

# UNDP Democratic Governance Unit



## Annual Report 2008



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*A local NGO staff member speaks at the District Integrated Workshop meeting in Suai, where Local Assemblies presented their proposed investment places to the various sector, NGOs and other civil society stakeholders.*

*Swearing in of judges.*

*Photos: Sally Torbert/UNDP;  
Thaiza Castilho/UNDP*



# Introduction



*The National Parliament in session.*

*Timorese women showing their voter registration cards.*

*Photos: Greg Kintz/UNMIT;  
Martine Perret/UNMIT*



This Annual Report of the United Nations Development Programme (UNDP) Governance Unit focuses on 2008, a year which was marked by many programmatic achievements as well as long-term planning for the United Nations Country Team and UNDP in Timor-Leste.

As the largest Unit in the UNDP Country Office, the Governance team was actively involved in the strategic planning exercises that culminated in the signing of the UN Development Assistance Framework (UNDAF) 2009 – 2013. Simultaneously with the UNDAF process, UNDP was also defining the Country Office strategy for the same period through the development of the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP) which operationalizes the objectives outlined in the CPD.

In drafting these important planning tools, UNDP took the Government's 2008 National Priorities (NP) into consideration. These national priorities were grouped into six areas: (1) Public Safety and Security; (2) Social Protection and Solidarity; (3) Addressing the Needs of Youth; (4) Employment and Income Generation;

(5) Improving Social Service Delivery; and (6) Clean and Effective Government. These national priorities, particularly numbers 1 and 6, in addition to the corporate and Country Office planning exercises, laid the foundations for and framed the work plan of the UNDP Governance Unit for 2008. All programmes were developed with an eye to sustainability and national ownership.

This report summarizes the main activities and achievements of the Unit in 2008 in priority development areas and demonstrates how UNDP has continued to address the capacity development needs of key state institutions and the need to enhance civic engagement in the political processes of Timor-Leste. It also provides a brief analysis of the main factors which influenced and impacted upon programme results, as well as of some of the challenges expected in 2009.

# I. Overview of Governance Portfolio in 2008

In 2008 UNDP's approach to democratic governance in Timor-Leste continued to be strategically aligned with the constitutional separation and balance of powers. The Constitution of the Democratic Republic of Timor-Leste provides for basic fundamental rights and freedoms in a democratic and pluralistic society. It mandates a classic democratic state with a semi-presidential regime; the country's "sovereignty rests with the people" and the state is manifested in four separate "organs of sovereignty" which provide essential checks and balances, safeguarding citizens' rights, and the separation of powers. These Constitutional "organs of sovereignty" are the Presidency, the National Parliament, the Executive and the Judiciary. As these four organs are the essential building blocks of a healthy democratic system, UNDP works with each to build institutional and individual capacities with the objective of strengthening the *horizontal* accountability which can only happen when democratic control is exerted by different branches of the state on one another.<sup>1</sup>

As citizen participation in the democratic processes of a country is a critical element of good governance and *vertical* accountability, UNDP is also involved in building the capacities of civil society organisations, the media, and political parties.

Each of these interventions has been conceived of as part of a framework for capacity development which is guided by the three pillar approach: skills and knowledge, systems and processes; and attitudes and behaviour.

The activities and programmes of the Governance Unit fit very well the UNDP Strategic Plan 2008-2011, the UNDAF and CPD, and the national processes, namely the 4th Constitutional Government programme and the National Priorities.

As is indicated in the table below, Focus Area 2 - Democratic Governance of the Development Results Framework of the Strategic Plan 2008-2011 shows the important parallels between the respective key results areas and outcomes and correspondent national governance portfolios.

**Table 1 - UNDP Strategic Plan for 2008-2011: Key Result Areas of Democratic Governance**

Key result areas	Key outcomes	TL Governance Unit portfolio
2.1. Fostering inclusive participation	1. Civic Engagement 2. Electoral Laws 3. Communication	CSO Elections Media
2.2. Strengthening responsive governing institutions	4. National/regional/local institutions 5. Legislatures 6. Effective Justice	Civil Service Local Governance Office of President Parliament Justice
2.3. Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption	7. Human rights	Provedor

In 2008, Governance Unit staff members participated in the formulation of the UNDAF and the CPD. The UNDAF 2009-2013 identifies three key priority areas for Country Team programming over the five year period: Democratisation and Social Cohesion; Poverty Reduction and Sustainable Livelihoods; and Basic Social Services. The CPD 2009-2013 is aligned with UNDAF and has four components: Poverty Reduction and Achieving MDGs; Democratic

<sup>1</sup> UNDP further provides support to the 'Provedor,' or Ombudsman, for Human Rights and Justice who has a mandate to oversee public powers in the areas of human rights, mal-administration and anti-corruption.

*“The Constitution of the Democratic Republic of Timor-Leste provides for basic fundamental rights and freedoms in a democratic and pluralistic society. It mandates a classic democratic state with a semi-presidential regime; the country’s “sovereignty rests with the people” and the state is manifested in four separate “organs of sovereignty” which provide essential checks and balances, safeguarding citizens’ rights, and the separation of powers.”*

**Table 2 - UNDAF and CPD in Timor-Leste: Key Democratic Governance outcomes**

	UNDAF/CPD	TL Governance Unit portfolio
Democratic Governance	1. State organs and institutions are more efficient, transparent, accountable, equitable and gender-responsive in planning and delivery of services	Office of the President Parliament Civil Service Local Governance Office of the Provedor Elections
	2. People have greater access to effective, transparent and equitable justice	Justice
	3. Timorese society is better able to internalise democratic principles and use non-violent conflict mitigating mechanisms	Civil society Media

Governance; Crisis Prevention and Recovery; and Energy and Environment. The table below indicates the key UNDAF/CPD outcomes under Democratic Governance and the Governance Unit projects which correspond to these outcomes.

This alignment between UNDAF/CPD and the Governance Unit portfolio is the result of UNDP being the leading agency in democratic governance and the fact that it has played an important role in the UNDAF design process in this area.

Although the National Priorities are broader and take into consideration a shorter timeframe than the lifecycle of the UNDP projects as they currently stand, the governance issues considered in those instruments fit very well with the interventions planned by the Governance Unit. The National Priorities are the foremost results based management tool of the Government and UNDP governance

projects participated in achieving NP 1 - Public Safety and Security through the Justice project and NP 6 - Clean and Effective Government – directly through the Civil service, Local Governance, Provedor, Parliament and Media projects, and indirectly through the Civil Society Organisations, Office of the President and Elections projects.

That these national priorities were furthered through the Governance unit strategy as described above shows that this strategy was still relevant throughout 2008.



## II. Achievements and Constraints in 2008

UNDP's results within the Democratic Governance area during 2008 contributed to the achievement of the following UNDAF / CPD outcomes:

### ***1. A President's Office that has the operational and advisory capacity to support the President in delivering on his constitutional mandate***

The capacity development efforts and related support envisaged under the *Support the Office of the President* project which began in 2008 not only aims at responding to immediate and urgent needs in terms of human resources, but essentially to build up the institutional capacity of the office to allow for a fully nationalized staff in the near future. With this support, the institution will be in a position to service future presidents without going through another cost-intensive capacity building exercise. The activities of the project will contribute to the building of good offices in support of political dialogue and the fostering of a political and security environment that is conducive to the establishment of sustainable peace in Timor Leste.

Thus far this project has not raised the interest of development partners. Using its own core resources however, UNDP has been providing a legal adviser to the Office of the President. Fundraising efforts will continue for this important programme in 2009.

### ***2. To provide support to democratic governance in Timor-Leste by strengthening the institutional capacity of the National Parliament.***

UNDP has been involved since 2003 in supporting the development of the institutional capacity of the National Parliament to reinforce its capacities to conduct budgetary oversight, legislate and

represent the electorate. Since 2006, the *Strengthening Parliamentary Democracy Project* is focusing on five strategic areas: *Oversight capacity development, Legislative support, Democratic representation, Gender mainstreaming, and Secretariat capacity development*. In addition, the need to establish a research and information facility within the secretariat to support the functioning of the National parliament emerged during this period.

In early January 2008 a mid-term evaluation of the project was conducted and presented its recommendations: (i) the project should be viewed and assessed within the context of a long-term strategy of capacity building, 10-15 years, which is required for this institution to evolve into a fully effective, efficient and empowered branch of the State, (ii) the current phase be extended by up to one year to allow for a consolidation of gains and for a more fundamental understanding of the role and operation of a national legislature; and iii) supporting, the development of a corporate plan for the institution.

2008 was a year when the project took initiatives which will change the capacity development paradigm of the project. Moving away from providing advisers to primarily perform line functions, the project i) established the Bureau for Technical Support Services with the recruitment of Capacity Building Specialists to train National analysts in the primary, social and infrastructure sectors; and ii) started discussions on the Legal Drafters / Analysts Training Programme in order for the Parliament to have its own cadre of legal specialists.

Twenty-six laws were passed during 2008 including the 2008 Budget law and the 2008 Supplementary Budget Law. This shows good progress since 2007 when only 12 laws were passed. The project also contributed to the approval of the new organic law of the Secretariat of the National Parliament. This organic law in-



*Parliament in session.*

*Parliament committee meeting.*

*Photos: Renato da Costa  
Karen Kelleher/UNDP*





*Parliament in session.*

*Photo: Greg Kintz/UNMIT*

cludes new features such as the Council of Administration which is the administrative and financial decision making body. The structure of the leadership of the Secretariat was also reviewed and now has a Secretary General leading three Directorates, each headed by a director. The project also conducted induction trainings for the new staff of the Secretariat and assisted in the revision of the Standing Orders of the National Parliament. The revised Standing Orders include some important changes in the way the Parliament operates, specifically regarding the level of quorum needed to begin debates, the merging and functioning of the Permanent Commissions (which will result in only five to seven compared to the current nine committees) and the use of oversight tools.

In keeping with the need to build capacity for gender analysis in Parliamentary work, in 2008 the Gender Resource Center (GRC) was inaugurated and began providing gender mainstreaming support. The Center aims to be a hub of information and research for all Parliamentarians to further the goal of gender equality and women's empowerment. The Center is involved in the development and approval of the Strategic Plan and the Action Plan of the Women's Parliamentarian Caucus, the development and approval of the Women's statute, and the integration of GRC into the Organic Law of the National Parliament.

It is envisaged that 2009 will be a year of consolidation of some of the important initiatives started in previous year: the implementation of the Legal Drafters/Analysts training programme, the development of the Strategic Plan of the National Parliament, the continuing reform of the Secretariat of the National Parliament, the implementation of the Bureau for Technical Support Services (BTSS), and the continued and improved functioning of the Gender Resource Center. In 2008 the project is supported by Australia, Norway and Sweden.

### ***3. Support the development of strategic capacities required to enhance management of the civil service, and to increase national ownership of the capacity development process***

The UNDP *Support to Civil Service Reform* (strengthened management of administrative reform) (SCSR) Project in Timor-Leste aims to address a series of challenges that the Timorese new government faces while managing the continuing development of the civil service. In 2008 funding support was provided by Irish Aid, USAID, Norway, Finland, NZ Aid and UNDP.

Significant progress was made in 2008 including in the continued development of the Personnel Management Information System (PMIS) for the civil service. New legislation passed in 2008 (Career Regime and Performance Evaluation) were incorporated into the PMIS and utilised for budget planning purposes in 2009. Three IT trainees were recruited to support the Secretariat for the Establishment of the Civil Service Commission (SECSC) with PMIS implementation and they have received training and development support. This will continue in 2009 with formal training programs already identified. Importantly, and as part of the exit and sustainability strategy of the Project, the SECSC has budgeted for the recruitment of these staff as civil servants during 2009. The SECSC con-



tinued negotiations with the Ministry of Finance to ensure that payroll processing will be based on PMIS data in 2009 once data has been validated.

Technical assistance was provided to the Office of the Inspector-General (OIG), Office of the Prime Minister, and the Ministry of Social Solidarity (MSS) to develop their strategic plans. The support to the OIG has been delayed whilst the Government reviews the mandate for the OIG. This will be reassessed after legislation is approved for the Civil Service Commission (CSC), Anti-Corruption Commission and the Chamber of Accounts (Ministry of Justice).

The SCSR Project supported the capacity development of key Government officials to develop an initial policy options paper on civil service pensions. Representatives from the SECSC, Ministry of Finance and MSS participated in an ILO training course and this was followed up with consultative workshops in late 2008. This policy paper will be further developed by the SECSC during 2009.

During 2008 the Project supported the placement of 19 advisors in Government agencies. By the end of 2008 many of these advisory roles had been completed with only seven advisors continuing into 2009. This has been part of a strategy to 'phase out' the provision of advisors engaged in line function work, except in those critical areas where national capacity is not yet available. For example, there continues to be a shortage of legal professionals in Timor-Leste and support to key state agencies (Ministry of Justice, Council of Ministers and Ministry of Foreign Affairs) will need to continue until national capacity can be adequately developed. In each of these agencies national counterparts were made available during 2008 and the Project will continue to work with these agencies to ensure that appropriate capacity development strategies are implemented.



At the request of President Ramos-Horta the Project organised a team of national and international language specialists to conduct an assessment of translation and interpretation services available across the civil service, the National Parliament and the Judiciary. The mission also considered strategies to organize translation and interpreting services across these institutions and for the further development of Tetum ofisial to enable its more substantive application, particularly in the development of legislation and key Government documentation.

A number of initiatives which had not been identified when the SCSR annual Project work plan was established were supported in 2008. These new areas included: (i) support to the development, implementation and review of the Government's 2008 National Priorities; (ii) technical assistance to the Ministry of Finance on the design of an aid effectiveness unit; and (iii) collaboration with the Partnership for Democratic Governance<sup>2</sup> to identify future Project opportunities to strengthen delivery of services, particularly at the local level.

*Staff in the Ministry of Social Solidarity engaged in consultation workshops for the development of their Strategic Plan 2009 – 2012, one of the activities with technical assistance supported by UNDP.*

*Photos: MSS*

<sup>2</sup> The Partnership for Democratic Governance (PDG) is an OECD initiative involving a multilateral group of like-minded countries and organisations whose goal is to assist states in fragile situations, post-conflict nations and emerging democracies in building their governance capacity and in improving service delivery to their citizens.

During 2008 the Project encountered a number of challenges. The delay in the national planning framework has continued to limit sectoral and agency level planning. The 2008 National Priorities mainly focus on short-term annualized priorities, without clear linkages to a medium term plan. The short-term nature of these Priorities also extends to capacity development strategies in that they tend to be designed to address short-term needs. The decision to establish the CSC resulted in a change of primary counterpart for the Project. Initially the Project was supporting the role of the Secretary of State for Administrative Reform however the announcement of the CSC resulted in direct collaboration with the SECSC instead. Project management arrangements will be reviewed once the CSC is formally established.



*Staff in the Ministry of Social Solidarity engaged in consultation workshops for the development of their Strategic Plan 2009 – 2012, one of the activities with technical assistance supported by UNDP.*

*Photos: MSS*



Several factors have delayed the full implementation of PMIS: (i) connectivity problems have resulted from the fact that many government agencies are not connected to the Government network as they prefer to source internet services through the public VSAT network; (ii) the absence of human resource management (HRM) guidelines for leave and attendance has created confusion amongst agencies around who can have delegation authority; and (iii) the variable HRM practices, particularly relating to the recruitment of temporary staff, has resulted in incomplete documentation that is available for validating personnel information on PMIS.

In addition to challenges faced in the programmatic areas, the Project also encountered difficulty in securing office space. The Prime Minister's Office requested the SCSR Project to vacate its Project office space following the February 2008 attacks on the President and PM as the Office required extra space for incoming personnel. Since then the Project has been unable to secure permanent office accommodation although negotiations are nearing completion to secure space within the UN compound. Wherever possible, Project staff working with counterpart agencies will be co-located in those agencies.

Cost-sharing agreements with several development partners expired in 2008 and whilst negotiations are continuing with several likely donors for 2009 and beyond, this funding has not yet been secured. This has a direct implication on the capacity of the Project to implement its 2009 work plan.

The key activities planned for 2009 include:

- Further support to the CSC to fully implement the PMIS and to identify and assess the capacity development needs of existing and new CSC staff.
- Strategic planning support to line Ministries. The Project is supporting the development of a medium-term (strategic) plan for the MSS with recent requests for support from Ministry of State Administration and Territorial Management and Ministry of Foreign Affairs being considered.
- Technical advisory support to selected agencies (e.g. Office of the Prime Minister, Secretary of State for the Council of Ministers, Ministry of Foreign Affairs)
- Capacity development support based on needs identified through structured needs assessments.

#### **4. Support the establishment of accountable and effective local government in Timor-Leste**

Building upon two previous local governance programmes (Local Government Options Study (LGOS) 2003-2006 and Local Development Programme (LDP) 2004 – 2006), a new five-year *Local Governance Support Programme* (LGSP) started in 2007. The LGSP is a joint programme funded by the Government of Timor-Leste, Irish Aid, Norway, UNDP and UNCDF. The over-arching goal of LGSP is to contribute towards poverty reduction in Timor-Leste. The LGSP aims at establishment of a fully-fledged and effective local governance system by (i) providing policy-relevant lessons from pilot activities, (ii) assisting the Government in formulating a comprehensive legal and regulatory framework for local government, and (iii) supporting implementation of local government reforms.

In August 2008 an external evaluation of the Project was conducted. The results of the evaluation show positive impact of the Project and noted that the LDP was functioning successfully in terms of setting up decentralized infrastructure and social delivery mechanisms at local levels, and as a result, had strong support and ownership from the government.

In 2008, the Local Development Programme (LDP) pilot was expanded from four to eight districts, and it was fully funded by the Ministry of State Administration and Territorial Management (MSATM) with a budget of US\$2,085,000; US\$1,894,000 of this budget was for capital investment and the rest was for recurrent costs. The allocation of the capital investments increased substantially from US\$2.50 to US\$4.00 per capita.

In the area of policy and legal framework, the Project supported 10 Ministerial Technical Working Groups (MTWGs) to facilitate the discussion on the possible functions and responsibilities to be decentralized at local level. The Project also assisted MSATM in drafting legislation with support from a series of technical assistance missions. As a result, three draft laws (Law on Local Government, Law on Territorial and Administrative Division and Law on Municipal Election) were submitted to the Council of Ministers for approval in September 2008. The Decentralisation Strategic Framework (DSF) Part II, which lays out the step-by-step time-bounded strategy of the Government for implementation in the Local Government reform process, was also prepared.

A communications strategy for targeted outreach and civic education was prepared and approved in 2008. The main objectives of this strategy are to raise the profile of existing activities in the preparation for decentralization reforms and to prepare for broader civic education campaigns that will commence once the laws on local government have been approved by the National Parliament. Social communication materials were produced as part of this strategy and they included: monthly bulletins, pamphlets on LDP and LGSP, a radio programme, an informational DVD, calendars, branded materials, etc.. A Civic Education advisor was recruited to begin working on a civic education module and to coordinate with NGOs and the UN to create local planning guidelines.

The implementation of civic education activities was scheduled in 2008 and in this regard the Project had discussions with the potential NGOs who could conduct these activities. However, because these NGOs preferred to conduct these activities at no extra cost, the implementation of this component was postponed to 2009.

*“The results of the evaluation show positive impact of the Project and noted that the LDP was functioning successfully in terms of setting up decentralized infrastructure and social delivery mechanisms at local levels, and as a result, had strong support and ownership from the government.”*





*The Village Leader (Chefe Suco) of Holsa, Bobonaro, discusses with local contractors about the progress of a well being built with Local Development Funds in 2008.*

*Dr. Boldaloe Moniz holds consultations with the community in Raifun, Bobonaro, at a health clinic built by the local budget allocated to Bobonaro District. The clinic was determined to be a priority because, before this clinic was built, the closest health clinic was a three-hour walk away for the local community.*

*Photos: Sally Torbert/UNDP; Adam Rogers*



The Major activities for 2009 include

- Continuation of LDP support (Districts/new Municipalities).
- Support to the preparation of related regulations on local government and decentralisation.
- Support to Local Governance reform (implementation of civic education, production of social communication materials, etc.)

***5. Strengthen the human rights capacity of the PDHJ to ensure its effectiveness in developing and implementing programmes in accordance with its mandate for human rights.***

The *Support to the Provedoria Project* was established in January 2007 by UNDP in partnership with the Office of the High Commissioner for Human Rights (OHCHR) and the Provedoria for Human Rights and Justice (PDHJ). The objectives of this Project are to support the institutional capacity development of the PDHJ in the area of human rights and to assist the PDHJ in developing and implementing programmes in accordance with its legal mandate. With the support from New Zealand Aid, Ireland and the OHCHR, the Project provides assistance to both substantive/technical and operational functions of this institution.

The year of 2008 marked important achievements in strengthening the capacity of the PDHJ

to work as an effective National Human Rights Institution for the promotion and protection of human rights. The Project specifically strengthened the Human rights knowledge and skills of PDHJ staff and increased the PDHJ's capacity for public outreach and education. In addition PDHJ's strategic networks with regional and international human rights actors were expanded and strengthened with support from the Project.

Indeed, in 2008 the Project continued to make significant contributions to the deepening the human rights knowledge, analytical and writing skills of the human rights staff of the Provedoria. In addition the Project successfully increased the institutionalization of the knowledge, procedures through the development and support to review PDHJ operation manuals in relation to monitoring and complaints handling. The ownership by PDHJ staff of the capacity development strategy was taken to a new level in 2008 as the Project supported management and staff of the Human Rights Directorate to incorporate planning, monitoring and evaluation tools into the implementation of their activities.

The main achievements are summarized below:

- Inclusion of a basic monitoring and evaluation framework in PDHJ's implementation of activities.
- Incorporation of planning tools for the work of the PDHJ Human Rights Directorate.
- Deepening of national ownership of the capacity development strategy through the promotion of management and staff roles and potential.
- Increase in empowered participation by female staff members in capacity building activities.
- Development of capacity assessments in specific areas.

- Improvements in the analytical and writing skills of HRD staff.
- Development of Internal System for Human Rights Monitoring and Advocacy based on skills and knowledge which culminated in the development of an Operation Manual for monitoring detention facilities and prisons.
- Technical support to undertake participatory review of the Complaints Management System.

The main activities planned for 2009 are as follows:

- Mentoring to the Human Rights Investigation Department.
- Human rights skills training on forensics, interviewing vulnerable people and the application of torture and related standards.
- Overseas training on the international human rights system for two PDHJ staff and support to those PDHJ staff to provide training for the Human Right Directorate.
- Training, study tours and development of operational procedures on conciliation and mediation.
- Development of a human rights resource centre;
- Mentoring support for the implementation of the Monitoring and Complaints Operation Manuals.
- Mentoring and technical support for the development of military training materials and finalization of manual for community leaders.
- Overseas training/ internship on human rights education and promotion.
- Support to capacity development of regional PDHJ staff.

**6. Enhance the capacity of the Electoral Management Bodies to fulfil their administrative and supervisory mandates, facilitating credible elections and with improved political party institutional capacity.**

The *Support to the Timorese Electoral Cycle Project*, which takes an 'electoral cycle' approach, represents the UN's effort to assist the electoral management bodies (EMBs) of Timor-Leste to be able to conduct electoral processes in an autonomous way and to increase the capacity of political parties. The current Electoral Project, which was supported in 2008 by the EC, Ireland and Australia as well as UNDP, was revised in consultation with UNDP partners in 2007 has shifted from material assistance to a focus on human capacity and institution building. The overall objective of the UN's support is to help strengthen and widen the principles of democracy and good governance, enhance participation and thus contribute to political stabilization in Timor-Leste.

The main areas of support of the Project are: 1) support to the EMBs, the Technical Secretariat for the Administration of Elections (STAE) and the National Election Commission (CNE) through advisory support, training for headquarters and district staff, and study tours; 2) support to electoral processes including legal reform, revision of procedures and civic education, particularly to raise awareness of the mandate and activities of the electoral institutions; 3) support to political parties through in-kind support at four District Resource Centers, training in areas including institutional organization, inter-election functions and civic education, and thematic presentations at district and sub-district level; and 4) coordination of donor assistance to elections.



*Observer at the Presidential run off elections.*

*Voter education in Emera's prison.*

*Political Party training Session.*

*Photos: Toby Gibson/UNDP  
Martine Perret/UNMIT;  
Christopher Wyrod;*



*Casting a vote in Presidential elections.*

*Photo: Karen Kelleher/UNDP;*

The achievements in 2008 are many and diverse. With support from the integrated UNDP / United Nations Integrated Mission in Timor-Leste (UNMIT) UN Electoral Support Team (UNEST), STAE and CNE carried out an update of the voter register as well as the exhibition and challenges period in each of the 13 districts. This exhibition and challenges period was highly recommended by the UN Electoral Certification Team in its last report in 2007.

The update of the voter register ran from February 2008 through 31 October 2008 and the exhibition and challenges period, which allows voters to verify that the voter's list is correct, took place from 19 through 28 November. The final voter's roll was published on 22 December and it contains a total number of 579,606 eligible voters. This figure represents almost 10% more than 2007 voter registration and 30% more than the first voter registration in 2004. From the total 48.9% are women and 51.1 % are men.

UNDP supported the CNE to successfully implement Law No.6/2008 regarding state financing for political parties which are represented in Parliament. In this regard, the Project worked with the CNE to prepare the rules and regulations to the Law and the financial reporting mechanism to the political parties. The Project and CNE also organized a two-month financial management training for all political parties to allow them to spend and account for these state funds in a transparent and accurate manner.

In 2008, UNDP initiated a series of video presentations and discussions aimed at enhancing the institutional organization and knowledge of the political parties at sub-district level. This activity represented the first time the Project had implemented activities at the sub-district level. During the year, the presentations were organized and conducted in the sub-districts from nine districts. All the capacity building activities were prepared and conducted by national Project facilitators and trainers.

Some of the major challenges identified by the project for 2008 are:

- Timely approval of the legal framework for elections (Suco and Municipal electoral laws) is essential for the successful preparation and conduct of 2009 elections.
- Capacity building support to STAE and CNE - In 2008 the Election team continued to provide technical assistance, training and coaching to the national counterparts in STAE and CNE in the areas of management systems, legal framework, civic/voter education, administration and planning, IT and logistics. For the success of the capacity building program it is critical for the electoral management bodies to recruit long-term national counterparts to work alongside and learn from international advisers in the main areas in which these advisers are working.
- International support to electoral process - The need to continue international support to the electoral process has been recognized as a way of furthering the consolidation of democratic governance in the country. Though they are as, if not more, important than national elections, often the international community is not as interested in supporting local and community elections and therefore fundraising in this environment may be a challenge.



The main activities planned for 2009 will include:

- Preparation and organization of Elections - In October 2008 the election team assisted the EMBs in preparing a study on the Status of Preparations for the 2009 Suco and 2009-2010 Municipal Elections.
- Advisory support - The team of international advisers will continue providing policy advice and support to the activities of the EMBs.
- Political party trainings and District Resource Centers - The Project will maintain and potentially expand the activities of the Resource Centers (currently located in Ainaro, Baucau, Bobonaro and Oecusse).
- Study trips and electoral observation missions - As part of the capacity building activities, UNDP will continue to support study trips and observation missions, where appropriate, for key representatives of the EMBs in order to promote professional development and South-South cooperation.
- Civic and voter education materials - The Project will continue supporting civic and voter education campaigns organized and conducted by STAE and CNE, including the production and distribution of materials to build electoral awareness and promote democratic governance. One of the main objectives of these campaigns is to promote gender equality and citizen participation.

## ***7. Enhancing the Democratic Rule of Law through Strengthening the Justice System in Timor-Leste***

The *Strengthening the Justice System in Timor-Leste* Programme (JSP) was launched in 2003. The Project was revised and a new Project document was signed in December 2005, with a focus on institutional capacity development of the

justice sector, including the Courts, Prosecution Service, Public Defenders Office, and the Ministry of Justice. Overall Project management responsibility was entrusted to a Council of Coordination, consisting of the President of the Superior Council of the Judiciary, Prosecutor-General and the Minister of Justice. The Project aims at improving the institutional capacity (system and skills) of the courts, prosecution service and Justice Ministry to provide access to justice, uphold the rule of law and protect human rights. In 2008 the Project was supported by Australia, Brazil, Ireland, Norway, Portugal, Spain, Sweden, OHCHR.

Following the independent Mid-term Revision and Evaluation of the Programme in July – August 2007, the JSP underwent a comprehensive review during 2008. The Project document was revised in consultation with the Government of Timor-Leste, UNDP, UNMIT, the UN Country Team and other development partners, and was finalized and signed on 22 December 2008.

The revised programme features significant changes in scope, structure, and size, including a new focus on the ‘demand’ side of justice. It provides for a strengthened Chief Executive Office, which will focus on strategic policy, planning, monitoring and evaluation (M&E), and budget management, with five revamped Programme Support Units (PSUs): 1) Capacity Development, 2) Justice Decentralization, 3) Prosecution, 4) Corrections, and 5) Access to Justice and Conflict Prevention.

The major achievements of the programme in 2008 were:

- Continued training and capacity development of national judicial actors:
  - a) Graduation and probationary swearing in of two judges, four prosecutors and four public defenders in March 2008.



*Graduation for legal practitioners trained under the Justice System project.*

*Jacinta Correia Da Costa Timorese  
Judge of Dili District Court and  
substitute judge of the Court of  
Appeal Timor-Leste.*

*Photos: Renato da Costa/UNDP;  
Martine Perret/UNMIT*

b) Enrolment of 18 new students in the third course for Magistrates and Public Defenders.

- Establishment of district offices in Baucau and Oecusse.
- Establishment of Performance Evaluation mechanisms and Mentoring Guidelines for justice sector actors.
- Launch of Access to Justice consultation workshops.
- Improvement of prison security, prison service reform, rehabilitation of infrastructure, procurement of equipment, provision of on-the-job training and mentoring for prison officials.
- Continued support to the Ministry of Justice (MoJ) in areas of public information and legal awareness, translation and interpretation, establishment of IT systems and procedures, and development of a case management system.



*UNDP supports the process of consultation workshops on access to justice and customary law in Suai.*

*André Fernandes, international Public Defender, providing penal procedure class to the students of UNTL Law School.*

*Photos: Thaiza Castilho/UNDP*

The main challenges to the justice sector remain human resource capacity development (particularly for national clerks), processing of the pending cases in the Prosecution Service, fully decentralization of the formal justice system, access to justice for the citizens of Timor-Leste and public awareness of the justice system.

A further challenge that affect the management of the justice institutions, including planning and allocation of resources, is ready access to accurate information from the case management system, which is dependent on having standardized working procedures within the institutions and on the input of data.

As noted above, the Revised Justice System Programme for 2009-2013 has an increased scope, structure, and size in order to address the challenges briefly described above in addition to those identified by the Mid-term Revision and Evaluation Mission.

The main activities planned for 2009 are:

- Continued training and capacity development, including implementation of Mentoring Guidelines. Training expanded to include course for private lawyers and PNTL/UNPOL investigators. Development of partnership with UNTL.
- Support to fully decentralization of justice institutions in districts, particularly public defenders.
- Recruitment of additional Prosecutors and Judges.
- Support the establishment of a prosecution situation/information centre in Dili.
- Support further development of case management system.
- Support to Timor-Leste Prison Service Headquarters.
- Study visits for prison staff to South Australian Corrections Service.
- Rehabilitation of Manatuto Prison.
- Draft legislation on interface between traditional/customary law and the formal legal system.
- Support private lawyers association and training of paralegals (through NGO partner).
- Conduct civic education/outreach activities.
- Develop M&E framework.
- IT connectivity for all justice institutions in districts.
- Language training development.
- Recruit a CEO.

**8. To increase the capacity of Timorese Civil Society Organizations (CSOs) to deliver civic education and promote dialogue in order to help strengthen and widen the principles of democracy and good governance, enhance participation and contribute to political stabilization nationwide.**

The *Supporting Civil Society Organizations in Promoting Citizen Participation* Project, which is a follow on Project from several other initiatives in this sector, has worked since 2007 to establish Civic Education Working Groups (CEWGs) in all thirteen districts of Timor-Leste which are responsible for the implementation of civic education activities at sub district and district levels nationwide. In 2008 the Project was supported by Ireland, USAID, UN Volunteers and also using UNDP core resources.

As 75% of the population of Timor-Leste resides in rural areas, the work of the CEWGs has focused its attention on the grassroots level and given that Timor-Leste has one of the largest emerging youth populations in the world the Project also pays particular attention to supporting youth organizations. These district-level CEWGs are composed of representatives from civil society groups including youth and women's organizations and their work is supported and monitored by a national level Civic Education Working Group Steering Committee. Small grants provided to each district-based CEWG have allowed these groups to conduct civic education and state-citizen dialogue activities in isolated communities where information is scarce. These activities have been well-attended by rural communities who have limited access to information and little direct contact with the center. Roughly 60,000 citizens have been reached through voter and civic education activities led by the Working Groups since the inception of the Project.

A new Memorandum of Understanding (MOU) was signed with the national NGO Belun to support the update of a database of all CSOs working in Timor-Leste. The database is now operational and available for the use of the Project and other relevant stakeholders.

A three-week Evaluation and Planning Mission was conducted in October to both review the achievements of the Project and plan for new initiatives in the sector. The findings of the mission included a suggestion that future initiatives should be planned over a longer period of time, that organisational strengthening efforts need to be intensified, that Project components should be further integrated and that the monitoring and evaluation framework should be stronger in the future.

The major achievements in 2008 were:

- Thirteen CEWGs provided basic information on the role of the state institutions, the rights and responsibilities of citizens and the role of the Suco Councils to 159 communities and schools at the district and sub-district level.
- A total of approximately US\$ 220,000 in grant funding was disbursed to 13 working groups in 2008 to fund these civic education sessions.
- In 2008 approximately 9500 people around the country participated in Project-funded civic education sessions.
- In consultation with its national counterparts and working group members, UNMIT and other UNDP Projects the Project designed and distributed 5000 copies of posters explaining the role of the parliament and the parliamentary committees as well as 6500 posters on the Universal Declaration of human rights to be used in civic education sessions around the country.
- In partnership with Advocates Sans Frontières the Project provided training on justice issues to community leaders in Dili, Baucau and

*“These activities have been well-attended by rural communities who have limited access to information and little direct contact with the center. Roughly 60,000 citizens have been reached through voter and civic education activities led by the Working Groups since the inception of the Project.”*





*Civic education workshops in Same and Oecussi.*

*Photos: Sophie Perdaens/UNDP*

Liquisa districts. In 2008 a total of 14 training sessions were conducted for 220 Community leaders. The community leaders then conducted 126 training sessions to communities reaching 11400 people (5278 women).

- Teacher trainings under the sub-grant with CARE International were completed, resulting in 226 teachers being trained in the teaching of peace education.
- In partnership with the UNMIT human rights unit training was given to a total of 54 members of the CEWGs over three days.
- A review of the National UN Volunteer Scheme was conducted which resulted in recommendations as outlined in box 3 below. These recommendations were reviewed by UNDP and UNV management and will inform expansion of the NUNV scheme.

The main challenges faced by the team during the implementation of the Project in 2008 were:

- As many participants and facilitators are not familiar with the participatory approach to training and facilitation, sessions are not always as interactive as they could optimally be.

- Strength of human resources varies across the districts and it is often incumbent on stronger facilitators to increase the capacity of less experienced ones.
- Poor infrastructure in and sometimes to the districts (including roads, communication and transportation networks) pose significant logistical challenges to the implementation of Project activities.
- CSO partners are often under-resourced in terms of basic infrastructure (e.g., office equipment).
- The benefits of information sharing and citizen participation in the governance process are poorly understood by some of the Project partners.
- Related to the point above, mechanisms for civil society input in the governance process are ad-hoc and not formalised.
- Communication between umbrella organisations in Dili and their members in the districts is sporadic.

The following activities are planned through the end of the Project in April 2009:

- Dialogue initiatives will be arranged between youth groups and the ministry of Youth, Culture and Sport regarding the new Youth Policy.
- Continued support to the CRS Kmanek Project and the CARE Internationals Peace Education Program.
- Finalising the planning and fundraising for the next phase of UNDP's Support to Civil Society Organisations.

### 9. Strengthened environment for the functioning of an independent media

With funding from the Democratic Governance Thematic Trust Fund and UNDP, the *Independent Media Development* Project aims to improve the enabling conditions for the media sector to function professionally, freely and independently. In its efforts to enhance media pluralism in Timor-Leste, the Project works at both the policy and a capacity building level. The Project offers support to the development of a legal framework for the media; assistance to technical and management training for district community radio stations; to strengthening the capacity of media to report on and understand political and development issues relevant to decisions that affect the daily lives of the population.

The main Project achievements regarding the strengthening of the media-related legal and regulatory process in 2008 were as follows:

- Two national workshops held on Media Law related issues.
- Four district meetings with journalists on media law related issues.
- Three publications printed and distributed to media stakeholders in Dili and the districts.
- Five media law drafts General Media Law, Statute of journalists, Press Council statute, Community Radio Stations Statute and Freedom of Information Act, prepared in close coordination with national media and Committee A of the National Parliament.
- Legal advisory support to the Government's Decree Law that transformed the public Radio and TV station into a public enterprise.



The Project also worked to increase the sustainability of community radio stations through technical and managerial capacity development activities for community radio stations through training courses in business development, financial sustainability and management systems, maintenance and basic troubleshooting, management strategies including plans for income generation. Also, the Project supported the weekly distribution of newspapers to all community radio stations to allow them to have regular access to information.

Finally, in the area of improving the professional capacity of print and radio journalists and producers through training and support, the following achievements can be mentioned:

- Nine-month training program for journalists including print / radio and television journalists in various topics including: investigative reporting; media law; National Parliament; Justice; Peace Journalism; TV anchor training; sources of information; and radio formatting and production.

*Community Radio Station journalists' from Aileu district analyze newspapers during a training session on writing techniques.*

*Photos: Miguel Caldeira/UNDP*

- Preparation of a feasibility study for the establishment of a Media Institute which included: a needs assessment vis-à-vis training for media in Timor-Leste; analysis of alternative business models for a media institute; an assessment of regional resources available to support the establishment and ongoing operation of a media institute; preliminary suggestions on curriculum and training modules; and recommendations as to which business and curriculum models is most likely to become self-sustaining and lead to buy-in from the key stakeholders.
- Support to the first steps towards the establishment of the Media Institute.
- Support two international journalists to conduct field visits to Cambodia to participate in the electoral coverage of the Parliamentary Elections and to Portugal to participate in a TV training course at the Portuguese Training Center for Journalists (CENJOR).
- Dissemination and awareness-raising activities related to the final Media Laws for the media community.
- Support to the implementation of the Business Plans prepared in 2008 by the community radio stations.
- Training focusing on technical skills of community radio station staff;
- Training for the media community in different topics such as gender, investigative reporting, and TV production techniques.
- Facilitating access to information by journalists in remote areas of Timor-Leste through ongoing distribution of newspapers.
- Support to the establishment of a Media Institute.
- Enhancing the capacity of reporting by the national journalists through bilateral support such as field visits to foreign countries.
- Support to the production of sustainable TV and radio programs.

The following activities are planned for 2009:

- Support to the National Parliament and media stakeholders to finalize Media Law drafts.

*Timorese journalists attending a press conference in Dili.*

*How to report more accurately? Journalists write the answer to this question during a training session held in the Youth Training Center of Taibessi – Dili*

*Photos: Miguel Caldeira/UNDP*





### III. Joint Activities Between Projects

In order to increase the effectiveness of the support provided, the Governance unit has worked in 2008 to increase coordination and optimize the quality of the assistance provided to UNDP counterparts. In order to achieve this paramount objective, which is enshrined in the Paris Declaration of 2005 and in the Third High Level Forum in Accra, the projects committed to create synergies in order to improve the services delivered to our counterparts. Some of those initiatives are described below.

The Support to the Civil Service Reform Project, in conjunction with the Justice Sector Project and the Parliament Project, undertook an assessment of the level and quality of the translation and interpretation services available across the civil service, the judiciary and the National Parliament. This assessment mission also reviewed the use of and identified steps to ensure further technical development of Tetum oficial.

The IT Unit of the Justice Programme assisted the Communications Unit of the UNDP Parliament Project to develop and launch the Project website in December 2008. The website is available at: [www.tl.undp.org/parliament](http://www.tl.undp.org/parliament)

Though the Legal Training Center is specifically in place to train court actors, in 2008 short term legal courses were given to PDHJ investigators from all Directorates and to the HRD's monitors by the PDHJ Project. The training was a collaborative effort between the PDHJ Project and UNDP Justice System Project. Through this three-day training, PDHJ staff were able to gain a more in-depth understanding of the court system in Timor-Leste, the criminal procedure code as well as basic knowledge on administrative and civil procedure law. The training was provided by a UNDP international prosecutor in collaboration

with Timorese probationary prosecutors. Through the partnership between the PDHJ and JSP Projects, this training was incorporated in the probation mentoring programme of the national prosecutors and therefore used also as a learning tool for the Timorese probationary prosecutors who lead around one third of the training.

In organising the regular human rights discussion sessions with the staff of the PDHJ Human Rights Directorate the Project utilised UNDP experts from other Projects, for example two such sessions on the Parliament Legislative Process were lead by the UNDP Legal Adviser to the National Parliament.

The Electoral Project cooperated with the Media Development and Parliament Projects in the production and dissemination of information to the population. During the implementation of the voter registration campaign the Media Development Project assisted voter education efforts through the distribution of audio materials to the local community radio stations. Also, as part of the capacity building programme for the strengthening of the institutional capacity of the political parties the Parliament Project provided brochures on the role of the National Parliament and the parliamentary committees as well as a thematic documentary which was presented to party members during the training and workshops organized at district and sub-district level.

The Media Project had the following activities with other projects:

- Media Law drafting process prepared and implemented with the support of the Timorese Commission for Media Law (KOLKOS) and the UNDP National Parliament Project.
- Three training sessions on Parliament with the support of the UNDP National Parliament's Project.



*A UNDP Legal Advisor at work in the Parliament.*

*Photo: Steve Tickner/UNDP*



*Investigative journalism training session held by the President of the Center of Investigative Journalists in Timor-Leste, Julio da Silva Guterres the Youth Training Center of Taibessi – Dili.*

*Justice training session for journalists.*

*Voter education poster informing potential voters.*

*Photos: Miguel Caldeira/UNDP;  
Thaiza Castillo/UNDP;  
Karen Kelleher/UNDP*



- Distribution of the Parliament's activities to the Community Radio Stations in the district's with the cooperation of UNDP National Parliament's Project support.
- Two training sessions targeting journalists conducted on Justice with the support of UNDP Justice Project.
- Field visit of national journalists to Cambodia organized in close cooperation with the Elections Project support in Timor-Leste and Cambodia.
- Tetum check spell software was installed in the offices of media organizations with the support of Justice and Provedor Projects.

## IV. Democratic Governance Through The Six Effectiveness Drivers

In the area of Democratic Governance, UNDP works through 6 development effectiveness drivers:

- Developing national capacities
- Enhancing national ownership
- Advocating for and fostering an enabling policy environment
- Seeking South – South solutions
- Promoting gender equality
- Fostering partnerships for results

Developing National Capacities	Enhancing National Ownership
Establishment of Bureau for Technical Support Services (BTSS) to develop the capacity of Parliament staff in technical areas.	Through Project Steering Committee (PSC), the National Parliament has played an increasing role in decision making on the capacity development efforts of this pillar of state
Initiation of Legal Training Programme.	The new Organic Law of the MoJ, the CoC was institutionalized under Article 18. The CoC is, thus, now officially recognized as the national coordination mechanism for the justice sector
Training and capacity development of national judicial actors – 3rd Magistrates and Public Defenders course.	The approach to supporting the strategic planning process is to support the planning systems in place within each Ministry and to ensure that the plans (and programmes) fully reflect the priorities of these ministries
The support to the CSC will focus on developing the necessary organisational systems and staff capacities.	LDP was expanded from 4 to 8 districts and fully funded by the state budget
The support to strategic planning in line Ministries includes the development of medium-term capacity development action plans aimed at developing sustainable capacity of national staff.	Support the national journalists to lead the establishment of a training centre for Journalists
Training sessions targeting journalists and community radios staff on different subjects.	Integrated planning between the Project and the Human Rights Directorate as well as participation of counterparts in the design, implementation and evaluation of capacity development activities.
Provedoria project strengthened the human rights knowledge, analytical and writing skills of the staff of the Human Rights Directorate of Provedoria as well as its planning, monitoring and evaluation tools.	The support to political parties including training program and resource centers at district level has been managed since 2008 by three national staff at HQ and six national staff at district level.
Design, organization and implementation of a continuous training program in areas of electoral administration and management, IT and voter registration, voter and civic education, graphic design.	
Development the capacities in project management, human rights education and civic education topics to 52 facilitators from national CSOs.	



Fostering Enabling Policy Environment	Promoting South-South Solutions	Promoting Gender Equality	Fostering Partnerships for Results
<p>The revisions of the Rules of Procedures of the National Parliament; the development of Strategic Plan of the National Parliament and the revisions and approval of the Organic Law of the National Parliament.</p> <p>Consultations on linkages between formal justice system and traditional/customary law commenced with the aim of producing a draft law on the interface between the two systems in 2009.</p> <p>The development and implementation of the Personnel Management Information System (PMIS) will enable accurate information on all staff. This will facilitate better personnel planning and budgeting across the civil service.</p> <p>Support to MSATM in drafting three pieces of legislations on local governance and decentralisation.</p> <p>Media Law drafting proposal presented to the National Parliament.</p> <p>Human rights discussions including in relation to the analysis of laws from human rights perspective which led to reports being drafted for the Provedor, forming the basis for the Provedor's submission to the National parliament.</p> <p>Participation in the task force to revise the electoral laws.</p>	<p>The National Parliament established Parliamentary Friendships with Brazil, Indonesia and South Africa.</p> <p>Member of Parliament have conducted tours to Indonesia.</p> <p>UNDP entered into a MoU with Brazil whereby Brazil provides Public Defenders to work in line functions and to mentor and capacity build national probationary Public Defenders.</p> <p>Support to the Timor-Leste Civil Service Commission participation in regional fora on civil service management (e.g. ASEAN Committee for Civil Service Management) will promote networking among regional partners and to explore local solutions to civil service management.</p> <p>Delegation from Laos observed LDP in Timor.</p> <p>Field visit of national journalists to Cambodia.</p> <p>Internship and training for staff of PDHJ to the National Human Rights Commission of the Philippines and the Indonesian National Human Rights Institution.</p> <p>In the months of April and May 2008 the Cambodian Electoral Project requested assistance in the area of design and development of a national strategy to support political parties, utilizing the good practices observed in Timor.</p>	<p>Establishment and functioning of the Gender resource Center (GRC).</p> <p>Development and approval of the Strategic Plan and Actions Plan of the Woman Parliamentarian caucus.</p> <p>PMIS provides improved access to gender disaggregated data across the civil service which can lead to better evidence-based policy decision-making.</p> <p>Development of strategies to empower female PDHJ staff participation, by promoting and monitoring their active participation in Project's activities and including through the promotion of breastfeeding during work activities.</p> <p>Voter education campaigns were organised specifically targeting women.</p>	<p>Cooperation with Inter Parliamentary Union in the implementation of the Orientation Programme for the 2007 newly elected MPs.</p> <p>The SCSR project is working in collaboration with the AusAID-funded Public Sector Capacity Development Program (PSCDP) to identify complementary areas of support to the CSC.</p> <p>Distribution of newspapers to community radio stations in the districts in close cooperation with the national newspapers.</p> <p>Printing and distribution of one publication on "Freedom of Information Principles" in close coordination with the NGO "ARTICLE 19".</p> <p>Partnership with the International Republican Institute (IRI) to conduct trainings for political parties in all the districts.</p>

## V. Financial Information

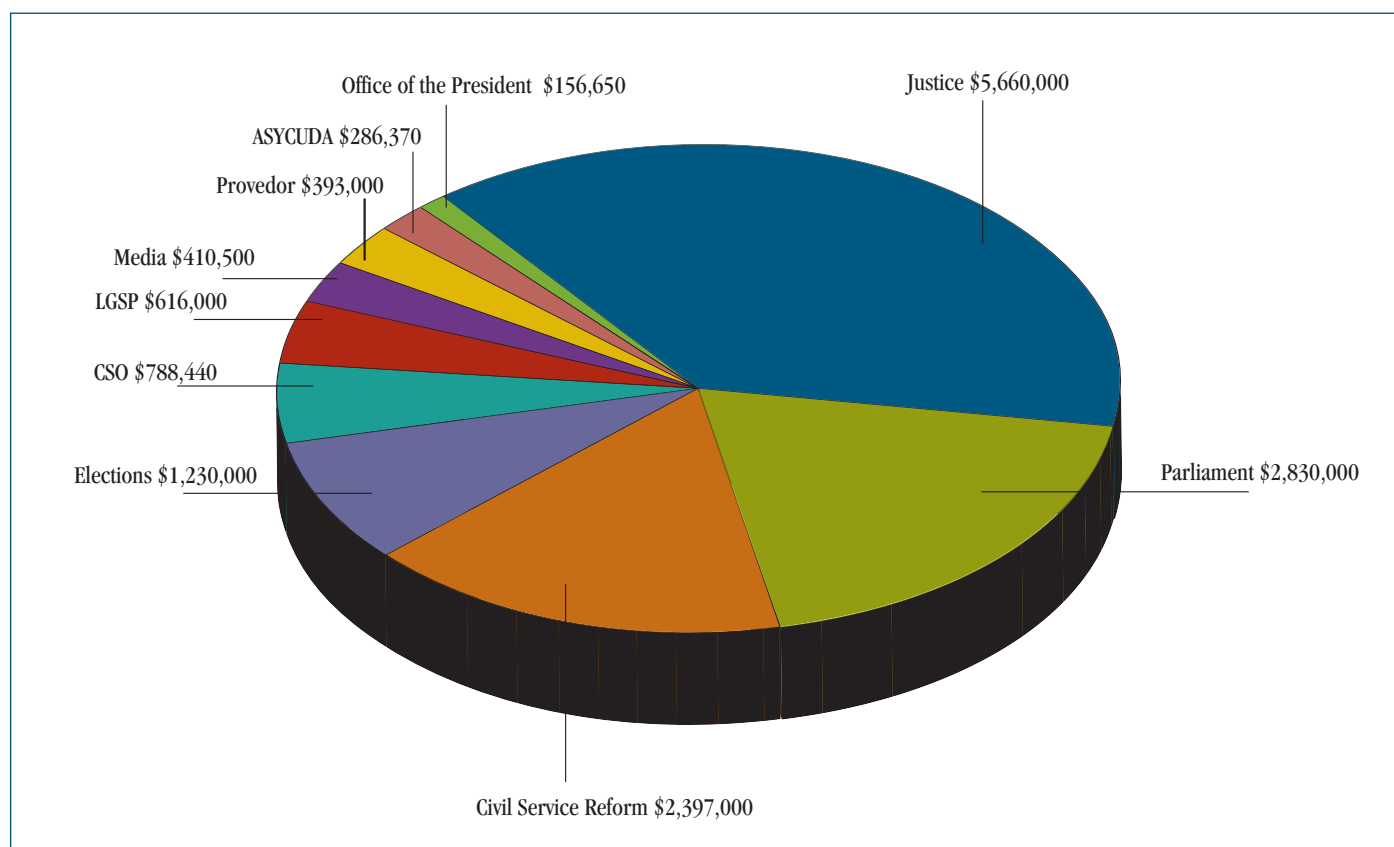
### 2008 Expenditures and Resource Mobilisation

The year 2008 saw a decrease in the amount of funds mobilised as compared to 2007 however the projects were able to mobilise sufficient funds to operate and implement proposed activities. The only exception was the project to *Support the office of the President*. The funds mobilised this year decreased by one third which was likely because 2007 was an electoral year. Some UNDP partners were also undergoing revisions of their respective Country Programmes for the next period.

Nevertheless is remarkable to notice that the level of expenditures remained almost at the same level as of 2007 (US\$15.3m to US\$14.7). The tables below give a clear picture of this success.

During 2008 the Governance unit spent US\$14,767,960, of which US\$1,334,470 are core UNDP resources.

**Table 3 - 2008 Expenditures**



**Table 4 - 2008 Income**

No	Project #	Project Description	Donor	Amount
1	00014955	Justice Project	00134 Ireland 00199 Portugal 00559 OHCHR 10870 Spain 00555 SIDA	623,052.96 1,000,000.00 89,631.36 1,350,700.00 1,050,006.56
<b>Total Project Income</b>				<b>4,113,390.88</b>
2	00014960	Parliament Project	00555 SIDA	1,134,903.99
<b>Total Project Income</b>				<b>1,134,903.99</b>
3	00053311	Election	00055 Australia 00280 EC 00012 UNDP Co-Fi	285,510.00 638,629.28 506,900.00
<b>Total Project Income</b>				<b>1,431,039.28</b>
4	00053677	Civil Service	00134 Ireland	712,859.30
5	00053830	TASI	00134 Ireland 10480 USAID	800,000.00 660,397.65
<b>Total Award Income</b>				<b>2,173,256.95</b>
6	00053898	LGSP	00134 Ireland	678,186.92
<b>Total Project Income</b>				<b>678,186.92</b>
7	00054119	Provedor	00134 Ireland 00188 New Zealand 0559 OHCHR	233,644.86 96,049.00 40,500.00
<b>Total Project Income</b>				<b>370,193.86</b>
8	00054261	CSO	00188 New Zealand	200,000.00
<b>Total Project Income</b>				<b>200,000.00</b>
9	00059682	Media Project	00012 DGTTF	300,000.00
<b>Total Project Income</b>				<b>300,000.00</b>
				<b>10,400,971.88</b>



**Table 5 - Delivery projections for 2009 and the confirmed availability of funds as per the beginning of the year**

Proposed 2009	Work Plan budget	Available funds	Balance
SCSR Project	2,500,000	1,820,000	- 680,000
LGSP	420,000	420,000	-
Elections	1,400,000	740,000	- 660,000
President	100,000	100,000	-
Media	565,000	100,000	- 465,000
Parliament	3,500,000	2,665,500	- 835,000
Justice	6,500,000	5,000,000	- 1,500,000
Provedor	550,000	180,000	- 370,000
CSO	50,000	50,000	-
<b>TOTAL</b>	<b>15,585,000</b>	<b>11,075,000</b>	<b>- 4,510,000</b>



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