities to the PNTL on 27 March 2011.

In light of these developments, the Government of Timor-Leste and the leadership of UNMIT have agreed that the Mission should begin planning its withdrawal. The members of the UN Security Council echoed this position in the discussion on resolution 1969. In the resolution, the UN Security Council renewed UNMIT's mandate for one year to February 2012 on the understanding that the Mission would begin its transition planning.

In consultation with the Government, the Mission foresees beginning a gradual drawdown shortly after the 2012 elections, with the aim of closing down operations by the end of that year. This vision is guided by four assumptions about how events will unfold in 2012:

- First, that stability prevails;
- Second, that national elections take place in accordance with international standards;
- Third, that a Government is formed based on the outcome of the elections; and
- Fourth, that the political opposition has space to operate in line with democratic principles.

To facilitate the transition process, the Government of Timor-Leste and UNMIT established a High-Level-Committee (HLC) on Transition, co-chaired by the President and Prime Minister of Timor-Leste and the Special Representative of the Secretary General (SRSG). The HLC held its inaugural meeting on 17 September 2010. At its first working meeting on 25 November 2010, the HLC identified seven focus areas, central to UNMIT's transition process:

- Police and Security;
- Rule of Law, Justice and Human Rights;
- Democratic Governance;
- Socio-economic Development;
- Mission Support and Logistics;
- Training for Timorese Staff;
- Impact on the Local Economy.

The HLC also named focal points on Government and UNMIT sides for each focus area, and appointed the Deputy Prime Minister and the UNMIT Chief of Staff as overall transition focal

TRANSITION FOCUS AREAS AND FOCAL POINTS

FOCUS AREA	GOVERNMENT FOCAL POINT	UN FOCAL POINT
1 Police and Security	Francisco Guterres Secretary of State for Security Julio Tomas Pinto Secretary of State for Defence	Luís Carrilho Police Commissioner Eric Brandenburg Special Advisor, Security Sector Support
2 Rule of Law, Justice and Human Rights	Lucia Lobato Minister of Justice	Louis Gentile Chief, Human Rights and Transitional Justice
3 Democratic Governance	Hernani Coelho Office of the President	Ken Inoue Chief, Democratic Governance Support
4 Socio-economic Development	Joao Gonçalves Minister of Economy and Development	Matthias Leitner Senior Coordination Officer
5 Mission Support and Logistics	Emilia Pires Minister of Finance	Amadu Kamara Chief, Mission Support
6 Training	Bendito Freitas Sec. of State for Professional Training and Employment	Terence Rolfe Chief, Integrated Mission Training Centre
7 Impact on Local Economy	Joao Gonçalves Minister of Economy and Development	Rui Gomes Head, Pro-Poor Policy Unit, UNDP
Post-UNMIT Arrangements	Zacarias Albano da Costa Minister of Foreign Affairs	Toby Lanzer Chief of Staff

points. The Minister of Foreign Affairs and the UNMIT Chief of Staff were designated as the Government and UNMIT's focal points for post-UNMIT UN arrangements in Timor-Leste.

Following initial work done by joint working groups in the seven areas, at its second working meeting on 1 February 2011, the HLC requested that a Joint Transition Plan be developed to guide UNMIT's drawdown and ultimate withdrawal.

The plan organizes the transition process along the seven focus areas identified by the HLC. Formulated in close consultation between the Government and UNMIT, as well as by reaching out to other relevant partners, focal points have identified:

- Priority needs that will have to be addressed in each of the seven focus areas prior to UNMIT's departure,
- Key objectives for Government-UNMIT collaboration in these areas,
- Actions that will be taken until December 2012 by the Government and UNMIT to achieve the objectives, and
- Indicative resource implications.

Highlighting those fields where Timorese institutions will require continued support beyond 2012, the plan also indicates hand-over arrangements with relevant partner institutions¹ within and outside the UN.²

The plan includes a matrix with UNMIT activities in each focus area, timelines for their completion, and hand-over arrangements. Annexed to the plan are UN Security Council resolution 1969, a note on possible post-UNMIT UN arrangements, UNMIT's strategy for national capacity building.

STRATEGIC GOALS

The strategic goal of the transition process is to ensure a smooth drawdown and withdrawal of UNMIT, in full coordination with national actors and priorities. The purpose of the Joint Transition Plan is to establish, first, what support should be retained until the completion of the UNMIT mandate in December 2012, and, second, that UNMIT support for which there is a continued need beyond the term of the Mission is effectively transferred, as appropriate, to state institutions, bilateral and multilateral partners, United Nations agencies or civil society.

¹ Partners consulted by UN and Government focal points include UN agencies and programmes, UN member states, bilateral and multilateral aid agencies.

² There are components of UNMIT's work which fall outside the remit of the work of the seven joint working groups. One such component is the function of "good offices", implemented directly by the office of the SRSg to facilitate political dialogue as needed and requested. Another facet of UNMIT's work falling outside the joint transition plan relates to communication and public information, for example UNMIT's radio and television programs and capacity-building activities for Timorese journalists. Some of these aspects UNMIT's work are likely to feature alongside priority activities highlighted in the transition plan in discussions regarding the configuration of the post-UNMIT UN presence in Timor-Leste.

TRANSITION AND UN PLANNING

Where the Joint Transition Plan concerns substantive activities performed by UNMIT to support the consolidation of peace and stability, such as in the focus areas of Police and Security, Rule of Law/Justice/Human Rights, or Democratic Governance, the objectives set out in the Transition Plan have been largely drawn from existing planning instruments that guide UNMIT's work. These include the "Budget for UNMIT for the period from July 2011 to June 2012" and the "UN Integrated Strategic Framework for Timor-Leste January 2011 - December 2012", which define priority areas of work for the United Nations in support of the Government's National Priorities Programme and its successor, the Strategic Development Plan 2011-2030, as well as the 2006 Supplemental Policing Agreement and subsequent exchanges of letters. As an operational guide for the hand-over of UNMIT's role in Timor-Leste to other institutions, the Joint Transition Plan does not replace the vision encompassed in these priority-setting instruments.

GUIDING PRINCIPLES

Strengthening national capacity and institutions, as requested by the Government, is a core principle guiding the UN's strategy in Timor-Leste. This principle also underpins the overall approach of the transition plan. UNMIT's focus until December 2012 will be to support Timorese institutions in building institutional and staff capacity, particularly in the above mentioned focus areas, in accordance with Government requirements, the Dili Development Pact and the Strategic Development Plan 2011-2030. UNMIT's strategy for national capacity building is included in the annex.

STRATEGIC MONITORING

The HLC will monitor the implementation of the Joint Transition Plan. Each of the seven working groups, comprised of Government and UN focal points, will continuously monitor progress in their area and provide progress reports to the overall focal points on a quarterly basis. The HLC will, at its quarterly meetings, review overall progress in the implementation of the plan and provide strategic guidance and direction to the working groups.

Under the auspices of the HLC, the Government of Timor-Leste and the UN will continuously monitor the situation in the country and amend the transition plan as required. The aim is to ensure that transition planning is aligned with developments and requirements on the ground.

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CONTEXT

Progress towards peace, stability and growth

PEACE AND STABILITY

Strong collaboration has been a hallmark of the relationship between Timor-Leste and the United Nations. Since the UN-organised popular consultation in 1999 that gave birth to the independent nation of Timor-Leste in 2002, the country has hosted several UN peacekeeping and political operations as well as a steady presence of the UN Country Team. The present peacekeeping operation, UNMIT, was authorized by the UN Security Council in resolution 1704 (2006) in response to the internal crisis that afflicted Timor-Leste in April and May 2006.¹ The crisis escalated into fighting between the police and the military and led to a breakdown in law and order, some of it perpetrated by disaffected youth. In response, UNMIT was entrusted with the responsibility to provide interim law enforcement and public security in Timor-Leste until such time that the national police (PNTL) is reconstituted and capable of fully assuming these functions.

Since 2006, Timor-Leste has made important strides towards sustainable peace and stability. Political leaders are committed to free and peaceful elections, renouncing violence. In 2008, during assassination attempts on the President and Prime Minister, security sector institutions successfully withstood their first major test since the 2006 crisis. Starting in May 2009, the PNTL has gradually resumed primary policing responsibilities in districts and units, with resumption of policing authority completed on 27 March 2011. No increase in crime rates has been observed since the handover.

POLITICAL DEVELOPMENTS

Recent years have also seen the strengthening of democratic governance institutions in Timor-Leste, with peaceful elections in 2007 leading to a new Government and an active opposition, as well as successful Suco elections in 2009. Important

new institutions such as the Anti-Corruption Commission have been established and national electoral bodies have increased their ability to organise the upcoming presidential and parliamentary elections in 2012 in line with international standards. Timor-Leste has also made significant progress in building its relations with bilateral and regional partners.

ECONOMIC DEVELOPMENTS

The Government of Timor-Leste is committed to development, and is allocating significant budget resources to socio-economic progress, including a special fund for infrastructure and allocations to development projects in the districts. Nevertheless, there are many challenges. About 41% of Timorese live below the national poverty line and levels of youth unemployment, maternal mortality and child malnutrition remain high. Addressing these needs will be a key priority for the Government and its development partners in the years to come. Economic growth, fuelled by Timor-Leste's natural resources, should give the Government the tools it needs to continue to improve the living conditions of its population in a sustainable manner. A National Strategic Development Plan for 2011-2030, aimed at transforming Timor-Leste into a middle-income country, eliminating extreme poverty and diversifying the national economy, was officially released in July 2011.

The Government is also committed to investing in human resource capacity, having established a special fund for human resource development. UNMIT and other UN entities have expressed their full commitment to support the Government in this endeavour and in other efforts to invest in education, especially at the primary level, vocational training, and skills development.

1 The International Stabilisation Force (ISF) was also deployed in 2006, following a request from the Government for the creation of a multi-national security force to assist with stability operations within Timor-Leste.

1 TRANSITION FOCUS AREAS

POLICE AND SECURITY (UNPOL/PNTL)

Transforming UNPOL to empower the PNTL

CONTEXT AND ACHIEVEMENTS

UN Security Council resolution 1704 of 25 August 2006 mandated United Nations police (UNPOL) to help restore and maintain public security by supporting the Timorese national police (PNTL) through interim law enforcement. UNPOL was also tasked to develop PNTL capacity, in preparation for PNTL's full reconstitution. Since the immediate restoration of order in 2006, the most significant achievement has been the sustained maintenance of a safe environment, as documented by declining crime trends from 2006 to date. The Government of Timor-Leste and UNPOL established a certification process to screen, vet, train and certify PNTL officers, excluding any involved in criminal conduct or human rights violations and ensuring accountability.

In terms of capacity building, over 500 trainings have been designed and delivered to build policing skills in all areas, including administration, communications, gender, human rights, law enforcement, operations, transport and weapons control since January 2007. Meanwhile, a team of representatives from the Timor-Leste Government, the PNTL, UNMIT and UNPOL have conducted joint field assessments in the districts and units to determine PNTL readiness to resume policing responsibility. The resumption process began with the hand-over of policing responsibilities from UNPOL to the PNTL in Lautem district in May 2009. It was completed on 27 March 2011 with the PNTL resuming policing responsibility for all of Timor-Leste. In all districts handed over during this period there has been no marked change in the security situation or a significant disruption to public order.

PRIORITY NEEDS UNTIL DECEMBER 2012

A key overall objective of UNPOL until the end of 2012 is to help ensure that the PNTL has sufficient operational and administrative capacity to conduct all aspects of police functions. Since the completion of the hand-over of primary policing responsibilities in all districts and units in March 2011, UNPOL's role has, pursuant to an exchange of letters of 26 March 2011 between the Government of Timor-Leste and UNMIT, been to provide support and assistance for the further development and capacity building of the PNTL, with a focus on the major areas of legislation, training, administration, discipline and operations, while also continuing to provide operational support as required and requested by the PNTL in a number of limited circumstances.

To address gaps and challenges in five priority areas identified by the PNTL in its November 2010 Strategic Development Plan — Training, Legislation, Administration, Discipline and Operations — the PNTL and UNPOL formulated a Joint Development Plan (JDP). The JDP outlines specific activities and timelines to reach capacity building goals by December 2012, clearly delineates PNTL and UNPOL roles and responsibilities, and provides a framework for identifying and addressing changing needs on the ground.

OBJECTIVES

In line with priority needs outlined in the JDP, key objectives of UNPOL and PNTL during UNMIT's transition include:

- 1 Capacity building:** Strengthen the technical and professional capacity of the PNTL to enable full reconstitution.
- 2 Legal and regulatory framework:** Support the Government of Timor-Leste and the PNTL in strengthening the legal and regulatory framework and to amend the framework for PNTL/UNPOL interaction as needed.
- 3 Management:** Strengthen PNTL administrative management structures and policies.
- 4 Discipline and accountability:** Support further development of PNTL discipline and accountability mechanisms.
- 5 Operational support:** Assist PNTL command in the implementation of its operational responsibilities and to provide operational support, as required and requested.

JOINT ACTION BY DECEMBER 2012

The five transition objectives reflect the priority needs laid out by the PNTL in its Strategic Development Plan for 2011-12, and are detailed in the JDP.¹ To achieve maximum results, fortifying the relationship between the PNTL and UNPOL is essential. Accordingly, the JDP envisions extensive collaboration and discussion between the PNTL and UNPOL at all levels. At the central level, a Joint Evaluation Team (JET), co-chaired by the PNTL General Commander and the UNMIT Police Commissioner, will evaluate performance, oversee the general implementation of the plan, and report on progress to the High Level Committee on Transition.

Each district and unit will have a joint PNTL/UNPOL team, composed of officers with appropriate skills assigned to each of the five priority areas. PNTL and UNPOL district or unit commanders will oversee this team, develop specific work plans based on identified weaknesses and gaps and ensure effective implementation and reporting.

The first objective – strengthening capacity of the national police – encompasses activities focused on increasing both the training capacity within the PNTL, as well as specific training activities required to develop the capacity of individual PNTL members. UNPOL will continue to support and collaborate closely with the PNTL Police Training Centre in developing and executing the Centre's annual training plan. In addition, trainings will be developed to address the gaps and

¹ For more specific information on the extent and form of UN assistance to the PNTL in the period 2011-2012, refer to the PNTL/UNPOL Joint Development Plan.

challenges identified in district and unit work plans. These will be delivered through formal trainings at the central or district level, advice, and on-the-job training.

In terms of legislative support, there are two distinct categories of activities. The first category concerns the review or further development of the legal framework related to the conduct of policing, including the Organic Law of the PNTL as well as statutes, rules of procedure, regulations, and organisational standards. Second, as part of the transition from the current reconstitution phase to full reconstitution, the Government and UNMIT will amend the arrangements underpinning the changing PNTL/UNPOL interaction as the need arises. The Government and the UN will also discuss the transfer of material and equipment in collaboration with UNMIT's mission support component, as well as formal processes and criteria for the certification of full reconstitution in accordance with the terms of the exchange of letters of 26 March 2011.

Further developing PNTL's ability to manage human, material and financial resources is the focus of UNPOL's administrative management support. The PNTL, with advice and assistance from UNPOL, will conduct a review and develop the internal rules of procedure of the Administration Command covering areas such as archiving, skill and performance assessments, budgeting and petty cash management, procurement as well as vehicle, material and weapons management, as detailed in the JDP. UNPOL will also assist with PNTL planning exercises, as well as the development of a communication and transmission system.

With regard to discipline, the PNTL has committed to ensuring that all PNTL members act in a disciplined and ethical manner, that complaints are properly investigated, that case management is improved and that lessons learned are analysed and taken into account. UNPOL will support PNTL command with awareness-raising activities, improving mechanisms for disciplinary accountability and developing PNTL capacity in this area.

On the operational side, in addition to providing direct policing support to the maintenance of public order, security and tranquillity — as required and requested by the Government in accordance with the terms of the exchange of letters of 26 March 2011 — UNPOL will provide advice on policy and programme development in a number of operational areas. This assistance will be geared towards improving PNTL performance and response, especially with regard to criminal investigation and crime prevention, disaster response, traffic management, the National Operations Centre, Special Police, Maritime and Border Patrol units. PNTL priorities will include implementing the Integrated National Security System, drafting and implementing special programmes to protect the most vulnerable populations, increasing its capacity in criminal investigation and crime prevention, developing cooperation with the Public Prosecution Service, and improving operational performance.

Finally, to be better prepared to carry out its capacity building and advisory role, UNPOL has initiated a more focused approach to its human resource management. In order to bring on board professionals with specific expertise, which

can be difficult to guarantee through the regular deployment process with Police Contributing Countries (PCC), nineteen (19) dedicated civilian advisory posts have been established within UNPOL. Seventeen (17) of these are already deployed, with the remaining two expected to arrive by the third quarter of 2011. Unlike UNPOL officers, these staff members are not subject to rotation and are, therefore, able to remain in the Mission through the remainder of its mandate. Furthermore, 230 officers with relevant experience and skills to act as advisors in districts and units are currently being identified. They may be drawn from UNPOLs currently in the Mission or may be deployed in future rotations. PCCs have been officially requested to permit the extension of these officers' deployment, as necessary, through the end of 2012.

In addition, the PNTL and UNPOL, in close cooperation with UNDP, will develop projects for those JDP activities which require additional financial support. Once finalised and financed — through UNDP and possibly bilateral donors — these projects will draw upon the expertise of relevant UNPOL civilian advisors, including a senior policy and projects advisor, as well as a coordination officer tasked to liaise with donors and to assist the PNTL in developing a longer-term support strategy. Donors will be asked to continue support for projects that may require further development beyond 2012.

OPERATIONAL CONTINUITY BEYOND 2012

After UNMIT's withdrawal, aspects of the transition plan as laid out above may continue, depending on donor interest in activities which are assessed as requiring support.

Further, there are a number of bilateral donors already supporting the PNTL, including Australia, New Zealand, Portugal and the United States. In discussions with UNPOL these donors have indicated their readiness not only to continue this support but to increase it as UNPOL phases out. Australia has a bilateral agreement in place with the Government and — through its Timor-Leste Police Development Programme (TLPDP) — supports a number of key areas, including investigation, management, infrastructure development and leadership. New Zealand has taken the lead with the Asia Foundation on supporting community policing and will expand its capacity building programme in this area (New Zealand Community Policing Programme). Portugal supports the PNTL through the Basic Recruit Course aimed at training 250 newly recruited PNTL officers. A one-year course will commence in July 2011, including eight months of in-classroom training and four months of field training. The U.S. has provided training in maritime and border policing and has expressed interest in taking on a greater role in investigator training, logistical support, youth engagement, strengthening disciplinary procedures and community policing. Given the strategic partnership between Timor-Leste and Indonesia, Indonesia's bilateral assistance to the PNTL is likely to continue beyond 2012. Other bilateral partners have indicated potential interest in various PNTL capacity development projects.

Finally, some UN agencies, funds and programmes are also providing capacity building training to the PNTL. UNFPA, UNWOMEN, UNICEF and IOM may continue offering periodic courses for the PNTL on human rights, gender-based

violence, investigations, and counter-trafficking. In addition to its larger projects in this focus area, UNDP has also funded a radio-communication project and, as part of its Justice Sector Support Programme, has been assisting in the development of the PNTL Investigation Management System.

MONITORING

With regard to transition, UNMIT and Government focal points will submit a joint quarterly progress report to the overall focal points for transition, for review by the High Level Committee. The progress report will be based on regular monitoring of mutually agreed transition objectives for the police, as well as the goals, activities, and outcomes in the JDP, UNMIT's results-based budget and the Integrated Strategic Framework (ISF).

In terms of JDP implementation, a Joint Evaluation Team (JET), will meet on a monthly basis, and more often if necessary, to evaluate performance and oversee the general implementation of the plan. The PNTL and UNPOL district and unit commanders will be responsible for submitting monthly progress reports which will form the basis for review by the JET. In addition, comprehensive quarterly reviews conducted by the PNTL Office of the General Inspectorate and the UNPOL Monitoring and Coordination Support Unit detailing the

results achieved to date will also be submitted to the JET. The JDP will be regularly reviewed and revised as required by PNTL and UNPOL.

In addition, implementation of those JDP projects funded through UNDP will be closely monitored through UNDP's monthly reporting and site visits. A review of the UNDP Joint Programme, conducted by the implementing entities and external partners, as appropriate, is foreseen after the first year of the UNDP programme cycle.

RESOURCE IMPLICATIONS

Responding to UNMIT's withdrawal UNDP, IOM, and UNICEF intend to strengthen their engagement in the focus area, in accordance with Government requirements, the Dili Development Pact and the Strategic Development Plan. Projects would focus on strengthening police capacity in general, supporting border policing, as well as assisting in police work with juveniles. Over the period 2012 to 2014, the indicative project budgets would amount to \$5.3 million, with limited funding already available. All activities are directly linked both to UNMIT's mandate. They are fully aligned with the action area 'Security' of the Timor-Leste Strategic Development Plan.

POLICE AND SECURITY (SECURITY SECTOR)

Strengthening institutions for a secure and peaceful future

CONTEXT AND ACHIEVEMENTS

In support of the Government's priorities for the security sector in Timor-Leste, UNMIT Security Sector Support Unit (SSSU) and UNDP have collaborated to assist in the review and reform of security sector institutions. The review has included the drafting of a Security Sector Review document, institutional analysis of the security sector, the legal framework and a threat assessment. UNMIT and UNDP have also contributed to the Government's development of a National Security Policy (NSP) and other important policy and strategic documents, drafted, reviewed and advised on security-related legislation and facilitated a comprehensive public security perceptions survey.

UN assistance to the Government's efforts to reform the security sector has included institutional and individual capacity-building through lectures and courses on leadership, management, security, defence, strategic planning, human rights, law and gender for the members of security forces and civilian oversight institutions. SSSU has also provided training on some operational skills for Government security guards and the fire service, as well as radio-communications maintenance and usage for security forces; helped establish the National Defence Institute (NDI); strengthened the National Directorate for Community Conflict Prevention; and provided security-related research grants to Timorese NGOs. Joint UNMIT and UNDP support came in the form of advice, technical assistance and capacity-building from SSSU advisers, and through two UNDP-managed projects (the Security Sector Review Project, and the Capacity-Building Facility).

PRIORITY NEEDS UNTIL DECEMBER 2012

In line with governmental responsibilities, priority needs in the focus area have been divided between security and defence. In line with governmental responsibilities, priority needs in the focus area have been divided between security and defence. Priority needs of the Secretary of State for Security (SoSS) include assistance in developing a National Security Action Plan upon approval of the NSP; facilitate the drafting of the Civil Protection Law; assist the National Directorate for Security to Public Buildings (DNSEP) in fulfilling its oversight and regulatory role over private security companies; assist the National Directorate for Community Conflict Prevention (DNPCC) in early warning and conflict prevention; facilitate in strengthening the National Directorate for Civil Protection (DNPC); and assist in further developing the SoSS Office of Inspectorate and Audit.

The priority needs of the Secretary of State for Defence (SoSD) include assistance with the completion of F-FDTL Force Development Plan for 2012-2017; facilitating the participation of F-FDTL in UN Peacekeeping Operations; assist in establishing the SoSD Inspection and Audit Unit; as well as assist in strengthening the National Defence Institute.

Other Government priorities in the security sector include assistance in the establishment of the Border Operations

Coordination Council (BOCC) and the National Maritime Authority; facilitating the drafting of maritime legislation; facilitating civil-military cooperation; and assisting in building the capacity of middle management and staff of security forces and their oversight institutions.

In addition, there remains a need to assist in developing the capacity of Members of Parliament and secretariat staff in security sector oversight; and to enhance the capacity for security policy and legislation review in the Office of the President, including strategic advisory capacity of its Casa Militar.

OBJECTIVES

In line with priority needs, key objectives for the security sector during UNMIT's transition period include:

- 1 Policies, plans and legal framework:** Review key security policies, development action plans, and legislation aimed at further defining the roles of institutions.
- 2 Rules and regulations:** Establish or further develop units overseeing, governing and managing different areas of the security sector.
- 3 Oversight and training:** Enhance general and specialised skills of officials and staff of security institutions, with focus on civilian oversight institutions.

JOINT ACTION BY DECEMBER 2012

In pursuit of their joint objectives, the Timorese authorities, UNMIT and UNDP jointly developed a new project entitled "Strengthening civilian oversight and management capacity in the security sector" for the period July 2011 to June 2012. The objective of this project is to support Timor-Leste's security sector in building sustained peace and stability through (1) enhanced civilian oversight and management capacity in priority areas identified by national partners, and (2) improved research and training capacity in the security sector. In line with National Priority Number 7 "Public Safety and Security," the project will provide support for policy, legal and institutional development, and capacity building to the Office of the President, National Parliament, the Secretariat of State for Security (in particular to the National Directorate for Civil Protection, National Directorate for Security to Public Buildings, National Directorate for Community Conflict Prevention, and the Secretariat of State for Defence, including the National Defence Institute under its auspices).

Policy and legal drafting and advice by national and international advisors and consultants, who are UNMIT SSSU staff or recruited under the UNDP project, will be provided to the Secretariats of State for Defence and Security and the Office of the President, to support key priorities identified by those institutions:

- Capacity building at an institutional level to establish or further develop relevant units in SoSS, SoSD, National Parliament and the Office of the President through trainings, advisers and consultants recruited under the UNDP project, and advice and mentoring by UNMIT SSSU, UNMIT's Military Liaison Group (MLG) and UNMIT's Human Rights and Transitional Justice Section.
- Capacity building at an individual level aimed to develop general and specialised skills of middle management in security governance institutions through trainings, advisers and consultants recruited under the UNDP project, and advice and mentoring by UNMIT SSSU and other units.

OPERATIONAL CONTINUITY BEYOND 2012

After UNMIT's withdrawal, the need for capacity building of national staff within security sector institutions will require the continued support of the UN system and bilateral and multilateral partners. Long-term capacity-building support and technical assistance may be channelled through UNDP projects. There is a need for further discussions with bilateral partners and possibly other multilateral partners, such as the European Union, to mobilise the required resources.

MONITORING

UNMIT and Government focal points will submit a joint quarterly progress report to the overall focal points for transition, for review by the High Level Committee. The progress report

will be based on regular monitoring of mutually agreed transition objectives for the security sector, as well as the goals, activities, and outcomes in UNMIT's results-based budget and the Integrated Strategic Framework (ISF). Progress in security sector development will also be monitored through other UN security sector mechanisms, as well as meetings and consultations with national focal points.

RESOURCE IMPLICATIONS

Anticipating UNMIT's withdrawal UNDP, IOM, UNWOMEN and UNFPA intend to strengthen their engagement in the focus area, in accordance with Government requirements, the Dili Development Pact and the Strategic Development Plan. Projects would focus on security sector reform generally, human trafficking, women's engagement in violence prevention, as well as HIV/AIDS awareness among armed personnel. Over the period 2012 to 2014, the indicative project budgets would amount to \$4.1 million, with limited funding already available. All activities are directly linked both to UNMIT's mandate. They are fully aligned with the action area 'Defence' of the Timor-Leste Strategic Development Plan.

RULE OF LAW, JUSTICE, HUMAN RIGHTS

Consolidating progress and moving forward

CONTEXT AND ACHIEVEMENTS

Timor-Leste's justice system has been built from the ground up since 1999, following the destruction of the sector's entire support infrastructure and a massive outflow of legal specialists who had worked for Indonesia. Since then, the Government of Timor-Leste has made significant progress with support from the UN and other development partners in creating key national legal institutions such as the Dili Court of Appeal, four District Courts (Dili, Baucau, Suai and Oecusse) and three correctional facilities. The office of the Prosecutor General of the Republic was established along with the Superior Council for the Judiciary and the Superior Council for Public Prosecution. The Public Defender's Office was also created under the oversight of the Ministry of Justice and was mandated to provide legal assistance to citizens with limited financial resources.

Between 2001 and 2004, new national graduates with limited practical experience occupied the first judicial posts. Several intensive capacity-building initiatives geared towards Timorese judicial professionals (judges, prosecutors and public defenders) have since taken place. In addition, the Government and its partners hired international experts to develop several branches of the system whilst working to increase the capacity of local judicial actors. Since 2007, existing institutions have been consolidated and decentralised and a law on private legal practice was passed in 2008. Despite these tremendous advances, the justice system still requires more qualified officials, administrative tools and physical infrastructure to administer justice timely, fairly and effectively, particularly at district levels.

Work continues to establish the remainder of the legal institutions provided for in the Constitution, such as the Supreme Court, the Supreme Administrative, Fiscal and Audit Court, the Administrative and Fiscal Circuit Courts and the Committee on Special Security Programmes.

In order to create an overall policy framework for the long-term development of the justice sector, the Government has launched the Justice Sector Strategic Plan 2011-2030 (JSSP). A Council of Coordination, comprising all justice institutions and chaired by the Minister of Justice, was established to provide strategic guidance for the JSSP.

Different components of UNMIT have supported and monitored specific aspects of the justice system. Their work includes facilitating and supporting the implementation of the JSSP, as well as providing legal technical advice in different areas; monitoring, reporting and capacity building on human rights; investigating crimes against humanity and other serious crimes committed in 1999; providing technical support to the drafting of the Law Against Domestic Violence; strengthening awareness of Sexual and Gender-Based Violence (SGBV) and gender issues in the PNTL; and supporting the mainstreaming of gender in the justice sector. UNMIT's role is most focused in coordinating and conceptualising UN efforts in the justice

sector while direct implementation of this support – in the form of project implementation or through staff in advisory roles or performing line functions – is carried out by other UN Agencies and most specifically by UNDP.

UNMIT has coordinated its work closely with UN agencies active in the justice sector. UNFPA, for example, has collaborated with UNMIT on its programmes for gender mainstreaming and against domestic violence. UNICEF is working closely with UNMIT on juvenile justice issues and the Children's Code. UNWOMEN is supporting women's rights in general and follows up on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in coordination with UNMIT. UNESCO has supported capacity building of media professionals on human rights reporting and worked on the integration of human rights in university and school curricula.

More broadly, UNMIT's activities have complemented the UNDP Justice System Programme (JSP), a multi-year programme executed by UNDP under Council of Coordination oversight, which supports the justice sector and the extension of the rule of law. The JSP provides technical expertise and financial assistance in all four judicial districts and focuses on the "demand" side of justice. The programme is aligned with national policy frameworks, the JSSP and the 2010 and 2011 National Priorities 4 (NP4) on Access to Justice.

PRIORITY NEEDS UNTIL DECEMBER 2012

In the focus area of justice, rule of law and human rights, priorities identified by focal points primarily include further developing justice and corrections institutions and accountability mechanisms; enhancing access to justice across the country; adopting key legislation; ensuring coordination of actors in the sector; as well as monitoring, reporting, and capacity building in the area of human rights. Addressing impunity for past crimes is also a priority concern. In close collaboration between Government, UNMIT, UN agencies and other partners, a number of detailed objectives and activities have been defined to address these priorities.

OBJECTIVES

In line with priority needs, objectives for the rule of law, justice and human rights focus area during UNMIT's transition include:

- 1 Justice and accountability:** Strengthen formal institutions, including the Office of the Prosecutor General, the Courts, and other institutions; advise on legislation and provide specialised training.
- 2 Advice and support in specialised areas:** Advise on domestic violence, juvenile justice, gender issues and corrections; and assist in the socialisation of key legislation and legal concepts through outreach and information campaigns.

- 3 Strategic coordination:** Facilitate the work of the UN Justice Working Group, the Discussion Forum on Justice, and the National Priority Working Group on justice.
- 4 Monitoring and reporting:** Monitor the human rights situation, in particular of vulnerable groups and report on response; provide advice to national human rights advocacy institutions and organisations; and provide advice to the Government on treaty reporting.
- 5 Strengthen capacity:** Provide training on human rights and the rights of the child to national institutions, including a review of official curricula.
- 6 Impunity:** Monitor and report on progress regarding remaining 2006-crisis cases, outstanding investigations into serious crimes committed in 1999; and provide training and support on international criminal justice.

JOINT ACTION BY DECEMBER 2012

For the period to December 2012, several tasks have been identified as critical to consolidating progress in the justice sector and advancing further. The Ministry of Justice plays a key role as Government focal point for transition in the area of Justice, Rule of Law and Human Rights. It should be noted, however, that some of the tasks do not necessarily fall under the Ministry of Justice's area of responsibility and in some instances their successful achievement is contingent on third parties.

Strengthening justice and accountability mechanisms, including support to the Office of the Prosecutor General, the Courts, and the Anti-Corruption Commission, will be at the centre of justice sector efforts until 2012. UNMIT will also continue to enhance its support to prosecution-police cooperation. Similarly, efforts to further develop national capacity in judicial line functions, including training of judges, prosecutors and private lawyers, will continue. However, additional effective accountability mechanisms, including additional Superior Councils, will have to be established to further enhance the system.

It is expected that the Government will adopt and implement key legislation by 2012, including the civil code, a children's code, a juvenile justice law, a new land law, and a legal framework defining the role of traditional justice and its links with the formal justice system. De-concentration of the justice institutions in the districts to enhance access to justice will be another key priority. Further, an integrated case management system linking all justice institutions would contribute to reducing the number of pending cases. To accompany the Government's work towards these priorities, the skills and competencies of national legal actors will be enhanced through training at the Legal Training Centre supported by UNDP. In addition, support to public outreach in order to socialise new legislation will increase public confidence in the formal justice system.

Addressing violence against women and children will remain a key joint activity. UNMIT will continue to monitor trends and cases, support the implementation of legislation and mechanisms against domestic violence (including improving preven-

tion and assistance for survivors) and advocate for the protection of the rights of vulnerable groups.

UNMIT will also continue to provide technical support in other specialised areas, including gender-sensitive justice and corrections. With regard to the former, support will focus on public outreach and dissemination of new and existing legislation. Key areas of involvement with regard to corrections include strengthening standard operating procedures for the National Prison Service; improving administrative structures and policies concerning non-custodial sanctions; establishing gender- and youth-sensitive facilities and programmes; and preparing detainees for social reintegration. All these activities will take place under the guidance of the Ministry of Justice and with technical support from UN agencies. The UN will aim to retain its capacity for advice and assistance on corrections issues beyond the end of 2012.

Another critical task during the transition period is the strategic coordination of the justice sector, including with development partners. The Ministry of Justice will lead the National Priority Working Group 4 on Access to Justice and its thematic sub-groups to further enhance information exchange, identify gaps in assistance, and facilitate policy discussions. UNMIT and UNDP will remain engaged in coordinating UN support to the implementation of the Justice Sector Strategic Plan under Council of Coordination direction, and will participate in the National Priority Working Group framework, UNMIT in an advisory role and UNDP as lead assistant to the Minister of Justice. A priority will be to ensure that the planning secretariat and other nationally-led coordination and planning bodies are functioning and effective.

In the field of human rights, the continued development of professional level national monitoring and reporting (including treaty reporting) is vital. The aim is for the National Human Rights Institution, the Provedoria for Human Rights and Justice (PDHJ), the National Commission on the Rights of the Child, and civil society organisations to have the necessary capacity for independent monitoring and reporting on human rights issues, and to enhance professional capacity for future treaty reporting on human rights.

Efforts in the area of transitional justice will continue, including with regard to draft legislation proposing the creation of a Memory Institute and reparations programme to follow up on the recommendations of the two truth commissions.¹ UNMIT will keep supporting the establishment of a Memory Institute or follow-up institution to the commissions through advocacy, technical support and advice, and assistance to the institution, if and when the laws are approved and support is required.

UNMIT will continue providing human rights and gender awareness training to the security forces and train trainers in these institutions who can continue this work after UNMIT's departure, as well as promote the integration of human rights and gender issues in the curricula of these forces. Equally important will be capacity-building and human rights training for the Ministry of Justice (e.g. in treaty reporting) and for the Ministry of Education (training of teachers in human rights

¹ Commission for Truth and Friendship (CTF), and Commission for Truth, Reception and Reconciliation (CAVR)

issues and integration of human rights principles into the 7-9 grades curricula).

Finally, another critical task identified is to address impunity for past crimes. UNMIT will continue monitoring and reporting on the progress of the remaining 2006-crisis cases recommended for prosecution by the UN Commission of Inquiry. OHCHR supports the prosecutor's office by funding an international prosecutor to work on these cases. Regarding 1999 cases, UNMIT's goal is to complete all outstanding investigations into serious crimes committed in 1999 and to provide intensive training for judges, prosecutors and investigators on international criminal justice and for prosecution administrative staff on maintenance of an archive and electronic database.

OPERATIONAL CONTINUITY BEYOND 2012

After UNMIT's withdrawal, sustained international support to the justice sector will be required, as foreseen in the sector's capstone document, the Justice Sector Strategic Plan 2011-2030. It can be anticipated that bilateral and multilateral donors will continue to be involved, including by providing advisors to justice institutions. Activities will have to be well coordinated to maximize effectiveness and efficiency in planning. In this regard, the Planning Secretariat under the Justice Sector Strategic Plan and the National Priority 4 Working Group led by the Ministry of Justice will be instrumental in coordinating the different institutions and various stakeholders. Active involvement of the Council of Coordination in strategic coordination and policy development will also be critical for an effective hand-over process. UNDP will continue to play an important role in capacity building by supporting the Legal Training Centre and deploying senior advisors to different justice institutions, while other UN agencies will assist the Government according to their respective mandates. Subject to adequate funding, UNICEF, UNFPA and UNWOMEN will continue this support beyond 2012. Similarly, FAO plans to provide technical support on community land issues and the development of a new land policy. It should be noted that with regard to corrections, limited international support capacity currently exists outside UNMIT which could affect continuity of effort after UNMIT's withdrawal.

In the area of human rights, certain gaps may remain after UNMIT's departure. For example, although the technical skills and capacities of the national human rights institutions continue to improve, some specialised areas (including some aspects of treaty reporting and legal analysis) might require external support. The PDHJ may also not be able to further decentralize its services into the districts by 2012. Equally, the Ministry of Justice and the Secretariat of State for the Promotion of Equality (SEPI) may require further support on treaty reporting. In addition, if the legislation creating the Memory Institute and a reparations programme is passed, the new institution may require technical assistance in its early phase. Human Rights training for the security forces and for civil society might be also needed after 2012. The Government and the President of the Republic have already indicated that they wish to negotiate a future OHCHR presence to continue working on the promotion and protection of human rights. Consequently, OHCHR will send a mission to Timor-Leste during the last quarter of 2011 to determine the size and scope of the

future OHCHR presence as well as an exit strategy that would see human rights and transitional justice work assumed fully by national counterparts.

Furthermore, some 1999 investigations may remain unfinished by 2012, as well as some of the 2006-related cases. The Office of the Prosecutor General will receive archives, a database and cases from UNMIT, but might require continued external support. Assistance could be provided by OHCHR, if funding is available.

Generally, it is also foreseen that technical assistance to the justice sector currently provided under the UNDP executed JSP would be required beyond 2012 to further strengthen institutions and to respond to emerging needs of the justice sector as envisaged in the JSSP.

MONITORING

UNMIT and Government focal points will submit a joint quarterly progress report to the overall focal points for transition, for review by the High Level Committee. The progress report will be based on regular monitoring of the mutually agreed transition objectives outlined above, as well as the goals, activities, and outcomes in the JSSP, UNMIT's results-based budget and the Integrated Strategic Framework (ISF). The thematic working group on justice/rule of law/human rights will meet quarterly for more detailed or targeted discussions on the implementation of the Group's plan.

RESOURCE IMPLICATIONS

Responding to UNMIT's withdrawal OHCHR, UNDP, UNFPA, UNICEF, UNESCO, UNWOMEN and FAO plan to strengthen their engagement in the focus area, in accordance with Government requirements, the Dili Development Pact and the Strategic Development Plan. Ongoing activities focus on broad support to the justice sector in general, in particular through UNDP as the sector's principal partner. Strengthened or new projects would include establishing an OHCHR country office, strengthening juvenile justice frameworks and corrections institutions, contributing to the implementation of the law against domestic violence and the assistance to victims, helping improve women's access to justice and policy input, supporting the implementation of the land law and assisting with outreach through the media and education sector. Over the period 2012 to 2014, indicative project budgets would amount to approximately \$38.6 million, with limited funding already available. All activities are directly linked to or supportive of UNMIT's mandate. They are aligned with the action areas 'Justice', 'Social Inclusion' and 'Training' of the Timor-Leste Strategic Development Plan.

With regard to serious crimes, there will be no future resource implications if the SCIT completes all of its work by December 2012. Indeed there may be considerable cost savings. In the event that some cases are not completed, a much smaller serious crimes team of 4 or 5 staff (as opposed to the current team of about 60 staff) could be integrated into the Office of the Prosecutor General to complete any outstanding investigations, supported by OHCHR.

DEMOCRATIC GOVERNANCE

Advancing democracy, accountability and civic engagement

CONTEXT AND ACHIEVEMENTS

Timor-Leste, with support from its partners, has made significant advances in the area of democratic governance over the past years. State institutions, including the Presidency, the Executive, the National Parliament and the Courts, have continuously strengthened. Since 2007, the country has held successful presidential and parliamentary elections, as well as elections in all 442 Sucos. A Civil Service Commission and an Anti-Corruption Commission have been established, while work on the Audit Court is in progress. UNMIT's Democratic Governance Support Unit has supported the Government's initiatives in this field by providing advice and support as requested by the Government.

All UNMIT activities in the area of governance have been carried out in close collaboration with the relevant UN agencies, in particular UNCDF, UNDP, UNICEF, and UNWOMEN, which provide complementary technical advice, capacity development and technical assistance. UNDP, which has supported the National Parliament since 2003, is currently implementing a \$5 million project to further develop Parliament's legislative and oversight role until 2013. To support decentralised decision-making and project implementation, UNMIT has deployed advisors at district and sub-district levels. UNCDF and UNDP have offered policy advice and capacity development for decentralized governance, expected to be introduced in 2013 and 2014.

One of UNMIT's most significant contributions to democratic governance, carried out jointly with UNDP, has been to provide advisory services to Timor-Leste's national electoral bodies, the Technical Secretariat for Electoral Administration (STAE) and) and the National Electoral Commission (CNE) under the United Nations Electoral Support Team (UNEST) project. Under the leadership of these national institutions, UNMIT also supplied logistical assistance for the 2007 general elections and the 2009 Suco elections. In the lead up to Suco elections and in preparation for the 2012 elections, UNMIT advisors have also contributed to civic and voter education.

At the level of Timor-Leste's institutional framework UNMIT has, in close collaboration with UNDP, provided advice on legislation related to the Civil Service Commission (CSC), the Anti-Corruption Commission (ACC) and the Audit Court (AC), including advice on the establishment of the two former institutions. This is complemented by UNDP's support to the CSC in institutional and systems development, as well as its technical assistance to the ACC.

To fortify Timor-Leste's culture of democratic governance, UNMIT has since 2008 organized Democratic Governance Fora at the national, district, and local levels. These meetings allow citizens to engage directly with their leaders. UNMIT has also delivered a number of products, such as the Monthly Governance and Local Governance Reports, the Accountability of Key Institutions Report, and the Index of Laws of Timor-Leste. UNMIT's work in this area includes support to the establish-

ment of umbrella institutions for civil society organizations and media outlets.

PRIORITY NEEDS UNTIL DECEMBER 2012

To consolidate sustainable progress in the area of democratic governance, jointly identified priority needs centre on supporting a credible and effective electoral process, strengthening key governance projects and institutions such as decentralisation, the National Parliament and the Civil Service Commission, developing an effective accountability framework, supporting local governance, assisting the development of civil society and independent media, and fostering civic education programmes.

OBJECTIVES

In line with priority needs, key objectives in the democratic governance area during UNMIT's transition include:

- 1 Electoral support:** Support the 2012 presidential and parliamentary elections, including technical advisory support, civic and voter education, women's political participation, and logistical support, in collaboration with UNDP, UNICEF and UNWOMEN.
- 2 Accountability, transparency, and anti-corruption:** Provide technical assistance to the ACC; Support the establishment of an Audit Court, professional associations for accountants and engineers; Strengthen civil society oversight of state expenditures; Harmonize the functions of state institutions for transparency and anti-corruption, in cooperation with UNDP.
- 3 Civil society support:** Assist the recently established Civil Society Advisory Board (a forum for high-level policy dialogue between civil society organisations and the UN); Assist the Government and civil society in establishing a coordination mechanism for civic education.
- 4 Culture of democratic governance:** Support the organisation of Democratic Governance Fora at national and district levels; Support civil society organisations, political leaders and local officials in the planning and conduct of these fora to lay the basis for their continuation after UNMIT's departure; Work with national institutions whose responsibilities include the collection of information and reporting on the activities of state institutions to enable them to carry out systematic data collection and reporting.

JOINT ACTIONS BY DECEMBER 2012

Until UNMIT's withdrawal, the relevant state organs (e.g. CNE, STAE, ACC, CSC, Ministry of State Administration and Territorial Management, as well as District Administrations)

will continue to foster sustainable democratic governance in the four areas highlighted above, with support and technical assistance of experts and advisors from UNMIT, UN agencies, and bilateral partners. In particular, the support to the 2012 presidential and parliamentary elections will be a joint priority activity.

The Government and UNMIT will also jointly identify institutions which could continue the facilitation of public discussions, data collection and reports on democratic governance. Data collection and reporting could be shared between existing institutions, subject to their mandate and agreement, such as the National Parliament, the Ministry of Finance, the Civil Service Commission, the Ministry of State Administration and the newly established Audit Court. Once institutions or civil society organisations that could continue fostering a culture of democratic governance are identified, UNMIT and relevant UN agencies will help strengthen their capacity so they are fully functional by the end of 2012.

UNMIT and the UN agencies will also work with other institutions to develop their capacity to carry out activities currently facilitated by UNMIT, as set out in the detailed matrix contained in this Joint Transition Plan. UNMIT will also aim to develop the capacity of its national staff and enhance their role in democratic governance programmes.

OPERATIONAL CONTINUITY BEYOND 2012

UNMIT's withdrawal may impact operational continuity in a number of democratic governance areas. With regard to electoral management, UNDP and the UN Electoral Assistance Division in New York will assess the need for continued support after the 2012 elections. The capacity of the electoral management bodies has steadily increased, and the level of UN assistance has reduced accordingly. However, discussions with STAE and CNE leadership indicated that there may be a need for continued support after 2012, in particular with regard to legal expertise, information technology capacity, and civic education programmes.

Key governance projects and institutions including decentralization, Parliament, and the Civil Service Commission, may also need continued – and possibly enhanced – UNDP support to meet emerging priorities and demands. In particular the design and implementation at the local level of a decentralization policy framework in 2013/14 may require further assistance.

Bilateral and multilateral support may also be necessary beyond 2012 in the areas of accountability, transparency, and anti-corruption. Some bilateral donors are likely to continue their support to various Timorese institutions in this area and discussions regarding hand-over of specific UNMIT activities are underway. UNDP may continue to provide support to the ACC, building on its current assistance and the ACC's needs.

With regard to support to civil society, UNDP and the Office of the Resident Coordinator will continue their collaboration with the Civil Society Advisory Board. The Government and civil society, together with UNICEF, will also jointly coordinate various civic education programmes.

To further strengthen Timor-Leste's culture of democratic governance, UNMIT will assist national authorities and stakeholders in identifying institutions and organisations that can continue to carry out relevant initiatives. This process is ongoing and focuses on capacity building, and if necessary and requested, assistance in resource mobilisation. The focus of such support will lie, in particular, on participatory discussions between citizens, national and local leaders and public officials, and collection of key data and reporting on activities and results of state and non-state democratic governance institutions.

MONITORING

UNMIT and Government focal points will submit a quarterly progress report to the overall focal points for transition, for review by the High Level Committee. The progress report will be based on regular monitoring of mutually agreed transition objectives for democratic governance, as well as the goals, activities, and outcomes in UNMIT's results-based budget and the Integrated Strategic Framework (ISF). The focal points on Democratic Governance will meet regularly to review transition progress.

RESOURCE IMPLICATIONS

Responding to UNMIT's withdrawal UNDP, UNICEF, UNESCO, UNFPA and UNWOMEN intend to strengthen their engagement in the focus area, in accordance with Government requirements, the Dili Development Pact and the Strategic Development Plan. Projects would include supporting electoral management and civic education, strengthening local governance and decentralisation, supporting anti-corruption efforts, assisting in peacebuilding and conflict mitigation, supporting the participation of women, youth and other vulnerable groups in political processes, as well as contributing to increased gender equity generally. Over the period 2012 to 2014, indicative project budgets would amount to approximately \$18.3 million in total, with some funding already available. All activities are linked to or supportive of UNMIT's mandate. The projects are aligned with the action areas 'Public Sector Management and Good Governance', 'Rural Development', 'Social Inclusion' and 'Security' of the Timor-Leste Strategic Development Plan 2011-2030.

Institutions or civil society organisation that may take on the facilitation of public dialogue, data collection and reporting on state activities will have to determine their resource requirements once they define the exact scope of their activities over the course of 2012.

SOCIO-ECONOMIC DEVELOPMENT

Supporting sustainable development with analysis and advice

CONTEXT AND ACHIEVEMENTS

The Mission's multi-dimensional peacekeeping mandate outlines its task in directly supporting socio-economic development. Since 2007, UNMIT and the UN agencies, programmes and funds have continuously assisted the Government and Parliament with advice, support and analysis on sustainable development in a broad range of socio-economic areas.

Among others, UNMIT assisted the Government team with substantive inputs for national baseline documents under the comprehensive "State of the Nation" Report in 2008. In 2009 and 2010, UNMIT helped analyse the annual state budgets for the Parliamentary Committee on Economy and Finance. In 2010, consolidated UN System comments were provided, upon the Prime Minister's request, on a summary of the National Strategic Development Plan (SDP). The UN System has also assisted several Government Ministries with regard to human resource training, especially the establishment of polytechnic institutions in Timor-Leste under a public-private partnership. Advice was regularly provided on the management of the country's petroleum resources and other key policy issues.

UNMIT has provided periodic reporting and advice on socio-economic development issues to the Ministry of Economy and Development. In addition, the wider UN System has facilitated high-level specialist advice to the national authorities. The UN, in coordination with the World Bank Group and the Asian Development Bank, advised inter alia on private sector development, employment (with a focus on youth and rural communities), economic diversification strategies, foreign investment, and poverty reduction.

Since 2008, UNMIT and the World Bank have supported the Ministry of Finance with the annual National Priorities (NP) Programme, through assisting inter-ministerial coordination in seven working groups. Assistance and technical advice were also provided by the UN to the MDG Secretariat at the Ministry of Finance, resulting, among other outcomes, in the production in 2010 of the national MDG report that was subsequently presented at the MDG Summit in New York. In addition, UNMIT has supported several successful national consultations and high-level international conferences on peace-building and aid effectiveness in Timor-Leste since 2009.

PRIORITY NEEDS UNTIL DECEMBER 2012

The NP Programme is a comprehensive planning, priority setting and monitoring framework which facilitates aid coordination and strategic policy dialogue. To date, this process has matured into a flexible Government-led mechanism for monitoring the efficiency and effectiveness of Government and donor programmes. Government planning is underway for a successor programme to the National Priorities, including a results-based monitoring framework to operationalize the SDP. Development partners have been invited by the Ministry of Finance to take part in the design and implementation of this new mechanism.

The wider UN System, including UNDP, UNICEF, WFP, UNFPA and WHO, also delivers technical and substantive support to the MDG Secretariat at the Ministry of Finance. The Secretariat is responsible for preparing meetings of the National MDG Steering Committee and producing major MDG reports. Given Timor-Leste's recent policy decision to prioritize critical MDG areas such as nutrition, as endorsed by the National MDG Steering Committee to which the UN was formally invited to attend, the workload of the MDG Secretariat has increased. Thus, it is important to strengthen the MDG Secretariat, which plays a critical role for the implementation of the country's MDG agenda, and continue UN support in this regard.

OBJECTIVES

In line with priority needs, objectives for support to socio-economic development during UNMIT's transition include:

- 1 Coordination mechanisms:** Continue to assist the Government by supporting the MDG Secretariat and the transition from the National Priorities Programme to the operationalization of the Strategic Development Plan through multi-year planning and priority setting..
- 2 Policy advice:** Complete provision of technical advice on development planning, gender-balanced employment, private sector development, pro-poor policies and macro-economic policy, as required and requested, with future UN engagement based on an assessment of the UN's comparative advantage.

JOINT ACTION BY DECEMBER 2012

Under the leadership of the Ministry of Finance, the UN is willing to continue providing assistance and technical expertise to both the National Priorities Secretariat (or its successor) and the MDG Secretariat, subject to the Government's request. The support could include knowledge transfer and capacity building for Timorese counterparts, including in the National Directorate for Aid Effectiveness (NDAE).

OPERATIONAL CONTINUITY BEYOND 2012

The UN Country Team will initiate in 2012 preparations for the next UNDAF, which will cover the period 2014-2018. This will provide an opportunity to define in some level of details the extent of the UN's collaboration with the Government. Hence, UN support to the MDG Secretariat as well as towards the operationalisation of the Strategic Development Plan will continue beyond UNMIT's withdrawal, under the leadership of the Ministry of Finance as required and requested. Thus, UN agencies and particularly UNDP may consider strengthening their collaboration with the Ministry of Finance and the Prime Minister's Office in this regard.

MONITORING

UNMIT and Government focal points will submit a quarterly

progress report to the overall focal points for transition, for review by the High Level Committee. The progress report will be based on regular monitoring of mutually agreed transition objectives for socio-economic development support, as well as the goals, activities, and outcomes in UNMIT's results-based budget and the Integrated Strategic Framework (ISF).

RESOURCE IMPLICATIONS

Anticipating UNMIT's withdrawal, UNDP, IOM, FAO, WHO, WFP and UN WOMEN intend to strengthen their engagement in the focus area, in accordance with Government requirements, the Dili Development Pact and the Strategic Development Plan. The UN will provide support to Government-led donor and policy coordination in various sectors, as required

and requested. It will also aim to fully realize the UN Country Team's support to disaster risk reduction and management through policy advice, logistics capacity development, environmental management support and direct engagement with communities. Particular focus will also be given to supporting the Government in achieving the MDG goals, especially those prioritised such as nutrition. Over the period 2012 to 2014, indicative project budgets would amount to approximately \$29.1 million, with some funding already available. The proposed activities are directly linked to or supportive of UNMIT's mandate. The projects are aligned with the Timor-Leste Strategic Development Plan 2011-2030, primarily in the action areas 'Social Inclusion', 'Environment', 'Investment', 'Agriculture' and 'Rural Development'.

MISSION SUPPORT AND LOGISTICS

Safeguarding the foundations of operational continuity

CONTEXT AND ACHIEVEMENTS

Since 2006, UNMIT's mission support component, which provides logistical, infrastructure and administrative services, has enabled UNMIT's police, military and civilian personnel to deliver specialised support to the Government of Timor-Leste. The range of support services includes personnel administration, training, maintenance of office facilities, communications and information technology, air and ground transport operations, as well as supply operations. The following paragraphs outline the aspects of UNMIT's mission support component, which, once removed, may impact operational continuity in other focus areas or present other capacity challenges which the Government may need to address.

Infrastructure support and communication networks

Routine infrastructure support to UNMIT's operations includes the maintenance of office facilities, power provision, engineering and warehousing, as well as communications and information technology. Joint PNTL/UNPOL police operations have particularly benefitted from these services. UNMIT currently supports 56 sites where UNPOL and PNTL are co-located.¹ More than 90 UNMIT-owned generators provide power and are regularly fuelled and maintained. The Mission provides water and sewage facilities where needed, as well as cleaning services, office supplies and routine engineering in all locations. Largely in support of the co-location sites, UNMIT runs four regional centres with logistics, engineering and administrative capacity. In addition, UNMIT maintains its own headquarters locations in Dili, Obrigado Barracks, with a total of 74 buildings and all associated services for civilian, police and military personnel.² Maintenance and supply operations are managed through three warehouses in Dili, a transport and engineering section with a fully equipped workshop, and a storage yard for large items.

The Mission has also established three communication networks, which also support UNPOL/UNMIT police operations. All 56 co-location sites and regional centres currently benefit from UNMIT's very high frequency (VHF) and high

frequency (HF) radio network consisting of 86 VHF repeaters, 106 VHF base stations, 67 HF base stations, and the necessary mobile and handheld radios. UNMIT maintains satellite links to Dili and 13 district sites, as well as a network of 42 micro-wave links for voice and data communications. Most of the radio network is hosted on Timor Telecom and TV transmission towers. UNMIT also maintains and powers an AM radio transmitter site in Dili and three communications repeater sites in the country. The majority of in-service UNMIT-owned communications equipment is subject to manufacturers' end user agreements, which may prevent a transfer of ownership to the Government of Timor-Leste after UNMIT's departure.³

Air transport

UNMIT presently operates four helicopters (one dedicated to medical operations and search and rescue) and two fixed-wing aircraft out of the Dili airfield. UNMIT maintains 13 primary landing sites in the country, and keeps 62 low-intensity helicopter landing sites in service. The helicopter fleet is managed by 18 aviation staff, supported by 27 movement control staff. Air liaison offers, primarily from UNPOL and UNMIT security meet and help dispatch flights.

UNMIT's air transport team provides a number of unique services to ensure operational continuity and mission success. On a humanitarian basis, for example, UNMIT has supported medical evacuations, particularly from Atauro Island, and transported Timorese nationals from remote locations who need life-saving medical treatment in Dili. In support of its mandate, UNMIT has also provided transport assistance to Government officials where appropriate. Further, UNMIT has conducted humanitarian flights to disaster stricken regions, transporting 4.5 tons of relief cargo in 2009. During elections UNMIT typically organises a limited number of flights to deliver ballots to remote areas.

To help strengthen the capacity of Timor-Leste's aviation sector, UNMIT employs a civil aviation expert who supports the relevant authorities in close coordination with other partners. UNMIT has also provided training opportunities on a space availability basis, and continues to do so whenever possible.

¹ This figure includes all Dili sub-stations, district and sub-district stations, border posts as well as Dili headquarters.

² As in other countries with a UN presence, the host country formally bears responsibility for the safety and security of UN locations and staff, as well as related assistance in enabling UN programmes.

³ UNMIT will review the impact of end user agreements on ownership transfers, in consultation with UN Headquarters and suppliers.

TABLE 1: SELECTED UNMIT INFRASTRUCTURE SUPPORT TO POLICE OPERATIONS

REGION	CO-LOCATION SITES	UNPOL VEHICLES	POWER GENERATORS	TRANSPORT STAFF UNITS	ENGINEERING STAFF UNITS
Baucau	12	31	16	3.1	18.0
Maliana	4	14	11	1.4	6.0
Suai	6	31	14	3.1	9.0
Oecusse	3	14	4	1.4	4.5
Dili	31	325	49	32.5	43.5
Total	56	415	94	41.5	81.0

Note: Staff units are calculated based on a ratio of 1 staff units per 10 vehicles for transport staff (including for example fleet management, supply, maintenance, and repairs), and a ratio of 1.5 staff units per 1 site (including for example all engineering trades, facility design and facility management).

For example, with UNMIT's support, a number of Dili airport staff already participated in three International Aviation Transport Association (IATA) courses on flight operations management, dangerous goods, and emergency airfield situations.

Ground transport

UNMIT manages a fleet of more than 800 vehicles including 735 light passenger vehicles, medium buses, medium trucks, and ambulances to support the implementation of its mandate. At present, UNPOL operates 415 of these vehicles. Major repairs are completed at a central workshop in Dili, while routine maintenance is done in the regions. UNMIT has occasionally supported major national events and diplomatic visits with its vehicles. Some 80 transport staff support the management of the vehicles and associated services.

Geographical information services

UNMIT's geographic information services (GIS) unit has built a unique and highly useful set of maps and specialised data benefitting joint Government/UN operations and Timor-Leste's population in general. Six staff members, using specialised computer and printing equipment, provide services to UNMIT and assist Government authorities where needed. So far, the unit has collaborated with the Ministry of Infrastructure, the Ministry of Agriculture, the Secretariat of State of Social Assistance and Natural Disasters, the University of Dili, and the Dili Institute of Technology. With concerted capacity-building efforts before 2012, UNMIT's heavy investment in GIS capabilities could potentially become an asset for Government staff, Timorese students, and the population at large.

Translation and interpretation services

UNMIT's translation service capacity is a key asset in many joint Government of Timor-Leste/UN events. UNMIT's translation unit consists of 13 staff members and frequently supports large-scale Government and UN-sponsored events, including with interpretation equipment.

PRIORITY NEEDS UNTIL DECEMBER 2012

The withdrawal of UNMIT's mission support capacity will create a number of gaps until 2012 and potentially beyond. Most importantly, the priority is to prepare adequate support for operational continuity in cases where UN-owned property is currently used, particularly for Timor-Leste's police and security services. While it will be possible to donate some UN-owned property to the Government in accordance with the UN's legislative requirements, a substantial part may not remain in Timor-Leste. For example, finding and installing alternatives to UNMIT's extensive communications network, before it has to be removed, may be important. Putting in place arrangements to maintain the PNTL/UNPOL co-location sites should also be a priority. Further strengthening Government capacity in fleet management, engineering and logistics is equally vital. The work which has already begun to find alternatives to UNMIT's air transport capabilities will have to be completed in time for UNMIT's withdrawal. Building stronger national capacity in geographic information services before UNMIT's withdrawal could translate into an important asset to future generations of Government officials, students and the general population.

Finally, it will be important to complete the necessary operational support and legal preparations for the UN's future presence in Timor-Leste, including the proposed consolidation of all UN system activities in the area of O brigado Barracks in Dili, where UNMIT is currently located.⁴

OBJECTIVES

In line with priority needs, key objectives for mission support and logistics during UNMIT's transition include:

- 1 PNTL/UNPOL co-location:** Identify facilities to be returned to the Government upon withdrawal UNMIT's from PNTL/UNPOL co-location sites, as well as the associated support needs for their continued operation.
- 2 Other support areas:** Provide advisory services and develop plans for continuity of action by Government in other support areas currently assisted or covered by UNMIT, including infrastructure and communications, air and ground transport, geographic information services and translation.
- 3 Asset transfer:** Transfer or donate United Nations-owned assets within the limits of the UN's legislative requirements and after General Assembly approval, and identify associated technical support requirements.
- 4 Future operational support to the UN:** Prepare proper operational support for the UN's post-UNMIT presence in Timor-Leste.

JOINT ACTIONS BY DECEMBER 2012

In pursuit of the objectives set out above, UNMIT's mission support component and its Government counterparts in the Ministry of Finance will focus on completing a number of tasks by December 2012. With regard to PNTL/UNPOL co-location sites, UNMIT will prepare detailed site briefing packages by July 2011, including relevant equipment in use and contract arrangements, as well as a longer-term tentative schedule for hand-over of these sites. UNMIT and Government counterparts will subsequently identify gaps in skills and support arrangements required to maintain the co-location sites, agree on a training plan to address skill gaps and implement trainings in the first half of 2012, where possible and practicable.

UNMIT will also provide advisory services and assist the Government in developing plans for continuity of action in other support areas, including communications, air transport, ground transport, geographical information products, translation and interpretation. UNMIT and Government counterparts will jointly plan for service provision and identify potential sources of bilateral or multilateral cooperation. The Government of Timor-Leste will have to put in place commercial, bilateral or multilateral support arrangements to address potential capacity risks.

Subject to legislative requirements for the disposition of UN assets as set out in UN General Assembly resolutions, UNMIT

⁴ The possible use of UNMIT regional centres for joint field offices of UN agencies may crystallize as a need over the course of 2012.

INFO BOX: DISPOSAL OF UNMIT EQUIPMENT

Upon the end of UNMIT's mandate, the Mission's equipment will be disposed of in a process and sequence defined by UN Financial Rules and Regulations and relevant UN General Assembly resolutions. Generally, UNMIT equipment will be transferred in the following order: 1) first and foremost to other UN missions or the reserve stocks at the UN's logistics base in Italy, 2) to other UN organisations funded from assessed contributions of UN member states, 3) sale at depreciated value to UN agencies, 4) commercial sale of older equipment (including to the host government),

or 5) donation to the host government. Decisions on final donations of items are subject to the UN General Assembly approval pursuant to UN Financial Rules and Regulations. UNMIT's mission support component has started pre-liquidation planning and established a committee to review the status of assets and conduct preliminary earmarking. Based on the review, UNMIT will work with its Government counterparts to elaborate a list of material to be proposed to UN headquarters for donation. Considerations in developing a final donation list include the UN's legislative requirements, life expectancy and the condition of material, as well as local capacity to maintain relevant items.

will elaborate the sequence and procedures for hand-over of equipment and material to Government counterparts. To that end, UNMIT will identify material to be transferred to other UN missions or to the logistics base of the UN's Department of Peacekeeping in Italy, items needed by other UN organisations in Timor-Leste, items to be sold, and material for donation to the Government. Considerations in developing a final donation list must include the UN's legislative requirements, life expectancy and the condition of material, as well as local capacity to operate and maintain relevant items. In conjunction with these tasks, UNMIT technical experts will work with Government counterparts to define specific skill requirements and provide training, for example for generator and vehicle maintenance, warehouse operations, or fleet management.

Finally, UNMIT will work with Government counterparts in Timor-Leste and with UN headquarters to ensure proper operational support for the UN's post-UNMIT presence in Timor-Leste. UNMIT will identify non-police facilities to be retained during its liquidation phase, and work with the Government on the proposed consolidation of UN system activities in the Oribarrado Barracks in Dili, and possibly in joint regional centres, in order to strengthen the UN's ability to deliver "as one". Subsequently, the Government and UNMIT will plan the sequence for the hand-over of premises not required for the UN's presence. All relevant facilities will be handed over in a fully functional manner and with associated equipment, for example workshops, to the extent possible. UNMIT will arrange for an environmental clean-up of all facilities which are handed over.

OPERATIONAL CONTINUITY BEYOND 2012

In view of UNMIT's withdrawal in December 2012, the Government of Timor-Leste will decide on how to meet support capacity deficits in certain focus areas, including infrastructure support and communication networks, air and ground transport, geographical information systems, as well as translation. Commercial, bilateral or multilateral support arrangements will need to be in place in time for UNMIT's departure to ensure continuity. With regard to aviation, the Government is designing plans to provide domestic air services in Timor-Leste with bilateral support, using fixed-wing aircrafts and helicopters.

Concerning UNMIT's extensive communications network, UNPOL has been working with the PNTL on reviving previously donated communications equipment to potentially create a

replacement network. However, there is a significant risk that current PNTL/UNPOL communications capacity cannot be maintained. Similar capacity risks exist with regard to facility management, fleet management, engineering, geographic information services and translation.

MONITORING

UNMIT and Government focal points will submit a quarterly progress report to the overall focal points for transition, for review by the High Level Committee. The progress report will be based on regular monitoring of mutually agreed transition objectives for mission support, as well as the goals, activities, and outcomes in UNMIT's results-based budget and the Integrated Strategic Framework (ISF). A joint Government/UNMIT working group for mission support and logistics will review progress monthly, based on detailed activity maps showing precise outputs, inputs, activities and assigned responsibilities.

RESOURCE IMPLICATIONS

Over the course of 2011, UNMIT and the Ministry of Finance will work on a joint analysis of procurement, staffing, maintenance and operational costs, in order to establish detailed resource requirements for infrastructure support, communication networks, air and ground transport, translation as well as geographic information services and their possible budgetary implications.

Responding to UNMIT's withdrawal, WFP would be prepared to strengthen its engagement in logistics to augment service delivery capacity and strengthen institutional knowledge in partner ministries, if required and requested. Expanded activities would focus on warehouse management, fleet management, operational project implementation, as well as related admin and finance training. Over the period 2012 to 2014, indicative project budgets would amount to approximately \$3.1 million. These activities would be directly linked to UNMIT's mandate, and supportive of the goals related to disaster management in the Timor-Leste Strategic Development Plan 2011-2030.

TRAINING FOR TIMORESE STAFF

Investing in people for a strong society and economy

A guiding principle of UNMIT's transition process is a commitment to strengthening the capacity of Timorese individuals and institutions.¹ In line with this commitment, UNMIT will, until its withdrawal, provide a wide range of training activities for Timorese staff members within and outside UNMIT to build and expand their skills. The sections below outline the actions UNMIT will take to address the training needs of its national staff, but also of personnel in national institutions over the course of 2011 and 2012.

TRAINING FOR UNMIT NATIONAL STAFF

UNMIT developed its national staff capacity building project (NSCBP) to ensure that its more than 900 Timorese staff members would have the necessary skills to participate as productive members of society and contribute to the country's development. To date, the programme has engendered a high degree of enthusiasm and commitment from national staff. As UNMIT closes, it will hand over to the Government the training histories of all national staff to enable national authorities to draw on this pool of qualified personnel for its own human resources needs.

At the outset of the NSCBP, UNMIT set up a task force which developed a policy on capacity building of national staff. The policy was approved by the SRSG on 8 March 2010. Following training needs analyses conducted in 2009 and 2010, UNMIT designed a three-phase programme to be rolled out over two years. The first phase focuses on enhancing existing skills and on internal UNMIT training certification. The focus of the second phase lies on national and international certification, with an emphasis on expanding skills. In this phase, training providers will be both national and international. Lastly, the focus of phase three will be the development of skills for the future, allowing staff to broaden their skill set and seek new career paths. During Phase III, UNMIT will work closely with the Government to identify the skill sets required by UNMIT staff to enable a smooth transition into a career with the Government. Once those skill sets have been identified, training will be delivered.

Four main occupational groups were identified for the programme: administrative staff, technical staff, language assistants, and national professional officers. UNMIT also employs security guards and cleaners for whom training needs analysis will start in late 2011.

By the end of June 2011, 60% of national staff were on track to complete the requirements for a Phase I certificate. A graduation ceremony to mark this achievement took place in mid-June 2011. Planning, preparations and training for Phase II began subsequently. Phases II and III of the programme feature cross-training within and between UNMIT sections, as well as work placement opportunities in Timor-Leste's public and private sector where possible and relevant. To the extent possible, UNMIT will also canvass possibilities for international

work placements as well as temporary assignments to other UN missions. An English language programme runs through each phase of the NSCBP as a complement to other training activities.

TRAINING FOR GOVERNMENT STAFF

UNMIT will also support Government Ministries and Offices, by offering UNMIT training activities to their staff. These activities are delivered either within UNMIT or, depending on the size of groups, within Government institutions. For example, UNMIT has received training requests from the Office of the President, the Ministry of Foreign Affairs, and the Ministry of State Administration. The requested training includes courses on English language, computer skills, and administrative skills such as planning and organising work. To facilitate this collaboration, UNMIT's Integrated Mission Training Centre has identified a focal point to deal with training requests from national institutions and to liaise with the requesting institution. Similar to the national staff programme, UNMIT will record all formal training undertaken by Government staff, and share these records with national authorities as requested.

NON-FORMAL TRAINING

In addition to its formal training programme, UNMIT has for some time provided on-the-job training for Government staff, on both UNMIT and Government premises. For example, UNMIT's Supply section has provided training and advice to the staff managing the PNTL warehouse, the Transport section is providing training on fleet management to the Office of the President, and the Engineering Section is advising the Office of the President on building maintenance cycles. Another example of non-formal training for staff in national institutions is the capacity-building work carried out by UNMIT's Communication and Public Information (CPIO) section. This work includes UNMIT Radio's "stringer programme", where community radio journalists join UNMIT colleagues for 2-month periods to enhance their technical and journalistic skills. The aim is to strengthen community journalism, and enhance Timorese people's access to information. So far, 24 community journalists have participated in the programme. UNMIT also supports the Radio and Television of Timor-Leste in enhancing the technical capacity and skills of their journalists.

STRENGTHENING TRAINING INSTITUTIONS

UNMIT is currently in the process of procuring services of local training institutions to deliver a range of training courses to approximately 520 staff in the administrative and technical areas as well as to National Professional Officers. These courses, which will be delivered in Tetum, include administrative, professional development and management courses. Further, in mid-2011, UNMIT plans to hire local vocational training providers to assess staff in the technical and trade occupational groups against the National Qualifications Framework (NQF) Certificates I and II. Lastly, UNMIT will work

¹ See also annex: UNMIT Policy on Building the Capacity of National Staff

closely with the Secretariat of State for Professional Training and Employment (SEFOPE), the National Institute of Public Administration (INAP), and local training institutions, to further develop relevant sections of the NQF with the aim of assessing UNMIT technical and trade staff against NQF Certificate III & IV in the areas of construction and automobiles.

MONITORING

UNMIT and Government focal points will submit a quarterly progress report to the overall focal points for transition, for review by the High Level Committee. The progress report will be based on regular monitoring of mutually agreed transition objectives for training of Timorese nationals, as well as the goals, activities, and outcomes in UNMIT's results-based budget and the Integrated Strategic Framework (ISF).

IMPACT ON THE LOCAL ECONOMY

Managing the economic effects of UNMIT's withdrawal

CONTEXT

The end of UNMIT's mandate in December 2012 will imply a net reduction in spending by UNMIT and its staff members, lessening demand for local goods and services. The likely economic impact is measured in changes in output, jobs (employment) and income (wages). While there will be an impact on the local economy resulting from UNMIT's withdrawal, the impact will be less than in 2002, due to the much larger size of Timor-Leste's economy, and will mainly affect the greater urban Dili, where 69% of the international and national staff are deployed.

In 2010, UNMIT's share of Timor-Leste's non-oil GDP was estimated around 7.4%. The overall UN share in the non-oil gross domestic product (GDP) has been declining, on average by 11.1% per annum between 2002 and 2010 and by 21.3% per annum between 2007 and 2010. At the same time, the real non-oil GDP has increased by, on average, 11.6% between 2002 and 2010. The non-oil economy has continued to expand rapidly, driven by public sector spending. The impressive growth rates are a clear illustration of increased demand and supply resulting from the quadrupling of Government spending over the last three years — a trend that will continue in 2012 and beyond.

The Government has allocated significant resources through transfer payments to pensioners and veterans, the disabled, single mothers, and orphans. For example, in 2008/09, 188,000 pensions were paid out, including 16,634 pensions for single mothers. Government capital grants and community development programs have been allocated across the country through infrastructure projects, wage generating programs, services for people with disabilities, and feeding programs for mothers and infants. Government-funded labour intensive projects at the district level have benefitted some 40,000 Timorese per year since 2007. In 2009, more than \$40 million was channelled through locally contracted companies in rural areas to improve infrastructure. The initiative created 64,000 jobs. In 2011, major infrastructure projects and significant improvements in public services and utilities will continue, increasing job opportunities. The following table provides a detailed picture of real non-oil GDP and UNMIT's declining share of the non-oil GDP.

Table 2 shows estimated UNMIT related spending on direct procurement and other local expenditure in the financial year July 2009 to June 2010. The amount of \$46.7 million includes local payments to UNMIT national and international staff to

approximate¹ the Mission's total economic footprint. Tables 4 and 3 show national staff members employed by UNMIT, including their occupational status, as well as UNMIT's local procurement.

The impact of UNMIT's withdrawal will be localized, mainly affecting the greater urban Dili area where 69% of the staff, both international and national, are deployed (see Table 5).

PRIORITY NEEDS UNTIL DECEMBER 2012

A number of priority needs should be addressed leading up to UNMIT's withdrawal. One priority will be to increase short-term job opportunities through labour-intensive public works, such as roads, irrigation, and construction. This requires close collaboration with SEFOPE, the Ministry of Infrastructure, ILO and other relevant agencies. In parallel, UNMIT will continue to provide training, capacity building and skill development in relevant areas to its national staff. Together with the Government, UNMIT will also work to identify strategic areas of human resource demand in new or planned public agencies which could provide opportunities to former UNMIT staff. It will be equally important to facilitate arrangements with private security companies and the public Seguranca Civil (DNSEAP) to absorb at least a substantial portion of the nearly 1,500 security guards who currently depend on UNMIT's presence for their livelihoods.

OBJECTIVE

- Impact mitigation:** Propose concrete and timed actions by the Government of Timor-Leste and UNMIT to help mitigate the adverse impacts of UNMIT's withdrawal on the local economy.

JOINT ACTION BY DECEMBER 2012

To mitigate the economic impact of UNMIT's withdrawal, the Government of Timor-Leste and the Mission could take a number of steps. The Government may recruit some of the qualified UNMIT national staff in substantive areas, including but not limited to accounting, decentralisation, legal affairs, and public information. The Government may also choose to recruit some of UNMIT's technical specialists and maintenance workers, for example for the maintenance of public vehicles,

¹ This approximated figure stems from the fact that some international staff members receive their salaries in bank accounts abroad and withdraw cash in Timor-Leste with debit card.

TABLE 1: UNITED NATIONS SHARE OF REAL NON-OIL GDP

	2002	2003	2004	2005	2006	2007	2008	2009	2010 EST.
Real non-oil GDP (\$m)	257.7	266.9	280.8	301.9	297.1	357.8	444.6	557.8	622.0
United Nations share (\$m)	48.9	34.7	26.4	16.9	24.1	54.4	65.3	65.2	46.7
United Nations share (%)	19.0	13.0	9.4	5.6	8.1	15.2	14.7	11.7	7.4

Note: GDP figures taken from Government of Timor-Leste, General State Budget 2011, Book 1, p. 4. Calculations are based on GDP figures.

power generators, and other equipment. With the rapidly expanding public investment programme, it may be anticipated that a number of unskilled or semi-skilled labourers could be absorbed in the private sector. To the extent possible, UNMIT will advocate and facilitate placement of eligible national officers and general service staff in other Department of Peacekeeping Operations (DPKO) missions. Finally, the Government and UNMIT could facilitate professional advice on self-employment options and how to mobilise start-up capital.

Inter-Ministerial Coordination

The Government will adjust its inter-ministerial coordination mechanisms between the Ministry of Economy and Development, the Secretary of State for Training & Public Works (SEFOPE), and other key Government partners to facilitate placement of former UNMIT national staff. To this end, the Government will also work with UNMIT to identify job families and skills that are strategically important for existing or planned offices and agencies in the public sector. UNMIT will prepare lists of skilled staff members for priority consideration by the Government. For instance, some accounting and finance personnel may be absorbed by the planned National Development Bank.

OPERATIONAL CONTINUITY BEYOND 2012

Mitigating the economic impact of UNMIT's withdrawal will depend on commitment from both the Government and UNMIT to cooperate closely and to enhance the level of inter-ministerial coordination for the absorption of UNMIT national staff in the public or private sector in 2012 and beyond.

MONITORING

UNMIT and Government focal points will jointly identify milestones for placing staff members, and submit a quarterly progress report to the overall focal points for transition for review by the High Level Committee. The progress report will be based on regular monitoring of mutually agreed transition objectives, as well as the goals, activities, and outcomes in UNMIT's results-based budget, and the Integrated Strategic Framework (ISF). UNMIT and Government of Timor-Leste Technical sub-groups will submit monthly progress reports to the joint working group.

TABLE 2: UNMIT RELATED SPENDING

CATEGORY	AMOUNT (\$M)
UNMIT local procurement	5.33
UNMIT local payments to national staff	6.38
UNMIT local payments to international staff	34.93
Total	46.65

TABLE 3: UNMIT LOCAL PROCUREMENT

CATEGORY	AMOUNT (\$)	%
Goods	851,500	16
Waste Disposal	61,270	1
Cleaning Services	548,960	10
Security Guards	2,985,760	56
Freight	609,170	11
Media	26,280	0
Printing & Reproduction	62,160	1
Communication	187,930	5
Total Local Purchases	5,333,030	100

TABLE 4: UNMIT NATIONAL STAFF

CATEGORY	STAFF
National Professional Officers (NPO)	68
NPO, Legal Affairs	13
NPO, Human Rights	12
NPO, Public Information	10
NPO, Other	33
National General Service Staff (GS)	830
GS, Administration	440
GS, Transport	90
GS, Logistics	110
GS, Engineering	75
GS, Security	65
GS, Other	50
Total National Staff	898

TABLE 5: UNMIT STAFF

CATEGORY	STAFF	IN DILI (%)
International Staff	372	345 (93%)
United Nations Volunteers	156	113 (72%)
National Staff	898	645 (72%)
Military Liaison Officers	33	7 (21%)
UNPOLs, excl. FPU	947	599 (63%)
FPU	523	314 (60%)
(APAC Security Guards)	(1,480)	(1,136 (77%))
Total (excl. security guards)	2,929	2,023 (69%)

Source: JMAC, UNMIT (January 2011)

2 MATRIX OF ACTIVITIES

POLICE AND SECURITY (POLICE)

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Build the technical and professional capacity of the PNTL so as to enable full reconstitution of policing responsibilities from UNPOL to PNTL.	1.1. Conduct regular training programs to build technical and professional capacity of the PNTL members.	Ongoing activity	After December 2012, the PNTL Police Training Centre (PTC) will take over training activities for PNTL officers as per its mandate. PNTL will determine the need and scope for possible support by donors or agencies.
	1.2. Design new course curriculum to meet PNTL needs and develop the necessary training materials.	Training material will be developed by October 2011. Training curriculum to be developed on an annual basis,	
	1.3. Design and deliver leadership and management training programs to the senior PNTL officers.	Ongoing activity	
	1.4. Design and deliver specialised training courses for PNTL members assigned to Specialised Units.	Ongoing activity	
	1.5. Develop and implement an Integrated Training Calendar for 2011-12.	Completed and approved in March 2011; Training Calendar to be developed and implemented on an annual basis.	
2. Support the Government of Timor-Leste and the PNTL in strengthening the legal and regulatory framework and to amend the framework for PNTL/UNPOL interaction as needed.	2.1. Assist the PNTL in conducting a review of the Organic Law to define the structure, powers and strengths of each of the PNTL Units and Services. (Taking into account issues identified in current NOPs and highlighting NOPs required to address needs).	Review to be carried out by July 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	Office of the PNTL General Commander will be responsible for future reviews of the Law.
	2.2. Establish a permanent committee to review criminal laws and make recommendations to the Government for amendments, improvements or additions.	Permanent committee to be established by August 2011. Recommendations to be issued by August 2012. UNPOL to provide support and capacity building until the end of the mandate. Permanent committee to continue its activities beyond 2012.	Office of the PNTL General Commander will be responsible for carrying out the recommendations of the committee.
	2.3. Develop a national policy on the policing, arresting and detention of juveniles.	Policy to be developed by July 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	UNICEF will continue to support juvenile justice issues, including training to law enforcement actors, beyond 2012.
3. Strengthen PNTL administrative management structures and policies.	3.1. Conduct a review of administrative guidelines, rules and regulations. Identify additional rules required. Draft and submit for approval the necessary regulations.	New administrative regulations to be approved by September 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Command for Administration will be responsible for future reviews of administrative guidelines, rules and regulations.
	3.2. Review and develop the PNTL human resource management system and elaborate the corresponding set of policies, manuals, administrative forms and reports.	New policies to be elaborated by October 2011. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Human Resources will be responsible for the implementation of the HR management system.
	3.3. Develop or acquire technological tools to implement the human resources management system, including database and reporting tools.	Human resource management system to be implemented by October 2011. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Human Resources will be responsible for the implementation of requisite tools.
	3.4. Design, establish and support the implementation of a database/inventory system to account for movement, status and maintenance track of assets and infrastructure.	Database to be established by May 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Logistics will be responsible for the database/inventory system. PTC will provide training support.

The activities listed in this matrix reflect the work carried out at district and HQ levels of 790 Individual Police Officers, 490 Police Officers within Formed Police Units and 26 Civilian UNPOLs in line with the PNTL/UNPOL Joint Development Plan (JDP). Duties are fluid and human resource allocation adjusts according to changing needs. As such, costs cannot be broken down on an activity-by-activity basis. Future costing and resource needs will depend upon PNTL assessments towards the end of UNMIT's mandate regarding the need for continued support.

In some of the activities falling under Objectives 1, 2, and 3, UNMIT's work is done in partnership with a range of multilateral and bilateral institutions. These institutions will likely continue their work in these areas beyond 2012 and may potentially absorb some of the advisory functions currently provided by UNMIT depending on the Government's priorities. Activities 1.1, 1.2, 1.3, 1.4, 3.10, 3.11, 3.13, 4.1, 4.2, and 4.5 are also included in the joint UNMIT/UNDP project 'Strengthening National Police Capacity in Timor-Leste'.

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
[3. Continued]	3.5. Introduce and support implementation of an internal policy and guidelines on a PNTL record keeping, filing and archiving system.	Policy and guidelines to be finalized by January 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Administration and Planning will be responsible for the use of the new record keeping, filing and archiving system.
	3.6. Conduct a skills audit of the PNTL to identify the skills held and any PNTL skill deficiencies.	Assessment on how to enhance HR skills and capacity in the PNTL to be completed by October 2011. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Human Resources will be responsible for future HR audits.
	3.7. Preparation of the PNTL budget submission to Government. Development of PNTL finance and budget policies and procedures.	Regular annual exercise.	PNTL Department of Finance and Budget will be responsible for the preparation of the PNTL budget. PNTL will determine the need and scope for possible support by donors or agencies.
	3.8. Introduce and support implementation of a performance appraisal system to the PNTL in 2011.	Introduction of the performance appraisal system by August 2011. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL will be responsible for the implementation of the performance appraisal system.
	3.9. Introduce and support implementation of a PNTL national policy and guidelines on petty cash management.	Policy to be introduced by December 2011. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Finance and Budget will be responsible for the implementation of the policy.
	3.10. Develop and implement policies and guidelines for an effective PNTL procurement and supply system.	Development of policies and training of PNTL to be completed by March 2012. UNPOL to provide support and capacity building until the end of the mandate.	PNTL Department of Logistics will be responsible for PNTL procurement and supply system as per its mandate. PTC will provide training support.
	3.11. Develop and implement vehicle fleet management and vehicle maintenance procedures. Establish a PNTL vehicle repair workshop.	Fleet management and maintenance procedures ready for elections in Timor-Leste/April 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Logistics For the management and maintenance of its vehicle fleet. PTC will provide training support.
	3.12. Strengthen the capacity of the PNTL armoury to safely manage firearms by adopting a firearms database and developing a policy on long arms and special weapons.	Policy to be approved and training to be concluded by October 2011. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Command of Operations will be responsible for the use of the database and the implementation of the policy. PTC will provide training support.
	3.13. Support the role of women in the workplace for a more inclusive environment.	Ongoing activity	PNTL Office of the General Commander will be responsible for the support of the role of women in the workplace. PTC will provide gender-related training support. PNTL will determine the need and scope for possible support by donors or agencies.
4. Support further development of PTNL discipline and disciplinary accountability mechanisms.	4.1. Provide training on disciplinary and ethical standards.	Ongoing activity	PNTL Department of Justice will be responsible for disciplinary and ethical issues. PTC will provide training support. PNTL will determine the need and scope for possible support by donors or agencies.
	4.2. Establish and support the implementation of mechanisms for regular review of disciplinary issues.	Ongoing activity	PNTL Department of Justice will be responsible for disciplinary and ethical issues. PNTL will determine the need and scope for possible support by donors or agencies.

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
[4. Continued]	4.3. Assist the PNTL to properly maintain an accurate database of active investigations. Provide training to the PNTL database staff.	Ongoing activity. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Department of Justice will be responsible for the maintenance of the database. PTC will provide training support. PNTL will determine the need and scope for possible support by donors or agencies.
	4.4. Assist the PNTL in developing its capacity to analyse database information. Provide data analysis training.	June 2012.	PNTL Department of Justice will be responsible for future training on data analysis training. PTC will provide further training support, as needed.
	4.5. Assist the PNTL to adopt a routine process of post investigation review to identify policies, procedures, guidelines and training needs to reduce future similar disciplinary complaints.	Ongoing activity	PNTL Department of Justice will be responsible for the implementation of post investigation processes. PTC will provide training support. PNTL will determine the need and scope for possible support by donors or agencies.
5. Assist PNTL Command in the implementation of their operational responsibilities and to provide operational support, as required and requested, including the 2012 election period.	5.1. Draft and support the implementation of policing programs for the defence of rights, freedoms and guarantees of the most vulnerable people in Timorese society.	Ongoing activity	PNTL Criminal Investigations Service will be responsible for the implementation of the programs as per its mandate. PNTL will determine the need and scope for possible support by donors or agencies.
	5.2. Develop, introduce and support implementation of a PNTL community policing programme.	Ongoing activity	PNTL Department of Community Policing will take over the implementation of the community policing programme. New Zealand will support community policing from 2011 to 2014 (\$8.3 million) as part of a bilateral agreement with the Government of Timor-Leste.
	5.3. Improve the capacity of the PNTL to respond to emergencies and disaster relief.	Ongoing activity	PNTL Command of Operations Office will be responsible for improving PNTL capacity to respond to emergencies and disaster relief as per its mandate. PTC will provide training support. PNTL will determine the need and scope for possible support by donors or agencies.
	5.4. Establish and support the implementation of appropriate reporting systems and data collection, and identify appropriate performance measures that will improve the effectiveness of the National Operations Centre (NOC).	Training to be completed by June 2012. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL Command of Operations Office and National Operations Centre will be responsible for the management of the NOC. PTC will provide training support, as needed.
	5.5. Develop the capacity of the PNTL Special Police Units (SPU), specifically the BOP & SOC, to ensure public safety and security.	Ongoing activity. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL PTC will be responsible for the training of SPUs. PNTL will determine the need and scope for possible support by donors or agencies.
	5.6. Strengthen the operations of the PNTL Maritime Unit.	Ongoing activity. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL PTC will be responsible for the improvement of operations of the Maritime Unit. PNTL will determine the need and scope for possible support by donors or agencies.
	5.7. Strengthen the operations of the PNTL Border Patrol Unit.	Ongoing activity. UNPOL to provide support and continue capacity building until the end of the mandate.	PNTL PTC will be responsible for the improvement of operations of the Border Patrol Unit. PNTL will determine the need and scope for possible support by donors or agencies.

POLICE AND SECURITY (SECURITY SECTOR)

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Policies, plans and legal Framework: Improve, resolve, or review key security policies, development action plans, and legislation aimed at further defining and delineating the roles of security institutions.	SoSS / 1.1. Assist in instituting the National Security Policy (NSP)	December 2012	N/A
	SoSS / 1.2. Facilitate in building the National Security Action Plan (NSAP) based on NSP (interlocutor: Sr Anacleto)	December 2013	International Technical Advisor 1 (ITA1, 33.3%), National Advisors 1&2 (NA1&2, 66.6%). To be discussed with USA
	SoSD / 1.3. Assist in completion of F-FDTL Force Development Plan (FDP) for 2012-2017	December 2012	N/A
	SoSD / 1.4. Facilitation of F-FDTL deployment to UN Peacekeeping Operations	December 2015	To be discussed with Australia, Malaysia and Portugal
	SoSS / 1.5. Assist in creating Civil Protection Law (CPL)	December 2012	N/A
	SoSS / 1.6. Assist in creating Law on Regulation and Oversight of Private Security Companies (PSCs)	December 2012	N/A
	Joint SoSS-SoSD / 1.7. Assist in creating the Organic Law for a National Maritime Authority (NMA) and maritime legislation.	December 2013	ITA2 (20% for 2013, 33.3% for 2014), NA3&4 (80% for 2013 and 66.6% for 2014). To be discussed with USA and Portugal.
	SoSS / 1.8. Facilitate and assist with policies and plans relating to the Border Operations Coordination Council (BOCC), following the Law on the BOCC to be implemented by Dec 2012 (interlocutor: Sra Isabel Ferreira)	December 2014	ITA1 (33.3% for 2013, 50% for 2014), NA1&2 (66.6% for 2013, 50% for 2014). To be discussed with IOM.
2. Implementing rules and regulations: Establish or strengthen units overseeing, governing and managing different areas of security sector.	SoSS / 2.1. Assist in creating Regulations re Personnel Status for Civil Security and Fire Brigade (will cover laws and policies for National Directorate for Security to Public Buildings (DNSEP) and implementing rules and regulations connected to the Civil Protection Law) (interlocutor: Sr Anacleto, and Sr Antonio de Sa)	December 2012	N/A
	SoSS / 2.2. Assist DNSEP in developing oversight and regulatory rules over private security companies through implementing policies, rules and regulations (proposed under UNDP BCPR project)	December 2012	N/A
	SoSS / 2.3. Facilitate National Directorate for Community Conflict Prevention (DNPCC) develop early warning and conflict prevention function through implementing rules, policies and procedures (proposed under UNDP BCPR project)	December 2012	N/A
	SoSS / 2.4. Assist DNPC (National Directorate for Civil Protection) reinforce its coordination and response capability through recruitment and training (Interlocutor: Dir Domingo Pinto)	December 2014	ITA1 (33.3% for 2013, 50% for 2014), NA1&2 (66.6% for 2013 and 50% for 2014)

SoSS: Activities led by Secretary of State for Security; SoSD: Activities led by Secretary of State for Defence.

Functions and duties of two international technical advisors (ITA) and four national advisors (NA): ITA1 - International Technical Advisor covering police and law enforcement policies plans and legal frameworks in addition to conserve civilian oversight in police sector and BOCC; ITA2 - International Technical Advisor covering Military and defence policies plans and legal frameworks in addition to conserve civilian oversight in maritime and the defence sector; NA1&2 - National Advisors covering roles and responsibility attached to the National Directorate for Civil Protection (DNPC), SoSS Inspectorate and Inspection and Audit Unit, National Security policies and plan, National Directorate for Community conflict prevention (DNPCC), National Directorate for Security to Public Buildings (DNSEP) incl. private security company and Border Operations Coordination Council (BOCC); NA3&4 - National Advisors covering roles and responsibility attached to the National Defence Institute (NDI) or National Maritime Authority.

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
[2. Continued]	SoSS / 2.5. Facilitate and assist in the oversight and regulatory capacity of SoSS Inspectorate (interlocutor: Sr Anacleto)	December 2012	N/A
	SoSD / 2.6. Assist in coordination of Inspection and Audit Unit in SoSD	December 2013	ITA2 (20%), NA3&4 (80%)
	SoSD / 2.7. Assist and facilitate in strengthening the National Defence Institute (NDI)	December 2014	ITA2 (20% for 2013, 33.3% for 2014), NA3&4 (80% for 2013, 66.6% for 2014)
3. Oversight and training; Build general and specialised skills of officials and staff of security institutions, with focus on civilian oversight institutions.	3.1. Facilitation and training for middle management officials and staff of security forces and their oversight institutions on issues of accountability, authority and responsibility (interlocutor: Office of the President and proposed under UNDP BCPR project)	December 2012	N/A
	3.2. Assist in enhancing the capacity of the Military House of the Office of the President and its staff in security sector oversight (interlocutor: Office of the President and proposed under UNDP BCPR project)	December 2015	International Adviser, National Adviser. To be discussed with UNDP, EU, Portugal and Brazil
	3.3. Assist in enhancing the capacity of Members of Parliament and its secretariat staff in security sector oversight (interlocutor: National Parliament Committee B, and proposed under UNDP BCPR project)	December 2012	N/A
	SoSS / 3.4. Facilitation and coordination of specialised trainings for DNPCC (proposed under UNDP BCPR project)	December 2012	N/A
	SoSS / 3.5. Facilitation and coordination of specialised trainings for DNSEP - National Directorate for Security to Public Buildings (proposed under UNDP BCPR project)	December 2012	N/A

RULE OF LAW, JUSTICE, HUMAN RIGHTS

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Strengthen justice and corrections institutions and accountability mechanisms	1.1. Provide support to the Office of the Prosecutor General, through initiatives to assist the prosecution service in the areas of overall reduction of the pending caseload, including efforts to enhance prosecution-police cooperation.	Ongoing activity	Hand-over to bilateral partners already supporting the case management system, in coordination with Justice Facility and UNDP. This includes support through bilateral advisors in the justice institutions. Cost implications as set out in the main text under 'resource implications'.
	1.2. Provide technical advice and mentoring to the Anti-Corruption Commission and on a coordinated anticorruption legal framework. Support to the establishment of an audit court and the country review on implementation of the United Nations Convention against Corruption (UNCAC).	Ongoing activity	Activities in this area by bilateral partners with support from UNDP and UNODC will continue. This includes support through bilateral advisors in the ACC. UNDP would require an anti-corruption adviser to maintain current support.
	1.3. Support the National Prisons Service on standard operating procedures and programming including vocational training and social reinsertion.	Ongoing activity	Activities in this area are expected to be continued by UNDP, which already supports on corrections. UNDP would require a corrections adviser to maintain support.
	1.4. Advise the Government on implementation of key legislation including the draft juvenile justice law, the Law Against Domestic Violence and the legal framework on anti-corruption combined with specialized training to judicial actors with the aim to enhance national capacities, as well as continued support to AATL's Women's Committee to increase the number of women attending the Legal Training Centre.	Ongoing activity	UNICEF will continue to support juvenile justice issues, including strengthening juvenile justice laws and training; SEPI (supported by UNFPA and UNWOMEN) is expected to take the lead on the implementation and socialisation of the Law against domestic violence; UNWOMEN will continue to provide technical support within its respective mandate. MOJ will be responsible for socialisation of key legislation and outreach campaigns. UNDP would require a specialised legal adviser to maintain support to the implementation of the law on domestic violence. Other resource requirements as stipulated in the UNDAF.
2. Provide technical legal advice and support in specialised areas (Institutions, gender justice, juvenile justice and corrections) to strengthen justice institutions and legal framework	2.1. Advise on gender justice issues and corrections matters including the design and implementation of social reintegration programs and on the further development and implementation of a legal framework on customary law, defining links between traditional justice mechanisms and the formal justice system.	Ongoing activity	UNICEF will continue to support juvenile justice issues, including social reintegration and detention alternatives; SEPI (supported by UNFPA and UNWOMEN) is expected to take the lead on the implementation and socialisation of the Law against domestic violence; UNDP will maintain its assistance to MOJ for socialization of key legislation and outreach campaigns. UNDP will continue support to strengthening the interface between formal and customary justice systems and enhancing capacity of the Corrections Services. UNWOMEN will provide gender sensitization and capacity building on CEDAW to the informal justice sector. UNDP would require a corrections adviser (see 1.3) to maintain support.

In the activities falling under Objectives 1, 2, and 3, UNMIT's work is done in partnership with a range of multilateral and bilateral institutions. These institutions will likely continue their work in these areas beyond 2012 and may potentially absorb some of the advisory functions currently provided by UNMIT depending on the Government's priorities.

RULE OF LAW, JUSTICE, HUMAN RIGHTS (CONTINUED)

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
	2.2. Assist the Ministry of Justice and SEPI in the socialization of key legislation and basic concepts of the formal justice system by designing and implementing nationwide public information campaigns and organization of community outreach events with civil society in order to raise legal awareness and promote crime prevention with an emphasis on gender justice, juvenile justice and corrections.	Ongoing activity	UNICEF will continue to support juvenile justice issues including socialisation of the law and prevention programmes; SEPI (supported by UNFPA and UNWOMEN) is expected to take the lead on the implementation and socialisation of the Law against domestic violence; UNDP will continue its support to MOJ for the socialization of key legislation and outreach campaigns; UNWOMEN will continue technical support on implementing, monitoring and reporting on the Convention on the Elimination of All Forms of Discrimination against Women and the use of the CEDAW Optional Protocol. Other resource requirements as stipulated in the UNDAF.
3. Facilitate strategic coordination in the justice sector, including with the development partners.	3.1. Support strategic coordination through facilitation of and provision of technical legal and corrections advice to the UN Justice Working Group and Informal Discussion Forum on Justice and the National Priority Working Group on Access to Justice (NP 4).	Ongoing activity	Active involvement of the Council of Coordination in strategic coordination and policy development will be critical for an effective hand-over process. Planning Secretariat under the Justice Sector Strategic Plan will play a major role; UN Resident Coordinator responsible for coordination among UN agencies.
4. Establish professional level national human rights monitoring and reporting, including treaty reporting.	4.1. Provide support and mentoring by the Human Rights and Transitional Justice Section, in collaboration with UNDP, to the Office of Provedor for Human Rights and Justice, including in the regions, on investigations, monitoring, advocacy and other reporting, including specific support with regards to the UPR and treaty body reporting mechanisms.	Ongoing activity	OHCHR and UNDP have committed support to the PDHJ until 2014.
	4.2. Provide advice and technical assistance to the Government (Minister of Justice) with regards to the UPR and treaty body reporting mechanisms.	Ongoing activity	First UPR for Timor-Leste will take place on 12 October 2011. Other treaty reporting is expected of 2012. Activity goes beyond 2012: UNMIT HRTJS support terminates in December 2012 but will be handed over to OHCHR.
	4.3. Monitor the human rights situation and response of the authorities to allegations of violations, through visits to police stations, courts, prisons, hospitals, villages, following up of media reports, meeting civil society actors and interviewing victims and witnesses. Monitoring of the situation of vulnerable groups including detainees, juveniles, women and children.	Ongoing activity	UNMIT HRTJS support will terminate in December 2012 but will be handed over to OHCHR.

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
5. Build human rights capacity in national institutions	5.1. Conduct trainings, discussion sessions and meetings for the PNTL and F-FDTL to deliver human rights training curriculum. Mainstreaming of human rights principles in PNTL and F-FDTL training programmes should be completed by 2012.	Ongoing activity	UNMIT HRTJS support will terminate in December 2012 but will be handed over to OHCHR.
	5.2. Conduct trainings, discussion sessions and meetings for the Ministry of Education in the integration of human rights in the school curricula for Grades 7 to 9.	Ongoing activity	UNMIT HRTJS support will terminate in December 2012 but will be handed over to OHCHR.
	5.3. Support the National Commission for the rights of the child and continue advocacy for and monitoring of the domestic violence law.	Ongoing activity	UNMIT HRTJS support will terminate in December 2012 but will be handed over to OHCHR. UNICEF will continue support the field after 2012 in advocacy and PME capacity.
6. Address impunity for past crimes	6.1. Continue monitoring and reporting on the status of the remaining 2006-crisis cases recommended for prosecution by the UN Commission of Inquiry. UNMIT Human Rights will channel OHCHR support to the Prosecutors office in funding an international prosecutor to work on these cases.	December 2012	N/A
	6.2. Complete all the outstanding investigations into serious crimes committed in 1999 and provide of intensive training for judges, prosecutors and investigators on international criminal justice and for prosecution administrative staff regarding maintenance of an archive and electronic database.	December 2012	In the event of non-completion OHCHR could support the national authorities to finalize the investigations, if the Government so wishes. The Office of the Prosecutor General will take over custody of archives and management of cases. Eventual needs of training on international criminal justice can be provided by OHCHR.
	6.3. Provide technical assistance to the Parliament in researching, sensitizing and outreach in the subject of Reparations and the follow up institution, including assistance in disseminating the resulting laws and technical assistance and training to the new institution. Support to victims associations.	Ongoing activity	UNMIT HRTJS support will terminate in December 2012 but will be handed over to OHCHR.

DEMOCRATIC GOVERNANCE

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Electoral support for the presidential and parliamentary elections in 2012	1.1. Support STAE in designing the training strategy for the electoral staff in the areas of management and administration, legal, voter education, public information, IT, women's political participation, youth, logistics, in partnership with UNDP and other UN agencies.	Completed	N/A
	1.2. Support STAE in the implementation of the training strategy for the electoral staff in the areas of management and administration, legal, voter education, public information, IT, logistics in partnership with UNDP.	Until completion of 2012 national elections.	STAE and the National University of Timor-Leste (UNTLL) will be responsible for training its staff after the 2012 national elections.
	1.3. Support CNE in designing and implementing the training strategy for the electoral staff in the areas of management and administration, legal, civic education, public information, IT, logistics, in partnership with UNDP.	Until completion of 2012 national elections.	CNE will be responsible for training its staff after the 2012 national elections. After 2012, some international assistance will be requested by CNE in this area.
	1.4. Develop institutional capacity of STAE through study tours and electoral observation missions organised and funded by UNDP.	December 2012	STAE will be responsible for training its staff after the 2012 national elections.
	1.5. Strengthen institutional capacity of CNE through study tours and electoral observation missions organised and funded by UNDP.	December 2012	CNE will be responsible for training its staff after the 2012 national elections. After 2012, some international assistance will be requested by CNE in this area.
	1.6. Support CNE in the design and implementation of civic education strategy and plan in partnership with UNDP.	December 2012	CNE will be responsible for civic education after the 2012 national elections. After 2012, some international assistance will be requested by CNE in this area.
	1.7. Support STAE in the design and implementation of a voter education strategy in partnership with UNDP.	December 2012	STAE will be responsible for voter education after the 2012 national elections. After 2012, some international assistance will be requested by CNE in this area.
	1.8. Help develop and implement electoral gender empowerment strategy and youth and new voters strategy (NUNV) for the 2012 national elections organised by UNDP in partnership with UNMIT.	August 2012	SEPI, with UNWOMEN support, will continue the gender empowerment component after 2012. The Secretary of State for Youth and Sports, with UNICEF support, will continue the youth component after 2012.
	1.9. Advise STAE on management and administration, operations and planning; legal framework and subsidiary legislation; STAE materials; and IT and voter registration, in partnership with UNDP.	December 2012	STAE will be responsible for its management, administration and planning after the 2012 national elections.
	1.10. Advise CNE on management and administration; legal framework; planning & operations; electoral monitoring assistance; IT; CNE materials, in partnership with UNDP.	December 2012	CNE will be responsible for its management, administration and planning after the 2012 national elections. After 2012, some international assistance was requested by CNE in this area.

UNMIT's current mandate covers support to the 2012 presidential and parliamentary elections. Following those elections, the UN will deploy an evaluation mission to determine the appropriate scope and nature of future UN support to elections in Timor-Leste. The hand-over arrangements for activities falling under objective 1 in this matrix reflect the increased responsibilities of national election bodies (primarily STAE and CNE) for future elections upon UNMIT's withdrawal.

UNMIT staff supporting activities 1.1 to 1.12 include: 1 x Electoral Operational Adviser, 1 x Voter Education and Public Information Adviser, 1 x IT and Voters Database Adviser, 1 x Logistics Adviser, as well as 1 x Electoral Management Adviser, 1 x Electoral Monitoring Adviser, 1 x Civic Education and Public Information Adviser, 2 x Legal Adviser, 1 x IT Adviser, 13 x UNVs STAE Logistics Officers, 13 x UNVs STAE Voter Education Officers, 4x UNVs STAE Operations Officers, 13 x UNVs CNE Electoral Monitoring Officers, 13 x UNVs CNE Logistics Officers, 2 x UNVs CNE Civic Education Officers, 2 x UNVs CNE Electoral Operations Officers, 1 x UNV Gender Equality Adviser (in total 62 UNVs), plus 68 x UNVs electoral support during the 6 month electoral period (including voter and civic education, logistics, monitoring), 7 national professional officers. UNMIT logistical support to the presidential and parliamentary elections will also 200 helicopter flying hours, jet fuel, and vehicles.

UNMIT staff supporting objective 2, 3 and 4 include 5 x International Advisor, 5 x National Professional Officers in Dili, 12 x National Professional Officers in the districts.

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
[1. Continued]	1.11. Advise and assist the revision of the electoral legal framework in partnership with UNDP.	January 2012	N/A
	1.12. Support drafting of the operational and logistic plans for the 2012 national elections, in partnership with UNDP.	January 2012	N/A
	1.13. Provide logistical support to the presidential and parliamentary elections.	Until completion of 2012 national elections	N/A
	1.14. Provide capacity building for legislative reviews for compliance with international norms and ensuring that laws that will be adopted by 2012 are gender responsive.	December 2011	CNE and STAE will be responsible for further strengthening the legal framework after 2012. UNWOMEN will support capacity building for gender responsiveness.
2. Accountability, Transparency, and Anti-corruption: Advice to the Anti-Corruption Commission; support to the establishment of an independent audit agency, a professional association of accountants and civil society oversight of state expenditure; advice on harmonization of the functions of state institutions focusing on transparency and the combat of corruption.	2.1. Promote the establishment of an Audit Court and a comprehensive audit framework.	Ongoing activity	Audit Court of Portugal, USAID and MCC, EU, AusAid
	2.2. Promote an integrated institutional framework and to tackle the problem of institutional overlap.	Ongoing activity	No apparent partner after UNMIT.
	2.3. Assist the Anti-Corruption Commission as required.	Ongoing activity	USAID and MCC
	2.4. Assist in establishment of professions needed for transparency and accountability, such as accountancy, law and engineering.	Ongoing activity	Lawyers: AusAid & International Bar Association; Accountants: no partners; Engineers: no partners
	2.5. Assist civil society in monitoring of budget implementation at a local level and in seeking more budget transparency	Ongoing activity	EU, Tiri, CAFOD
3. Civil Society support: Promote civil society engagement with policy makers; and support the establishment of multi-stakeholder mechanisms of civic education programming and implementation all over the country.	3.1. Advise CSOs and especially NGO Forum on mechanisms of engagement with Government, National Parliament and other organs of the State in policy dialogue.	Ongoing activity	To be confirmed in consultation with relevant stakeholders by December 2011.
	3.2. Advise CSOs on their role in civic education and support National Civic Education Focal Point (NCEFP) on multi-sectoral coordination to ensure CE provision in all districts through national and district workshops and programmes.	Ongoing activity	To be confirmed in consultation with relevant stakeholders by December 2011.
4. Culture of Democratic Governance: monitor, promote dialogue and ensure smooth functioning of democratic institutions, including those of civil society.	4.1. Engage in regular dialogue high-level political offices and other institutions to promote a culture of democratic governance.	Ongoing activity	This is mainly a "good offices" function of UN Senior Management. The form of its continuity is dependent on the UN's post-UNMIT presence.
	4.2. Support the organisation of Democratic Governance Forums at national, district, sub-district and other levels to foster dialogue and debate on issues of governance in the country.	Ongoing activity	The NGO Luta Hamutuk have already developed a concept paper proposing to conduct similar Fora to those currently conducted by UNMIT.
	4.3. Monitor, research and publish analysis on institutions of democratic governance on a regular basis (the current publications include: the Monthly Governance Report; the Monthly Local Governance Report; State Officials list; economic governance reports etc).	Ongoing activity	To be confirmed in consultation with relevant stakeholders by December 2011.

SOCIO-ECONOMIC DEVELOPMENT

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Progress in poverty reduction and sustainable and equitable economic growth	1.1. Support and advise the National Priorities (NP) Secretariat on organisation of Quarterly Development Partners Meetings and other high-level events for strategic donor coordination/dialogue. Secretariat assistance and capacity building for periodic (quarterly) NP Working Groups meetings in UN stakeholder areas (Rural Development, Human Resources Development, Justice). NP Secretariat tool kit completed and tested.	UNMIT completes its support by December 2011.	MoFinance / National Directorate for Aid Effectiveness: additional professional staff employed absorbs training for handling routine NP Secretariat responsibilities, supervise support staff effectively. World Bank/ Australia: Continue executive secretariat support to NP Programme/MoFinance Aid Effectiveness Directorate (internat. Consultant or national officer) through 2012/13.
	1.2. Assist in operationalizing the SDP and smooth transition from NP Programme to successor mechanism, results-based monitoring and reporting framework for enhanced aid coordination/effectiveness in a medium-to long term planning cycle.	UNMIT completes its support by the 2nd quarter 2012.	National Development Agency (Prime Minister's Office, MoFinance): will provide joint operational support for implementing the SDP Plan through a successor programme to the National Priorities. UNDP: sourcing additional regional planning expertise, comparative analysis.
	1.3. Support National MDG Steering Committee meetings with substantive preparation, documentation from the MDG Secretariat/ MoFinance. Follow-up through sensitization events in line Ministries (at least one every six months); ensure that MDG key indicators are adequately reflected in Govt. planning/ priority setting.	Ongoing activity	MDG Secretariat / MoFinance, UN RC Office and UN Joint Programs: promote MDG friendly programming; sponsor additional national admin assistance capacity at the MDG Secretariat (National Admin staff seconded).
2. Progress in the implementation of the National Strategic Development Plan (2011-2030)	2.1. Provide advice/consolidated UN comments on the draft SDP, upon request of the Government (strategic focus on: pro-poor policies, employment, economic growth/investment and private sector development).	July 2011	N/A
	2.2. Provide advice to the Government for improving gender balanced employment opportunities for young men and women (Goal: reducing urban youth unemployment to 30 % and reduce rural youth unemployment to below 18 %).	Ongoing activity	ILO, World Bank, Asian Development Bank: coordinated career counselling, skills training and short-term labour-based programs in all districts.
	2.3. Support promotion of private sector development and economic diversification, greater foreign investment within the framework of the SDP.	Ongoing activity	Ministry of Economy & Development, CCI, Employer's Association, World Bank, IFC, Asian Development Bank, UNDP: facilitate additional UN comparative regional expertise (UNIDO, ESCAP).
	2.4. Support formulation of pro-poor policies within the framework of the SDP.	Ongoing activity	UNDP / Pro-Poor Policy Section: analysis, reporting and expert recommendations. UN RC Office: promote high-level strategic coordination, policy dialogue, good offices.
	2.5. Support and advise the Government on macro-economic policy and review of the State Budget.	Ongoing activity	UNDP / Pro-Poor Policy Section (International consultancy, 2 months p.a.).

MISSION SUPPORT AND LOGISTICS

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION
1. Return of PNTL/UNPOL co-location sites and identify associated support needs.	1.1. Provide a detailed briefing to the Government on present co-location sites (PNTL/UNPOL) that will be returned to the Government at draw-down and liquidation. Briefing to include an analysis of procurement, staffing, maintenance and operational costs to establish budgetary implications (e.g. for building maintenance, waste collection, engineering, supply items, etc).	October 2011
	1.2. On conclusion of 1.1 assist in further defining technical expertise required for the servicing and maintenance of co-location sites. Agree to training requirements and identify UNMIT national staff for placement within the Government to continue support capability in the post-UNMIT period. Provide advice on procurement arrangements in these locations.	November 2011
	1.3. Conduct training plan as agreed to at 1.1 above.	October 2011
	1.4. Formulate and agree hand-over sequence of co-location sites. Highly dependent on election timings and identification and UN engagement post-UNMIT.	May 2012
2. Provide advisory services and develop plans of actions for continuity of action by Government in other support areas.	2.1. Identify key support needs with regard to communications networks currently maintained by UNMIT (satellite, microwave, HF/VHF radio), including a joint analysis of procurement, staffing, maintenance and operational costs to establish budgetary implications.	October 2011
	2.2. Identify key support needs with regard to air transport currently provided by UNMIT, for which continuity will be required (passenger movement needs, cargo movement needs, search and rescue, medical evacuations), including a joint analysis of procurement, staffing, maintenance and operational costs to establish budgetary implications.	October 2011
	2.3. Identify key support needs with regard to ground transport services currently provided by UNMIT, for which continuity will be required, including a joint analysis of procurement, staffing, maintenance and operational costs to establish budgetary implications.	October 2011
	2.4. Identify key support needs with regard to geographic information services developed by UNMIT, for which continuity may be required, including a joint analysis of procurement, staffing, maintenance and operational costs to establish budgetary implications. The Government will receive a catalogue of UNMIT mapping products and data.	October 2011
	2.5. Identify key support needs with regard to translation services currently provided by UNMIT (as per UNMIT statistics), for which continuity may be required, including a joint analysis of procurement, staffing, maintenance and operational costs to establish budgetary implications.	October 2011
3. Transfer or donate UN-owned assets to Government within the limits of the UN's legislative requirements	3.1. Working with Government counterparts, while considering UN legislative requirements, identify a list (by type and number) of non-expendable property that can be utilized in support of the continuation of in place support arrangements of the advancement of Government mandate-related objects. Items considered for hand-over are to be maintainable with suitable life expectancy. General premise and concept of hand-over to be agreed to. Provide list to UN headquarters for consideration and subsequent UN General Assembly decision.	September 2011 (Gov't/UNMIT list agreed)
	3.2. On conclusion of 3.1 above, working with Government counter parts define and agree to specific training requirements (maintenance) in support of proposed equipment transfer, subject to UN legislative requirements. Agree to training calendar and identify UNMIT national staff for possible placement.	November 2011
	3.3. Conduct training as defined and agreed to in 3.2 above.	May 2012
	3.4. On approval of donation lists and general approval of PADP, work with Government counter parts to agree on equipment hand-over dates and formalizing procedures.	Subject to UN legislative requirements and UN General Assembly decisions.
4. Prepare proper operational support to the UN's post-UNMIT presence in Timor-Leste.	4.1. Engage Government and UNHQ to determine operational requirements of the UN's post-UNMIT presence in Timor-Leste.	Discussions ongoing
	4.2. Arrange and execute environmental clean-up for all UNMIT occupied sites.	August 2012 forward
	4.3. Update lists provided at 1.2 and 2.2 to include national staff capacity development programme achievements and individual skills and abilities files.	October 2012
	4.4. Reach agreement with Government on facilities to be retained by a post-UNMIT UN presence, including for the proposed consolidation of UN system activities in the Obrigado Barracks in Dili and, if required, in joint regional centres. Prepare hand-over schedule (with briefing package) and process for hand-over for other UNMIT only locations not covered in objective 1.	September 2012, subject to UN Secretary General recommendations, UN Security Council approval, UN General Assembly funding decision.

TRAINING FOR TIMORESE STAFF

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Provide training to UNMIT national staff	1.1. Enhance existing skills of more than 900 UNMIT national staff and provide UNMIT training certification (Phase I).	December 2012	N/A
	1.2. Expand skill sets of UNMIT national staff through cross-training within UNMIT, as well as training and certifications offered by national and international training providers (Phase II).	December 2012	N/A
	1.3. Jointly identify skill sets required by national institutions and provide specific training to UNMIT staff through cross-trainings within UNMIT, national or international placements where possible (Phase III).	December 2012	N/A
	1.4. Provide detailed training profiles of UNMIT national staff to national institutions.	December 2012	N/A
2. Provide training to Government staff	2.1. Provide relevant UNMIT training courses to staff in Government ministries and offices, based on Government requests.	December 2012	N/A
3. Provide non-formal training to staff in national institutions	3.1. Offer on-the-job training opportunities to Government staff, including temporary placements with relevant UNMIT sections.	December 2012	N/A
4. Strengthen national training institutions through cooperative arrangements with UNMIT	4.1 Work with local training providers to assess national UNMIT staff against the National Qualifications Framework (NQF) Certificates I and II.	December 2012	N/A
	4.2. Work with SEFOPE, INAP and local training providers to further develop the NQF, in particular certificates III and IV for construction and automobiles.	December 2012	N/A

IMPACT ON THE LOCAL ECONOMY

OBJECTIVES	UNMIT ACTIVITY	TIMEFRAME FOR COMPLETION	HAND-OVER ARRANGEMENTS
1. Provide assistance to mitigate the impact of UNMIT's withdrawal.	1.1. Recruit qualified NPOs into national institutions where possible and appropriate.	To be decided jointly by the Office of the Prime-Minister and the Ministry of Foreign Affairs.	To be determined based on the AND's and Ministry of Foreign Affairs' work plans. Costs would depend on Government's salary scale for national advisors, ranging between \$2,000 and \$3,000 per person per month.
	1.2. UNMIT to encourage placement of potential NPOs and General Staff in other Department of Peacekeeping Operations missions elsewhere.	To be based on a job preferences survey.	To be determined based on the availability of positions in other DPKO missions.
	1.3. Identify posts that may continue to be required for the UN's post-UNMIT presence.	July 2012	Internal arrangements by post-UNMIT UN presence.

3 ANNEX

SECURITY COUNCIL RESOLUTION 1969

"Reaffirming all its previous resolutions and statements on the situation in Timor-Leste, in particular its resolutions 1599 (2005), 1677 (2006), 1690 (2006), 1703 (2006), 1704 (2006), 1745 (2007), 1802 (2008), 1867 (2009) and 1912 (2010),

"Welcoming the report of the Secretary-General of 25 January 2011 (S/2011/32),

"Reaffirming its full commitment to the sovereignty, independence, territorial integrity and national unity of Timor-Leste and the promotion of long-term stability in the country,

"Taking note of general stability through further improvements in the political and security situation, and welcoming the strong commitment of the leadership and other stakeholders in Timor-Leste to fostering national dialogue and peaceful and inclusive participation in democratic processes, and their ongoing efforts to promote continued peace, stability and unity,

"Welcoming efforts by the Government to promote cooperation and dialogue between local and national authorities, including through consultations in December 2010 on the Government's development plans for 2011, and encouraging further efforts in this regard,

"Welcoming also the efforts of the political leadership of Timor-Leste to create opportunities for all political parties to make contributions to issues of national interest, as exemplified by the concluding conference of the National Consensus Dialogue on Truth, Justice and Reconciliation, held in October 2010,

"Reaffirming the need for respect for the independence of the judiciary, stressing the need to act against impunity, while noting the continuing serious resource constraints of the judicial system, encouraging the leadership of Timor-Leste to continue to increase its efforts to establish accountability for serious criminal offences including those committed during the 2006 crisis, as recommended by the Independent Special Commission of Inquiry,

"Welcoming the commencement in September 2010 of deliberations by the National Parliament of Timor-Leste on the draft laws on reparations and on the establishment of follow-on institutions to the Commission for Reception, Truth and Reconciliation and the Commission of Truth and Friendship, pursuant to the resolution of the Parliament of Timor-Leste adopted on 14 December 2009, and encouraging further progress in finalizing this legislation,

"Welcoming the progress made in strengthening capacities in the justice and corrections sectors, which has resulted in enhanced access to justice, reductions in pending criminal prosecution cases, and improved prison infrastructure, as well as the enactment of important legislation, such as the Criminal Code and the Law against Domestic Violence,

"Recognizing the steps taken by the Government of Timor-Leste to further strengthen the institutional capacities and

effectiveness of the Anti-Corruption Commission and the Civil Service Commission and to consolidate broad support for anti-corruption measures, and emphasising the importance of effective laws, institutions, mechanisms and norms relating to the transparency, accountability and efficiency of Public Administration for the country's long-term stability and development,

"Welcoming the commencement of a jointly-owned transition planning and implementation mechanism, including the first meeting of the High-Level Committee on Transition and agreement on the establishment of seven joint technical working groups, and stressing the importance of this process proceeding in a manner that supports national priorities and concerns,

"Welcoming the further progress towards the full resumption of policing responsibilities by the Polícia Nacional de Timor-Leste (PNTL),

"Reaffirming the need to implement fully the "Arrangement on the Restoration and Maintenance of Public Security in Timor-Leste and Assistance to the Reform, Restructuring and Rebuilding of PNTL and the Ministry of Interior", concluded between the Government of Timor-Leste and UNMIT on 1 December 2006, and expressing concern that the Government of Timor-Leste has certified 52 PNTL officers who face serious disciplinary and criminal charges,

"Noting the continuing need for support to the PNTL's further institutional development and capacity-building, particularly through the transfer of skills to address existing demands, following its resumption of policing responsibilities in all districts and units,

"Expressing its full support for the role of the international security forces in assisting the Government of Timor-Leste and UNMIT, in the maintenance of law and stability, in response to the requests of the Government of Timor-Leste,

"Welcoming the progress of the Government of Timor-Leste in achieving strong economic growth and socio-economic development, including reductions in the percentage of the population living in poverty and the improvement of human development indicators, while acknowledging the challenges that remain in achieving inclusive and sustainable growth, particularly through the promotion of rural development, the private sector, and employment generation, especially for the youth, and by regulating land and property titles and ownership,

"Welcoming also the commitment and action of the Government of Timor-Leste to promote the objectives of Security Council resolution 1325 (2000), including measures taken to protect women and girls from gender-based violence, especially those related to the implementation of the new Law against Domestic Violence, and the work of the PNTL Vulnerable Persons Units, and other measures relating to the situation of women and girls,

"Noting the efforts by the Government of Timor-Leste to finalize the National Strategic Development Plan covering the period from 2011 to 2030, and stressing the need to continue such efforts,

"Recalling that, while Timor-Leste has seen progress in many aspects of its political, economic and social development, as well as in human resources development and institution building, the country still faces many challenges in areas related to the underlying factors of the 2006 crisis and needs continued assistance of bilateral and multilateral partners in order to fully realize its potential for equitable and sustainable growth,

"Acknowledging the contribution that Timor-Leste has made in demonstrating the critical importance of institution building in post-conflict peacebuilding,

"Stressing the importance for Timor-Leste's long-term stability of ensuring a peaceful, credible and transparent electoral process in 2012,

"Stressing further the importance of promoting a continued understanding of, and respect for, the checks and balances among the core institutions of State,

"Welcoming the continued efforts of the Timorese Government in providing for the full reintegration of the Internally Displaced Persons (IDPs) into their communities and into the Timorese society,

"Recognizing the important role that UNMIT continues to play in promoting peace, stability and development in Timor-Leste, and expressing its appreciation for the efforts of UNMIT and the United Nations Country Team, under the leadership of the Special Representative of the Secretary-General (SRSG),

"1. Decides to extend the mandate of UNMIT until 26 February 2012 at the current authorized levels;

"2. Urges all parties in Timor-Leste, in particular political leaders, to continue to work together and engage in political dialogue and to consolidate peace, democracy, rule of law, sustainable social and economic development, promotion of protection of human rights and advancement of national reconciliation in the country, and reaffirms its full support for the continued efforts of the SRSG aimed at addressing critical political and security-related issues facing the country, including enhancing a culture of democratic governance, through an inclusive and collaborative processes;

"3. Requests UNMIT to extend the necessary support, within its current mandate, for the preparation of the parliamentary and presidential elections of 2012, as requested by the Government of Timor-Leste, and in accordance with the recommendations of the planned electoral assessment mission, and encourages the international community to assist in this process;

"4. Reaffirms the importance that the Government of Timor-Leste continues the review and reform of the security sector in Timor-Leste, in particular the need to delineate between the

roles and responsibilities of the Falintil-Forças de Defesa de Timor-Leste (F-FDTL) and the PNTL, to strengthen legal frameworks, and to enhance civilian oversight and accountability mechanisms of both security institutions, and requests UNMIT to continue to support the Government of Timor-Leste, as requested, in its efforts in the country;

"5. Emphasizes the importance of taking all measures necessary to ensure the credibility and integrity of the PNTL, including resolving any outstanding disciplinary and criminal charges faced by PNTL officers;

"6. Encourages further efforts to complete the resumption of primary policing responsibilities by the PNTL in all districts and units, on the basis of the criteria mutually agreed to by the Government of Timor-Leste and UNMIT, including through jointly agreed measures to enhance PNTL institutional capacity in the remaining districts and units;

"7. Endorses the reconfiguration of the UNMIT police component to take account of the changing nature of its role and function in Timor-Leste and the plan of its drawdown, in accordance with the wishes of the Government of Timor-Leste, conditions on the ground and following the successful completion of 2012 electoral process, as recommended in paragraph 61 of the report of the Secretary-General (S/2011/32);

"8. Requests UNMIT to continue to provide interim law enforcement and ensure the maintenance of public security in those districts and units in which the PNTL has yet to resume primary policing responsibilities, and, following PNTL's resumption of primary policing responsibilities, to provide operational support to the PNTL, within its current mandate, as mutually agreed between the Government of Timor-Leste and UNMIT;

"9. Requests UNMIT to support the further institutional development and capacity-building of the PNTL following its resumption of primary policing responsibilities in all districts and units, including through the prompt deployment of the 19 additional civilian experts within its police component as referred to in the Secretary-General's report, expresses support for the work of the joint PNTL and UNMIT police working group in developing a plan for further capacity-building support for the PNTL focusing on the five major areas for its further development identified in the PNTL Strategic Development Plan for 2011-12, and emphasizes the significant role to be played in this by other bilateral and multilateral partners and the importance of promoting Timorese leadership;

"10. Underscores the need for the concept of operations and rules of engagement to be regularly updated as necessary and to be fully in line with the provisions of this resolution;

"11. Reaffirms the importance of ongoing efforts to achieve accountability and justice, expresses its support for the work of UNMIT in assisting the Government of Timor-Leste in this regard within its mandate, as well as for the initiatives to strengthen the Office of the Provedor for Human Rights and Justice, and underlines the importance of the implementation by the Government of Timor-Leste of the recommendations

of the United Nations Special Commission of Inquiry report of 2006 (S/2006/822), including paragraphs 225 through 228 of the report;

"12. Underlines the importance of a coordinated approach to the justice sector reform, taking into account the recommendations of the Independent Comprehensive Needs Assessment and through implementation of the Timorese Government's Justice Sector Strategic Plan, and the ongoing need to increase Timorese ownership and strengthen national capacity in judicial line functions, including the training and specialization of national lawyers and judges, and emphasizes the need for sustained support of the international community in capacity-building and strengthening of institutions in this sector, building on the recent positive developments, including the drafting and enactment of important legislation, such as the Criminal Code and the Law against Domestic Violence;

"13. Requests UNMIT to continue its efforts, adjusting them as necessary to enhance the effectiveness of the judiciary, in assisting the Government of Timor-Leste in carrying out the proceedings recommended by the Commission of Inquiry;

"14. Calls upon UNMIT to continue to support the Government of Timor-Leste in its efforts to coordinate donor cooperation in areas of institutional capacity building;

"15. Recognizes the importance of the development plans devised by the Government of Timor-Leste, especially the attention paid to infrastructure, rural development and human resources capacity development, and in this regard, calls upon UNMIT to continue to cooperate and coordinate with the United Nations agencies, funds and programmes, as well as all relevant partners, to support the Government of Timor-Leste and relevant institutions in designing poverty reduction, improving education, promotion of sustainable livelihood and economic growth policies;

"16. Encourages the Government of Timor-Leste to strengthen peacebuilding perspectives in such areas as employment and empowerment, especially focusing on rural areas and youth, as well as local socio-economic development in particular in the agricultural sector;

"17. Requests UNMIT to fully take into account gender considerations as set out in Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1889 (2009) as a cross-cutting issue throughout its mandate, stressing the importance of strengthening the responsiveness of the security sector to specific needs of women, and reaffirms its resolutions 1674 (2006) and 1894 (2009) on protection of civilians and 1502 (2003) on the protection of humanitarian and United Nations personnel;

"18. Requests the Secretary-General to continue to take the necessary measures to ensure full compliance by UNMIT with the United Nations zero tolerance policy on sexual exploitation and abuse and to keep the Council informed, and urges those countries contributing troops and police to take appropriate preventive action and to ensure full accountability in cases of such conduct involving their personnel;

"19. Requests also the Secretary-General to keep the Security Council regularly informed of the developments on the ground and to submit to the Security Council, no later than 15 October 2011 and 26 January 2012, reports that include an update regarding the High-Level Committee on Transition and progress concerning the critical tasks that will need to be accomplished post-election, and on planning concerning the United Nations presence in Timor-Leste beyond 2012 elections;

"20. Reaffirms the importance of the medium-term strategy and benchmarks for measuring and tracking progress in Timor-Leste, and assessing the level and form of United Nations support and cooperation with the Government of Timor-Leste while keeping the benchmarks under active review, and underlines the importance of ownership of the strategy by the leaders and people of Timor-Leste in this process;

"21. Encourages the Government of Timor-Leste, UNMIT, UN Country Team and other relevant stakeholders, including within the framework of the High-Level Committee on Transition, to continue to intensify the ongoing discussion on the strategy and modalities for the transition and preparation for future changes to the nature and scope of United Nations presence on the ground post-UNMIT;

"22. Decides to remain seized of the matter."

POST-UNMIT ARRANGEMENTS

On 25 November 2011, in the context of the second meeting of the High-Level Committee on Transition, the Government of Timor-Leste asked UNMIT to present options on the form of the UN's post-UNMIT engagement in the country, based on the experience of other countries. This note summarizes thought on this issue to date and sets out, in brief strokes, possible models for UN engagement. The purpose of this information is to serve as food for thought for future discussion between the Government of Timor-Leste and the United Nations on this issue.

To ensure that any future UN engagement in Timor-Leste provides the best possible support to the Government and other national institutions, discussions about its form and composition should first and foremost reflect the number and scope of tasks that partners would like to see the UN carry out in Timor-Leste beyond 2012. The Joint Transition Plan could provide a useful framework for identifying the nature and scope of those tasks in the seven focus areas highlighted in the plan. The mechanisms set up for joint transition planning allow Government and UN partners in each focus area to discuss which of the activities that need to continue beyond December 2012 could usefully continue to be carried out by the UN system, either by a UN agency already present in the country or by another UN entity that may establish a presence following UNMIT's withdrawal. UNMIT also carries out functions that fall outside the scope of the Joint Transition Plan, such as "good offices" and work with the media. Aspects of these functions could also feed into the discussion about the configuration of future UN engagement.

POSSIBLE MODELS FOR A FUTURE UN PRESENCE IN TIMOR-LESTE

Model A: Political office headed by a Representative of the Secretary-General, with a separate UNCT headed by a Resident Coordinator

Under this arrangement, the senior UN official in the country is a Representative of the UN Secretary-General (RSG), most often appointed at the level of Assistant Secretary-General, who plays a political and good offices role. The RSG would typically report to the UN Security Council through the UN's Department of Political Affairs and the Secretary-General. The UN Country Team (UNCT)¹, led by the Resident Coordinator (who would also be the Resident Representative of UNDP), is separate from the political office led by the RSG.

Having a political office alongside the Resident Coordinator structure would reflect the international community's recognition of the importance of the engagement with Timor-Leste, and would ensure visibility of the Timorese leadership vis-à-vis the international community. A UN political office would have the potential of playing a facilitating and diplomatic role over a planned period of time and as needed and requested, while signalling that UN support is shifting towards standard development assistance modalities.

Model B: Integrated UN office headed by an Executive Representative of the Secretary-General, who also serves as the Resident Coordinator

This model combines the political role of the UN with that of the UNCT under the leadership of an Executive Representative of the Secretary-General (ERSG) who also serves as the Resident Coordinator and head of the UN Country Team. The ERSG would report to the UN Security Council through the Department of Political Affairs and the Secretary-General on political matters and to the Chair of the UN Development Group on issues related to the UNCT. The ERSG would likely be appointed at the Assistant Secretary-General level. The rationale behind this integrated model is that political processes, security, stability, and development are closely interrelated and dynamic processes. One of the model's advantages is that it helps minimise risk of dispersing or duplicating functions and helps maximise the use of resources. To reduce the workload on the ERSG/RC, one variant of the model could see a Deputy ERSG serving as RC, which would be similar in structure to UNMIT's current leadership arrangement.

Model C: UN Resident Coordinator Office

This is a standard model for UN operations in most countries where the UN supports development programming. In this model, the various UN agencies, funds and programmes present in the country collaborate under the umbrella of the UNCT, headed by an RC, whose rank would likely be at the level of Director. The RC is appointed by the Secretary-General and managed by UNDP on behalf of the UN Development Group. As the UNCT focuses on long-term socio-economic development, the role of the RC is to coordinate international support and UN programming, and to serve as the most senior UN official in the country. He or she does normally not discharge political functions. If deemed necessary or requested, and if contributions from donors are available, a variant of this model could include, under the RC's office, a small political office to provide advisory services to the RC. Under this arrangement, the overall size of the UN presence is likely to be smaller than in models A and B and rely almost entirely on voluntary contributions.

Model D: Political Mission tailored to the specific needs of Timor-Leste:

The Government has voiced its interest in a post-UNMIT arrangement which is specific to the needs of Timor-Leste, in particular a political mission, integrated or not, which addresses the requirement in Timor-Leste to nurture and consolidate the values of democracy, of transparency, and of human rights. It is important that the post-UNMIT presence foster the notion of leadership, both local and national, on behalf of the state and for the country.

RESOURCE IMPLICATIONS

While it is difficult to identify the exact extent of the resource needs in order to continue and build upon the work of UNMIT at this stage, it is useful to recall the coordinated work of UN agencies and programmes under the UN Development

¹ The UN Country Team brings together the UN agencies, funds and programmes present in a country. "Present" in this context can mean via an established office or in terms of carrying out projects.

Assistance Framework (UNDAF) for 2009-2013. The UNDAF serves as a consultative process, including monitoring, for how UN partners can most effectively respond to Timor-Leste's national priorities and needs. Upon UNMIT's withdrawal, and as noted in the Joint Transition Plan, many of the UN agencies will take over UNMIT activities. They are likely to do this in the context of the UNDAF, and it is therefore important to note the remaining resource gap of \$137 million for the implementation of the UNDAF during 2011-2013.

UNMIT CAPACITY BUILDING POLICY

INTRODUCTION

The building of the capacity of national staff represents a major component of the mandate of UNMIT from now to the end of the Mission. Supervisors are required to help ensure that their National Staff take advantage of the opportunities made available by the Mission, the UN, and outside of the UN, and ensure that all their National Staff have individual development programmes. All involved in this programme are encouraged to take a broad and creative approach to enhancing the capacity of national staff.

OBJECTIVES

To develop the capacity of national staff at UNMIT:

1. In order to transfer to them responsibilities performed by international staff, contractors, and UNVs during the final years of the Mission;
2. To optimize their employment opportunities when the mission no longer needs their services;
3. To enable them to make a positive contribution to the development of their country;
4. To provide them with opportunities within the UN system, and contribute to the geographical diversity of UN staff;
5. To fulfil the promise of the UNMIT mandate in "making maximum use of assistance in post conflict peacebuilding and capacity-building".

RESPONSIBILITIES

The **IMTC** (Integrated Mission Training Centre) is responsible for:

1. Compiling an UNMIT Training Prospectus containing training courses and workshops to be delivered both within and out of the Mission during the performance management year;
2. Identifying pathways to certification, both internal and external, whereby the successful completion of a cluster of specified courses and workshops can lead to the provision of internal certification (meta-certification) and/or access to external certification opportunities;
3. Keeping the national staff informed of available training opportunities and responding to needs communicated by national staff through the development and maintenance of a network of National Staff Training Focal Points with Section Training Focal Points representing each Section and District Training Focal Points representing each District;
4. Developing and maintaining the National Staff Capacity Development Plan;
5. Ensuring that all the necessary training and development programmes are in place in accordance with agreed plans;

6. Monitoring of the development programmes;
7. Reporting to the Task Force compliance and progress;
8. Management of the training budget and ensuring that sufficient attention is paid to a comprehensive range of national staff training opportunities during formulation of the annual Mission training budget.

Supervisors

Supervisors are responsible for:

1. Working with identified National Staff Training Focal Points in their respective Sections and Districts;
2. Ensuring that all national staff accountable to them have an annual development programme commencing 1 April each year, stating objectives and the training activities for the year. Staff development programmes should use the UNMIT Training Prospectus and any other source that can contribute to the development objectives of the staff member. It should be noted that any activities with financial implications will need the approval of the IMTC before being included in the final programme;
3. Facilitating the attendance of national staff under their supervision at development activities;
4. Ensuring that national staff normally attend at least their minimum entitlement of 48 hours training during the performance management year;
5. Providing quarterly progress reports to the Pillar Heads;
6. Succession Planning i.e. targeted localization of international posts, including in April each year identifying posts to be localized.

Pillar Heads

Pillar heads are responsible:

1. For ensuring that supervisors have in place development programmes for all their national staff;
2. Reviewing the progress of the national capacity building programmes in their Pillars.

Task Force

The Task Force should meet as necessary but at least quarterly and should:

1. Review and endorse policies, strategies and plans; b) Review progress in implementation of the plans and make recommendations to facilitate and improve implementation;
2. Review Mission training budgets and make recommendations to the Budget Steering Committee.

CAPACITY BUILDING OPPORTUNITIES

Capacity building opportunities to be offered to National Staff, include, but should not be limited to:

1. Certification Programme: Internal and External;
2. Skills training: i) Language training, particularly English and Tetum; ii) Communication Skills; iii) Basic Office and Management Skills; iv) Computer Skills;
3. Mentoring and Coaching;
4. Professional development e.g. translation/interpretation;
5. Technical and Vocational skills;
6. Placement;
7. TDY to other UN Missions;
8. Time off to attend external educational institutions including university and postgraduate courses;
9. Internal, External and Courses away from the Mission area;
10. Self Study programmes;
11. Cross training job exchanges);
12. Online training.

POLICIES

Minimum time for training

Staff should have a minimum of 6 days training per year, being equivalent to 48 hours.

Time off from work

The following guidelines should be applied:

1. For UN provided training conducted during normal working hours, fully paid time off work will be permitted;
2. For UN arranged training conducted by partners that the UNMIT has a formal arrangement with, fully paid time off work will be permitted if the training is conducted during normal working hours;
3. For all other training Compensatory Time Off, or Leave Without Pay should be used to facilitate the time off needed for training;
4. Exceptions to the above can be considered. To ensure a consistent approach throughout the Mission, exceptions will need to be justified to the Pillar Head and approved by the CAS.

Content of Capacity Building Programmes

Programmes approved by supervisors should be realistic and take into account the current education levels and performance of staff.

Attendance

Attendance records will be taken into account when consider-

ing staff eligibility for participation in these programmes.

TDY

The mission will actively seek out opportunities with other missions to place national staff on TDY. The mission will seek reciprocal arrangements to ensure that cover is provided wherever possible.

The Pillar head should consider any recommendation for a staff member to go on TDY mindful of the current performance level of the staff member demonstrating sufficient competence for the proposed assignment.

PLANNING AND BUDGETING

IMTC is responsible for preparing an annual plan and budget and notwithstanding the ultimate authority of the CMS, for endorsement by the Task Force. The plans and budget will be reviewed quarterly by the Task Force

UN POLICY REFERENCES

- DPKO/DFS Training Policy
- GA Resolution 59/296
- ST/SGBI2009/9: Learning and Development Policy
- Report of the Working Group on National Staff Issues, Sept 2007 (para 4.1)
- Code Cable: Nationalization of Functions Performed by International Staff

Ameerah Haq

Special Representative of the Secretary General
8 March 2010

ACRONYMS

AATL	Timor-Leste Bar Association	INAP	National Institute of Public Administration
AC	Audit Court	ISF	United Nations Integrated Strategic Framework for Timor-Leste 2011 - 2012
ACC	Anti-Corruption Commission	ITA	International Technical Advisor
AND	National Development Agency	JDP	Joint Development Plan
ASEAN	Association of South-East Asian Nations	JET	Joint Evaluation Team
AUSAID	Australian Government Overseas Aid Programme	JSP	Justice System Programme (UNDP)
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)	JSSP	Justice Sector Strategic Plan 2011-2030
BOCC	Border Operations Coordination Council	MCC	Millennium Challenge Corporation
CAVR	Commission for Truth, Reception and Reconciliation	MDG	Millennium Development Goal
CCI	Chamber of Commerce and Industry	MLG	Military Liaison Group (UNMIT)
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	MOJ	Ministry of Justice
CMS	Chief Mission Support (UNMIT)	MSATM	Ministry of State Administration and Territorial Management
CNE	National Electoral Commission	NA	National Advisor
CPIO	Communication and Public Information Office (UNMIT)	NDI	National Defence Institute
CPL	Civil Protection Law	NMA	National Maritime Authority
CSC	Civil Service Commission	NOC	National Operations Centre
CSO	Civil Society Organisation	NP	National Priority
CTF	Truth and Friendship Commission	NPO	National Professional Officer
DFS	Department of Field Support	NQF	National Qualifications Framework
DGSU	Democratic Governance Support Unit (UNMIT)	NSAP	National Security Action Plan
DNPC	National Directorate for Civil Protection	NSCBP	National Staff Capacity-Building Project
DNPCC	National Directorate for Community Conflict Prevention	NSP	National Security Policy
DNSEP	National Directorate for Public Buildings Security	OHCHR	Office of the High Commissioner for Human Rights
DPKO	Department of Peacekeeping Operations	PADP	Preliminary Asset Disposal Plan
EC	European Commission	PCC	Police-Contributing Country
ERSG	Executive Representative of the Secretary-General	PDHJ	Provedoria for Human Rights and Justice
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific	PNTL	Timor-Leste National Police
EU	European Union	PSC	Private Security Company
FAO	Food and Agriculture Organisation of the United Nations	PTC	Police Training Centre
FDP	Force Development Plan	RBB	Results-Based Budget
F-FDTL	Timor-Leste National Defence Force	RC	Resident Coordinator
FPU	Formed Police Unit	RSG	Representative of the Secretary-General
GDP	Gross Domestic Product	SCIT	Serious Crimes Investigation Team (UNMIT)
GS	General Staff	SDP	Strategic Development Plan
HLC	High-Level Committee on Transition	SEFOPE	Secretariat of State of Professional Training and Employment
HRTJS	Human Rights and Transitional Justice Section (UNMIT)	SEPI	Secretariat of State for the Promotion of Equality
ICNA	Independent Comprehensive Needs Assessment	SGBV	Sexual and Gender-Based Violence
ICU	International Compact Unit (UNMIT)	SoSD	Secretariat of State for Defence
IFC	International Finance Corporation	SoSS	Secretariat of State for Security
IFI	International Financial Institution	SPU	Special Police Unit
ILO	International Labour Organisation	SRSg	Special Representative of the Secretary-General
IOM	International Organisation for Migration	SSR	Security Sector Reform
		SSSU	Security Sector Support Unit (UNMIT)
		STAE	Technical Secretariat for Electoral Administration
		TLPDP	Timor-Leste Police Development Programme

UN	United Nations	UNIDO	United Nations Industrial Development Organisation
UNCAC	United Nations Convention Against Corruption	UNMIT	United Nations Integrated Mission in Timor-Leste
UNCT	United Nations Country Team	UNODC	United Nations Office on Drugs and Crime
UNDAF	United Nations Development Assistance Framework	UNPOL	United Nations Police
UNDP	United Nations Development Programme	UPR	Universal Periodic Review
UNESCO	United Nations Educational, Scientific and Cultural Organization	USAID	United States Agency for International Development
UNFPA	United Nations Population Fund	WFP	World Food Programme
UNHQ	United Nations Headquarters	WHO	World Health Organisation
UNICEF	United Nations Children’s Fund		

