

# Timor-Leste Community Policing Support Programme

Mid-Term Review Report [Summary Version]

October 2019

## Programme context

*A brief description of the Timor-Leste Community Policing Support Programme and its aims and objectives*

The Timor-Leste Community Policing Support Programme [the Programme], funded by the Government of New Zealand, was designed to support *Policia Nacional de Timor-Leste* [PNTL] address safety and security challenges and rebuild community trust eroded during the years of conflict. The Programme has been implemented in two phases:

- Phase one [2011-2015] was designed as a four-year bilateral programme to coincide with the withdrawal of the United Nations and implemented by New Zealand Police [NZP]. The overall goal of the Programme was to build safe and secure communities through effective and efficient community policing in Timor-Leste. Based on the recommendations of the joint evaluation of Phase one activities, the Programme was refined to enhance effectiveness and efficiency of its operations.
- Phase two [2015-2020] was redesigned as a five-year programme to support the long-term professional development of PNTL, and to assist the GoTL to establish and maintain sustainable community policing structures and approaches with funding from the Ministry of Foreign Affairs and Trade [MFAT]. This phase is led by the PNTL in collaboration with NZP and The Asia Foundation [TAF] and jointly managed by the PNTL, the Ministry of Defence and Security, NZP, MFAT and TAF.

## Purpose of the Review

*A brief description of the purpose of the mid-term review including its drivers and intended use of the findings*

The purpose of the Mid-Term evaluation is to facilitate improvement and learning from the first two years of implementation so as to inform the second half of Phase two activities. The focus of the review is to determine how New Zealand's investment in community policing since 2011 can be best assured beyond the life of the Programme. Specifically, the Review examined:

- the appetite for, and feasibility of, continued New Zealand support for community policing in Timor-Leste
- the extent to which the scope of the outputs is still appropriate for the context; if and how some activities can be re-scoped'
- whether the approach of drawing down all activities in the remaining two years is still the best approach and if not, what alternatives could be considered;
- the opportunities, if any, for New Zealand support for community policing beyond 2020 including extension of current activities or consideration of potential new activities.

## Review Objectives

*A description of the approach used for undertaking the Review and the stakeholders who were interviewed as part of the review*

The objectives of the Mid-Term Review were to assess the Programme and its implementation against the OECD-DAC criteria:

- **Relevance:** Examine the ongoing relevance of the Programme for the beneficiaries, the New Zealand Government and partner country development priorities.
- **Effectiveness:** Examine the effectiveness of the Programme both in terms of its implementation and key achievements.
- **Efficiency:** Understand the benefits vis-à-vis the costs of the Programme.
- **Sustainability:** Consider the extent to which TLCSP is fulfilling the collective [MFAT, NZP and PNTL's] aspirations for sustainability.
- **Looking Ahead:** Consider the feasibility of extending and/or expanding the Programme including changes to the nature and scope of the outputs; identify what else might be needed if MFAT were to increase its future commitment to community policing in Timor-Leste.

## Review Methodology/Approach

*A description of the approach used for undertaking the Review and the stakeholders who were interviewed as part of the review.*

A three-person review team undertook fieldwork in Dili and Baucau municipalities from 27 August to 7 September 2018. The fieldwork followed the methodology set out in the Review plan and approved by the Steering Group. Prior to and during the fieldwork, the team undertook a desk-based review of relevant documents provided by MFAT, NZP, TAF and the PNTL, as well as academic and policy materials that team members located through their own research.

The fieldwork in Dili and Baucau primarily consisted of key informant interviews with stakeholders from PNTL, GoTL, MFAT, NZP, TAF, other donors, NGOs and an organization belonging to a Domestic Violence referral network. In addition the team met with 14 members of a Community Policing Council and visited several police stations, including the Vulnerable Persons Unit, to understand how the PNTL is handling cases of domestic violence.

The findings were triangulated and analysed on an ongoing basis and a presentation of preliminary findings was made to interested stakeholders. Information and feedback from the discussions were incorporated into the summary report.

There are a number of limitations of this review including:

- The Programme's gap in reporting against outcome indicators: this limited the team's ability to reach conclusions about progress
- The short timeframe for the review: this meant the field visit was limited to Dili, a brief stop in Manatuto District to view *Ofisial Polisia Suko*/Village Police officers [OPS] housing, and Baucau (Timor-Leste's second population centre – 16,000 people); and
- Several key stakeholders were unavailable due to parliamentary budget discussions at the time of the fieldwork.

## Summary of findings

*A high level discussion on main findings against the five criteria used for guiding the review*

### Relevance

The Review findings indicate that the TLCSPSP programme remains highly relevant to the needs of the PNTL [its key beneficiary], and to the people and Government of Timor-Leste. This is well evidenced in PNTL's own documents (e.g. *Visibility, Involvement and Professionalism* (VIP) model) including the PNTL's current draft to replace the 2009 Organic Law so as to place community policing at the centre of PNTL operations.

The partnership with TAF is also relevant given TAF's history of commitment to programme implementation in Timor-Leste particularly its experience in implementing DFAT's *Nabilan* Programme. Its objectives around improving outcomes for women who have experienced violence is critically important given the known incidence of violence against women and children (VAWC) and family violence in Timor-Leste [approximately three in five women aged 15-49 who had ever been in a relationship having experienced physical and/or sexual violence by a male intimate partner at least once in their lifetime<sup>1</sup>]. The TLCSPSP responds to these issues by including a joint commitment to invest in support of actions that prevent VAWC.

The analysis also reveals that all five outputs delivered within the scope of the TLCSPSP remain relevant and there is sufficient evidence of the contributions made by each output to improving PNTL operations and other agencies. For instance, Output 3 relates to mentoring and training of PNTL and community policing structures. Towards this end, the TLCSPSP has implemented a Training of Trainers model on community policing at the Police Training Centre, and TLCSPSP advisors are continuously refining the community policing training module at the Police Training College [PTC]. With respect to Output 4 relating to strengthening systems and linkages to end VAWC, TLCSPSP has successfully

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<sup>1</sup> Understanding Violence against Women and Children in Timor-Leste; Findings from the *Nabilan* Baseline Study, The Asia Foundation, May 2016, p.49. According to this study, two-thirds of women (66 percent) had not told anyone about the violence (p.111).

delivered two-week Train the Trainer (ToT) courses for PNTL staff; strengthened *Ofisial Polisia Suko/Village* (Suku) Police Officers' (OPS) and Community Policing Councils' (CPCs) relationships with providers of services to victims of violence through field visits to the referral network and ongoing support to the PNTL Gender Working Group. These developments clearly suggest that the current outputs are well aligned with the needs of PNTL.

While there is clear evidence to suggest that there is strong appetite amongst all parties for continued support for community policing in Timor-Leste beyond 2020, the extent to which engagement in TLCSP is still relevant for NZP and MFAT is less clear. The review notes that the PNTL has requested assistance, at least over 2019-2020 the next two years, and given the stage of the PNTL's development and implementation of community policing across the country, there is merit in continuing support in some shape or form. The programme has made significant progress in the initial three years and a complete drawdown at this stage is likely to diminish the gains, the confidence established amongst key government stakeholders and the relationships built at both national and sub-national levels. Equally, care must be taken to ensure that NZP, a primarily domestically-focused organization, can demonstrate how its capability development programmes are relevant to NZP's business and to NZ's national security agenda before committing its already stretched resources to supporting international deployments.

## Effectiveness

Effectiveness relates to determining the extent to which intended results [outputs and outcomes] have been achieved. Despite lack of hard quantitative data relating to outcomes, the review team noted that significant progress had been made towards medium-term outcomes as articulated in the Results Framework for TLCSP: the GoTL has established approximately fifty percent of the planned CPCs; the PNTL continues to integrate community policing into planning, training and practice; some commitment to increased funding exists for PNTL and OPS; and CPCs have become increasingly capacitated about their role in prevention and response to crime, including VAWC. Perhaps the most significant achievement of TLCSP is that the PNTL leadership clearly acknowledges that community policing is a practical and effective approach to policing at national and local levels. Although there may be individuals within the PNTL who prefer the paramilitary style of policing, a new generation of PNTL is moving through the ranks and the PNTL's culture is beginning to realign towards the community policing model.

The contributions offered by both TAF and NZP to this change in mind set and culture of PNTL must be acknowledged. In TAF's case, this was accomplished through the training of CPC members, whereas in the case of NZP, this has been achieved through the implementation of the ToT model on community policing at the PTC.

### *Programme monitoring and reporting*

Effective M&E systems help a programme to understand what's working, what's not working and why and demonstrate how the activities have contributed to outcomes. However within the TLCSP, the M&E appears to be weak as the Results Measurement Framework and Table is neither clear nor well defined and due to delays in gaining agreement between MFAT, TAF and NZP, the final version of the RMT was only submitted in March 2018. As a result, the TLCSP has only had an agreed framework to measure results for one year. Also many of the indicators in the RMT focus on quantitative rather than qualitative measurement, even at the outcomes level. This has meant that the programme reporting does not describe how community policing operates in practice to bring about the changes desired. The review notes that these issues with the RMT need to be resolved at the earliest and suggests bringing in external M&E expertise if required. Simplifying the RMT will allow the information to feed into management and investment decision-making by MFAT, NZP and TAF, maximise the Programme's usefulness to PNTL and enhance value for money.

### *Improving programmatic cohesion*

There are a number of joint activities within TLCSP delivered by NZP and TAF; however, these activities appear to operate in separate realms resulting in some disconnect and missed opportunities. There may be well founded reasons for a clear separation of responsibilities, including accountability and reporting; but the result is that TLCSP lacks some of the key features that would give it a 'programmatic' character. Instead TLCSP appears to be an umbrella within which the two components are located. Such an approach means there are missed opportunities for leveraging each other's areas of expertise and strengths. Enhancing cohesion and complementarity of the work done by the two agencies should be a focus for the remaining two years of the Programme.

### *Improving transparency around recruitment*

The recruitment and selection of personnel to deliver the Programme in Timor-Leste was a source of some frustration for PNTL who felt 'excluded' from the process. The review team noted that international development best practice<sup>2</sup> '*encourages participation and engagement of recipient organization in selection panels for technical adviser roles*'.

It is indeed true that NZP services are sought due to the quality and capability of NZP's domestic policing experience. Equally, it must be noted that TLCSP is a capability building programme with no direct operational policing role. Such programmes require NZP to bring together their skills and experiences to support human capital development in an international development context. The transfer of skills and experience to working in different sociocultural contexts and settings cannot be assumed. Further, transition between deployments needs to be seamless to allow departing advisors to share their 'tacit' and explicit knowledge and insight with the incoming team. The previous

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<sup>2</sup> OECD-DAC Aid Effectiveness Principles

incumbents' on-the-ground experience and knowledge of the context and of PNTL counterparts can be valuable inputs into any planning process for the remaining period of the Programme.

### *Sharpening implementation*

The review identified opportunities for TAF to sharpen its implementation. As a team within the larger TAF universe, the TAF CPSP team brings wider skills, knowledge and experience in Timor-Leste. TAF also implements the *Nabilan* Programme, which has strong EAW objectives and has sound knowledge of what works and what does not work in development in Timor-Leste, including political economy analysis. There is a tendency for the TAF component to drift into areas of comfort which may not be directly relevant to the TLCSP's tighter objectives. Opportunities therefore exist for TAF to hone its implementation to more closely align with the programme's objectives and outcomes.

## Efficiency

The TLCSP has a good level of efficiency and represents good value for money. Over the first three years roughly 50% of the total TLCSP budget had been expended. Harnessing the expertise of a majority Timor-Leste national-staffed implementation team across both NZP and TAF components has contributed to value for money. In addition, the potential to draw down expertise and backroom resources from TAF's main office in Dili and NZP International Service Group [ISG] expertise for M&E has also enhanced operational efficiency of the Programme.

There are opportunities to improve the TLCSP's efficiency through joint planning, joint conduct of activities, where feasible, and joint reporting. Such joined-up approaches can help identify additional opportunities for increasing efficiency of the Programme. Building on 'Timorese first' approach, the Programme warrants a more cohesive implementation approach and where possible building synergies between the two components of the Programme. Gender-based budgeting will support PNTL's efforts to secure enough budgets to build its capacity to prevent and respond to VAWC.

Potential areas of collaboration with the Australian-funded Timor-Leste Police Development Program [TLPDP] can also achieve efficiency gains. The review identifies three ways in which the TLCSP and TLPDP can work together on community policing activities.

- First, opportunities exist for the NZP advisor who will work on training matters to co-locate at the PTC with the TLPDP. Both NZP and Australian Federal Police [AFP] stakeholders confirmed there is an appetite for co-location at the PTC subject to obtaining approval from the PTC Director.
- Second, stakeholders considered that the performance of OPS could be improved if they received training in how to conduct investigations. Given that investigations are a focus for AFP, the review team identified potential for the TLCSP to work with the

TLPDP to support refresher investigations or first responder training for OPS. The co-location of the NZP training advisor at the PTC would assist the TLCSP and TLPDP to work together on training.

- Lastly, there is scope for the two programmes to collaborate in relation to the Information Management System in use within PNTL.

## Sustainability

The Review findings note that local ownership of the activity is high. At the PNTL, the Chief of the Departamentu Polísia Komunitária Nasionál [the community policing department, or DPKN] is an enthusiastic programme stakeholder. The PNTL Executive is also a strong supporter and is actively using the TLCSP to implement the Timor-Leste community policing model. There is also significant financial and policy investment in community policing by the Ministry of the Interior, the PNTL, the Ministry of State Administration [MoSA] and other GoTL stakeholders. However budgetary allocations and consistency in practices across municipalities and villages is not yet in place. Given Timor-Leste's history and the recency of its administration, it is not surprising to note these inconsistencies exist.

There is also a high level of commitment and ownership of both the OPS and CPCs within the Government of Timor-Leste, particularly the PNTL as evidenced by the inclusion of community policing within the VIP model and the Organic Law, inclusion of community policing training activities and policies, request made for support in obtaining accreditation for a community policing course at the PTC and request for further OPS housing.

The situation at MoSA, by contrast, is more difficult to gauge. While CPC's are integrated into village councils, the degree to which they are valued by MoSA is unclear. The Review team was unable to meet with MoSA representatives during the field interviews to gain further insight in this regard.

The TLCSP has successfully implemented security-related community development through its engagement with the Programa Nasional Dezenvolvimentu Suku [the National Village Development Programme, or PNDS]. The PNDS aims to create work opportunities in rural areas and build community members' skills in construction, procurement and bookkeeping. The TLCSP was able to use the PNDS systems to construct 14 houses in a cost-efficient manner. The TLCSP's use of the PNDS is a good example of sustainability in its use and promotion of Timorese system. At the time of the Review, 13 of the 14 houses have been completed. The PNDS staff also recognised that the TLCSP's approach was a valuable capacity development opportunity. The TLCSP strategy of approaching community safety and security from both the policing and from the government administration angles provides significant opportunities for the GoTL to self-determine their safety through practical links with the State. However, sustaining the ongoing involvement of TLCSP in such community development initiatives is a challenge given MFAT's limited budget.



### *Actions to enhance sustainability*

The Review findings indicate that sustainability of TLCSPSP can be improved over the next two years (2019-2020) of the Programme by increasing the Programme's focus on reporting and planning processes within the MoSA and the PNTL to support high quality, evidence-based budget submissions and strengthening monitoring, evaluation, research and learning. For NZP this would involve working closely with both the DPKN and the PNTL's administration and planning department to develop reporting and monitoring approaches that maximise the usefulness of DPKN evaluation and other research for broader PNTL planning and budget planning processes. Positive communications about the benefits of community policing for domestic consumption would also assist in building momentum and broader government buy-in for the model and its cost effectiveness. Use of several media to profile and report on Programme's achievements would assist in spreading information and building understanding in the community.

Sustainability of the Programme's outcomes is limited by gaps in implementation cohesiveness between the two TLCSPSP components. Opportunities exist for the TAF- and NZP-implemented components to develop more joined-up activities to take full advantage of each other's strengths.

## Crosscutting themes

The New Zealand Aid programme requires cross-cutting issues of gender, human rights and environment to be integrated into all its aid activities. In the context of TLCSPSP, environment does not feature as a cross-cutting issue<sup>3</sup> and therefore was not included within the scope of this Review. However, given the potential for conflict in Timor-Leste communities over land disputes, and TLCSPSP's past engagement in land disputes, there is scope for increasing the police and communities' understanding of land rights and exploring whether environment can be included as a cross-cutting issue in TLCSPSP. However adding an additional activity for the final year of the programme would detract resources from existing activities and would not be conducive to enabling sustainability in core community policing functions.

### **Gender**

The Review findings indicate that TLCSPSP has actively engaged in addressing gender issues, particularly domestic violence, across its activities and principally under *Output 4: Strengthening of ending VAWC systems and linkages*. Examples include assisting DPKN to participate in the PNTL Gender Working Group; supporting the development of a PNTL Gender Strategic Plan; building the capacity of the PNTL and CPCs in reporting and referral pathways for VAWC; providing security grants to socialise the Law Against Domestic Violence; ensuring that the Women's Representative Security Meetings take place; facilitating training to female PNTL staff on community policing, and prioritising

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<sup>3</sup> New Zealand Aid Programme Activity Monitoring Assessment for TLCSPSP, 23 June 2017.

women's participation in programme activities and research. Donor support with respect to gender is considerable and the TLCSP has worked with DPKN, through its engagement in the Gender Working Group.

There is evidence that the TLCSP has monitored progress on gender issues in its annual reporting by collecting data on VAWC cases recorded in incident logbooks provided to OPS and through disaggregation of data on female participation in programme activities and in community policing structures. The Programme has also commissioned research including the forthcoming 2018 Community-Police Perceptions Survey and OPS evaluation, to gauge the interaction of women with the PNTL and their engagement with community policing.

The Review notes that there are opportunities for both PNTL and TLCSP to assume a leadership role with respect to gender.

- PNTL: at the end of 2017, female officers represented only 15.39% of PNTL personnel. Stakeholders emphasised that while victims of domestic violence and sexual abuse are more likely to report to female police officers, female OPC represent only 3-5 percent of the total number of OPS. This imbalance needs to be urgently addressed and PNTL needs to assume responsibility and provide the appropriate working conditions to attract and retain women in the workforce [e.g. lack of appropriate uniforms during pregnancy; no separate toilets for women]. Under-representation of female officers at the leadership level also needs to be addressed. With only 25 female officers holding the rank of Inspector or above at the end of 2017, women have limited input into decision-making and future direction of community policing.
- TLCSP: there are no leadership roles in either NZP or TAF components within the Programme; this represents a missed opportunity for TLCSP to serve as a role model for the gender equity. ISG deployment policy permits families to join NZP advisors in Timor-Leste thus supporting gender balance in the pool of women and men available for deployment. The anticipated deployment of a female NZP officer to Timor-Leste in September 2018 was seen as a positive development. Data provided by TAF indicates that the Programme has trained 560 female CPC members, out of a total of 3250 members trained during the 2017-18 period. There is good indication that the programme is ensuring women have equal opportunities to participate in the capacity development offered by the Programme.

## **Human rights**

The overall goal of the TLCSP is improved community safety and security, which is to be achieved by putting in place a locally relevant and sustainable community policing model. In pursuing this goal, the TLCSP broadly addresses human rights by supporting the GoTL to prevent crime and protect the community. As noted in the section above, the Programme also has a strong focus on addressing serious human rights violations involving VAWC and DV. As a result, programme reporting and work plans tend to consider activities aimed at addressing VAWC and domestic violence as contributing to

both gender and human rights crosscutting theme, rather than developing stand-alone activities that target human rights. Having said that, there are a few activities cited in the programme reporting that have an explicit focus on human rights. For instance, TLCSPSP supported PNTL to deliver human rights training in 2018. The draft 2018 TLCSPSP Progress Report for the NZP component refers to discussions between PNTL, NZP and the national human rights institution [the Office of the Provedor for Human Rights and Justice, or PDHJ] on the design and delivery of a human rights curriculum. While these discussions did not progress, the PTC proceeded to deliver human rights training to 1,049 participants across Timor-Leste between February and August 2018.<sup>4</sup> The Review findings highlight the ongoing need for ensuring future programme support to the PTC includes assistance in developing or building upon existing training materials for both policy and community audience that address a whole range of equally important human rights issues: use of force; corruption; procedures for arresting and detaining suspects and the rights of accused to access a lawyer.

The Review also identifies scope for building upon the impressive work already undertaken by TLCSPSP by incorporating a human rights focus in policy and planning products supported by the Programme. For example, the Programme recently supported DPKN to develop draft Standard Operating Procedures [SOPs] that explain how its vision of community policing will be implemented across the PNTL, as well as a draft Business Plan setting out the proposed direction of DPKN activities from 2019-2022. While both documents envisage a highly participatory role for civil society and the community in providing input and feedback on community policing, neither document explains how the DPKN plans to promote, protect and respect human rights in its activities. In this context, it may be useful for the PNTL and DPKN to start referring to human rights standards in their policies and planning. One potential way of doing this would be to form a small group<sup>5</sup>, similar to the PNTL Gender Working Group that could review policies, plans, SOPs and training curricula to ensure that a human rights approach is streamlined across all aspects of the PNTL's operations. An explicit risk management matrix to assess if and when TLCSPSP supported activities may be violating human rights standards will also be useful. Finally, as noted in the recent Timor-Leste Country Programme evaluation, there is scope to strengthen the human rights profile of TLCSPSP support including building the capacity of frontline OPS on how to approach human rights issues associated with land disputes.

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<sup>4</sup> Draft TLCSPSP Activity Progress Report prepared by the NZP component, 28 August 2018, pp. 18-19.

<sup>5</sup> Opportunities to expand the Gender Working Group to consider human rights can also be explored.

## Recommendations and future support

*A description of the recommendations suggested in the Review.*

This section outlines a summary of the recommendations made by the Review team.

[MFAT's Management Response to these recommendations is also provided on the website along with this summary version of the review.]

### 1. Extended term

The Review team proposes three viable options for support through the TLCSPS:

- a) Conclude the Programme at the end of 2018
- b) Conclude the Programme at the end of 2020
- c) Extend the Programme for a future five years (from 2019) through to the end of 2023.

The Review team considers a further five years of support [option c] to be the most viable option. In their view it is necessary to provide ongoing support PNTL to strengthen their efforts to integrate operations across the Organization, and embed community policing strategies, principles and operations into the day to day practice of the PNTL workforce. Although the PNTL is committed to implementing community policing including deploying OPS to communities, it faces significant challenges in securing funding; maintaining high quality of policing services (including internal training) and in sustaining community trust. Withdrawing support at this stage could be counterproductive to the Programme's achievements to date.

### 2. Managing Resources

The Review team made the following recommendations concerning resource management to support Programme implementation:

- a) Deploying a team of three NZP advisors to Timor-Leste to deliver the breadth of activities outlined in the TLCSPS activity, including M&E specialist to strengthen PNTL's analytical capability and systems.
- b) NZP adopt a client-focused adviser selection and management process and include counterparts from GoTL to participate in Adviser selection; allowing extension of adviser deployments beyond two years to ensure continuity of support; and greater delegation of financial authority to the in-country NZP team to undertake work planning and disbursements without needing to seek ISG approval.
- c) Accord priority to PNTL and Locally-Engaged Staff (LES) leadership: invest in progressively building technical and management capacities of TLCSPS LES to provide strategic advice relating to community policing and managing programme delivery.

- d) TAF involvement in recruiting Team Leader and Deputy Team Leader roles for TLCSP.
- e) MFAT to recruit an external, independent M&E expert to work with NZP and TAF to review the RMT for the final two years of the Programme.
- f) NZP Training adviser to co-locate with the Australian Federal Police at the PTC.

### **3. Planning, Monitoring and Evaluation reporting**

The Review team makes three recommendations relating to the scope of the TLCSP's outputs and processes required to support their implementation:

- a) TLCSP to align its activities to the PNTL General Commander's three priorities: Leadership; Training and M&E support. Such an alignment will ensure the ongoing relevance of both, TLCSP to the PNTL and address the needs of CPCs.
- b) Better integrate the NZP and TAF components of TLCSP: physical co-location of both teams at PNTL HQ will enable joint planning and joint implementation and regular briefings to the PNTL Executive and to MoSA counterparts.
- c) TLCSP to report jointly to MFAT quarterly on progress against output indicators and six-monthly against both output and outcome indicators.

### **4. Future areas of focus and activities**

The Review team makes a number of recommendations regarding future areas of focus for the Programme:

- a) TLCSP focus on gender equality within the PNTL: efforts to increase female representation and support for female officers in leadership roles are recommended. This will include making changes at every point of the employment cycle including recruitment, career progression opportunities and training.
- b) TLCSP to explore the possibility of working with the DPKN to form a Human Rights Working Group: such a Group could effectively review PNTL policies, plans, Standard Operating Procedures and training curricula for consistency with human rights standards.
- c) NZP and TAF to specifically address the issue of whether CPCs are operating in a way that is consistent with human rights standards in the TLCSP risk matrix.
- d) TLCSP to consider funding a second phase of building OPS houses at targeted locations, based on the evidence gathered through the stocktake.
- e) MFAT to require environment (land disputes) as a crosscutting issue for the TLCSP: inclusion of land disputes in the TLCSP would assist communities, through the CPCs to address land disputes and associated violence.
- f) TLCSP to explore collaborating with the Australian-funded TLPDP on the Information Management System.