



PRADET
STRATEGIC PLAN 2023-2027

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Message from the PRADET COUNCIL

PRADET – Psychosocial Recovery and Development in East Timor, has been working in Timor-Leste for over 18 years and has consistently shown its commitment to working with its key partners such as Government institutions, civil society organizations, the Church, the private sector, families, and communities to continue serving the most vulnerable who are in the most need. All of our work over the past 18 years has been guided by our three strategic plans that covered the years 2006-2010, 2010-2014 and 2014-2018. Of these strategic plans that have been followed, PRADET has managed to achieve many positive results from the services offered, including earning the trust of our partners to strengthen our cooperation and our work together in the present as well as in the future.

PRADET’s mission is to continue working, with the support of our partners and especially of our clients’ families, and because of this PRADET has already created a new strategic plan for the 2023-2027 period. The principal objective of this plan is to “create work guidelines, definite work priorities and work strategies in order to achieve practical results, which can be measured by indicators related to the services that we offer”.

This strategic planning document continues to define the focus of our services, which is to specifically attend to those with psychological problems (mental health issues) including survivors of domestic violence, sexual violence, child abuse, human trafficking, and other relevant problems in Timor-Leste. This five-year priority work plan will achieve its goals because PRADET counts on the valued cooperation and technical support from our partners, including material support, training support, and in-kind contributions from local and international volunteers.

In the name of all of the COUNCIL members, I would like to thank Government donors, international donors, groups and individuals who have made financial contributions to continue the service mission of the PRADET organization. We do not forget to show our appreciation for all of our Government, civil society, local authority and community partners who have worked together with us during the past 18 years, including by giving us positive encouragement to overcome any obstacles in our way.

The PRADET Council and Top Management would also like to thank all of our staff at PRADET for their hard work, and we wish them much success in their work in the future, especially in order to achieve all that we can in following our priorities in our work plan for the 2023-2027 period.

Dr. Silverio Pinto Baptista

COUNCIL President

Introduction

From the beginning PRADET developed because of the enormous need for mental health support services in Timor-Leste. PRADET provides medical treatment and psychosocial assistance.

In 2002, for the first time the Ministry of Health established a Department of Mental Health to oversee medical treatment. This gave PRADET, as a local NGO, the impetus to begin concentrating primarily on psychosocial services.

PRADET continues to work towards its overarching vision to contribute to the work of recovery from trauma and stress that has made such an impact on the lives of communities in Timor-Leste. With over 18 years of experience providing psychosocial services, PRADET continues to provide services through its programs.

The targets of programs that have been implemented are to contribute to the reduction and prevention of psychosocial (mental health) problems, gender-based violence, child abuse, human trafficking and other relevant social causes that produce stress and trauma in the lives of community members. PRADET also provides information to the public about problems that their clients deal with, and this is a means of advocacy to get community, group, and individual support to work together in order to serve vulnerable people in need.

Community activities are run by PRADET in consideration of our clients' vulnerable economic situations, and we do our best to offer trainings and activities that focus on income creation so that our clients may be able to sustain themselves economically through their own small family or community businesses after PRADET helps them with their reintegration.

Timor-Leste is a sovereign state, and its governance continues to be strong throughout the years. This gives hope that the State and the Government will take concrete actions to implement its strategic plan related to improving the economic status of its citizens, especially those who are most vulnerable. PRADET is also a component of the State and Government workforce that contributes to the development of health and social services in Timor-Leste, therefore it is very important that the organization clearly defines its work priorities and objectives in order to assess its achievements based on the new 5 Year Strategic Plan (2023-2027).

PRADET's Vision & Mission

PRADET's **Vision** is that all citizens in Timor-Leste who have psychosocial problems, especially those who are experiencing stress, trauma, gender-based violence, and mental illness, will be treated with respect, cared for, and protected by all entities.

PRADET's **Mission** is to strengthen its working relationship with Government institutions, civil society partners, the Church, the private sector, and the community at-large to provide rapid psychosocial and integrated support to vulnerable persons who have experienced psychosocial problems in Timor-Leste.

PRADET's **Objectives** include:

To improve the quality of living and mental health of those who have psychosocial problems through psychosocial action, treatment, rehabilitation and community education, following national and international standards.

Methodology

PRADET's strategic planning process for 2023-2027 received support from our partner Action On Poverty-AOP, with facilitation assistance from Mr. Brayden Howie, as facilitator of the process. During the facilitation process, various activities were carried out to gather ideas, comments and observations, including appreciation from partners, friends, donor, PRADET staff to hear or know about work obstacles, successes including comments about good working mechanism that need to be continue in the future.

Based on the comments and recommendations from our partners and discussions with our own staff, PRADET was able to review its work priorities to continue its vision and mission in its 2023-2027 Strategic Plan.

Brief history of PRADET's beginnings

In the year 2000, 15 Timorese health workers had the idea to establish the first mental health service in Timor-Leste. They conducted extensive consultations with various partners and informed them of the mission of this new endeavor. The result of these consultations was that all agreed that mental health and services for the stress and trauma recovery was a priority that should be focused on by PRADET.

We began to implement our work in practice, and a psychiatrist from Australia provided psychiatric services to our patients, as well as helping to orient our new staff on how to best do their work. When we began provided support to patients, we also took a technical training program offered by trainers from Australia and the Singapore International Foundation-SIF.

By May of 2001, PRADET was serving almost 400 patients with serious mental illness, but suddenly our funding source stop. In 2002, all of our patients, equipment and resources were handed-over to the Government's new program called 'Mental Health'.

In January of 2002 PRADET (Timor Lorosa'e) began its work as a national NGO.

From that point on PRADET continued to progress with support from donors, partners, and international advisors. During the time that PRADET has been working to attain its mission and vision there have been many positive achievements. Along with this progress, PRADET also encountered many challenges.

Programming in PRADET

PRADET has many community programs that are being implemented at the community level as following:

1. PAMM–Mental Illness Assistance Program (Programa Asistência Moras Mental;)

This program provides psychosocial services to those who have experienced trauma and mental illness in seven municipalities: Dili (including Atauro), Aileu, Ainaro, Ermera, Bobonaro, Likisá and Baucau. PAMM also facilitates community education activities and trainings for community leaders, community members, and health professionals about prevention of mental illness, and strengthening referral services between communities and partners, including strengthening referral services within PRADET. PAMM began its mission in 2002 and still continuing to this day.

2. Fatin Hakmatek–One Stop Crisis Centre

The programa Fatin Hakmatek provides specific services directly to those who have suffered domestic violence, sexual violence, child abuse, human trafficking, and abandonment. Fatin Hakmatek has its own facility in Dili as well as branches in Oecusse Region-RAEOA, and the municipalities of Covalima, Bobonaro and Baucau. Fatin Hakmatek began its mission in 2002 and still continuing to this day.

3. PDC–Personal Development Course

This program has conducted community education to prevent violence against women and children at the village (suco) level, aimed at the house hold (husbands

and wives). These educational activities include the promotion of gender equality in order to reduce the dominant patriarchal culture, learn about healthy day-to-day communication, and promote referral services when a community member is seen to be suffering from gender-based violence. PDC began its mission of this program in 2013 and still continuing to this day

4. SEEP–Support Economic Empowerment Program

The SEEP program was created with the objective to continuing to support vulnerable clients who have experienced gender-based violence and also those who have psychosocial problems or mental illness, whose condition or mental state has already recovered. SEEP began its services in 2014 and still continuing to this day.

5. GEP–Girls Empowered Program

The Girls Empowered Program-GEP (Empoderamentu Feto Adolexente Foin-Sa'e) is an educational program to prevent gender-based violence that focuses mostly on adolescent girls in order to increase their abilities and knowledge about the impacts of gender-based violence, knowing about sexual harassment, and know how to promote and support referral services at the grassroots/village level. This program is only being offered in two villages–Samalete and Taraco in the municipality of Ermera. GEP began its work in 2020 and still functioning to this day.

6. Tau Matan–This program provides support to Timorese and foreigners who have been victims of human trafficking in Timor-Leste. The Tau Matan program, together with our partners, also raises awareness in communities about the prevention of human trafficking and promotes referral network. GEP began its work in 2011 and still continuing to this day.

7. KOKOSA–Begin–Conscious–Support and Action (Komesa–Konsiensia Suporta no Asaun)

KOKOSA is a community-based program aimed at the prevention of violence against women and children in the community, especially at the village (suco) level. This program facilitates capacity building activities to promote positive social norms, and how to use 'ability' to help ensure positive interactions with families and the community. The target groups of this program are youth and adult activists, both female and male, as well as local leaders. This program has been implemented in Dili in the villages of Kaikoli, Mascarenhas, and Santa-Cruz, and in Manufahi in the village of Letefoho. KOKOSA began its work in 2020 and still continuing to this day.

PRADET's Strengths

- PRADET is legally registered in the Ministry of Justice according to article 54 of the Decree-law number 5/2005, of the 3rd of August, with the notarized registry number “*No 50 DNRN–MJ / VIII / 2012*”
- PRADET is legally registered in FONGTIL-63/F-ONG/VII/157
- PRADET has a legal Lease Contract with Land and Properties, with the Contract Number 530-04194, which allows it to use Government Land in the Aldeia T.A.T in the village of Bairro-Pite, Post Administrative of Dom-Aleixo, in the municipality of Dili
- PRADET has an MoU with the Ministry of Health to strengthening services in the area of Mental Health and gender-based violence
- PRADET has an MoU with the Ministry of Health- Health National Institute, to provide training and certify doctors and perform medical forensic examination
- PRADET has an MoU with the Ministry of Justice to support psychosocial activities to women and men prisoners in prison
- PRADET is registered in the Social Security Institution-ISS
- PRADET continues to be trusted by both Government and non-Governmental donors, in order to finance program activities. The recent donors include: Government – Ministry of Social Solidarity and Inclusion (MSS-I), ZEESM-TL, SASCAS, CNC and DFAT-TAF-Nabilan, Partnership for Human Development-PHD, AOP, DIMES, UNICEF & WVTL and AVI,
- PRADET has internal policies such as:
 - HR–Human Resource Policy
 - CPP–Child Protection Policy
 - PSEAH–Preventing Sexual Exploitation, Abuse and Harassment
 - FP–Financial Policy
 - PRADET uses the finance system (QuickBooks a multi-user-online system)
 - ITP–Information Technology Policy
 - TP–Transportation Policy

- GDP–Gender and Disability Policy), and others

PRADET's achievements

1. PRADET is a local NGO with over 18 years of experience providing psychosocial support in Timor-Leste.
2. PRADET has a wealth of good experience in providing services to those experiencing domestic violence and sexual assault, and has been recognized for its good work from its partners who are experiencing domestic violence and sexual assault, and has also received some commendations (appreciation) from partners.
3. Small business economic activities have brought positive changes related to family and community attitudes, and real experiences show that in some cases where clients have been abandoned by their husbands for a long time, their husbands have returned to the home (because they have seen the positive changes in their families' lives that happened because of their wives' efforts with economic activity support from PRADET).
4. PRADET is the first organization in Timor-Leste that provides support to those with mental illness. Recently PRADET continues to be dedicated to providing these services together with key partners such as the Ministry of Health, Ministry of Social Solidarity and Inclusion, Intensive Mental Health Center in Laclubar, Klibur-Domin, other relevant partners, and the community in general. Together we continue to provide services to people living with psychosocial problems in Timor-Leste.
5. PRADET was awarded the Sergio Vieira de Mello Human Rights Award in 2009.
6. PRADET, together with the PNTL-Community Policing Unit, provides information about the impact of drugs and alcohol on the community.
7. PRADET, together with the Ministry of Health- Health National Institute (INS) has trained 75 health professionals, including doctors, general practitioners, and midwives, and has been accredited by the INS to conduct medical forensic examination in referral hospitals in Bobonaro, Covalima, Oecusse, and Baucau, and in health service centers in Ainaro, Manufahi, Viqueque and Lospalos.

8. During the past 3 years (2020– 2021– 2022) PRADET, through the program Fatin Hakmatek, provided psychosocial support directly to 3,047 clients experiencing gender-based violence.
9. During the past 3 years (2020– 2021– 2022) PRADET, through the program Fatin Hakmatek, provided 4R training to 287 health professionals.
10. During the past 3 years (2020– 2021– 2022) PRADET, through the Programa Asistencia Moras Mental, provided direct psychosocial support to 489 clients who were experiencing mental problems.
11. During the past 3 years (2020– 2021– 2022) PRADET, through the Economic Empowerment program, facilitated trainings and provided small-business support to 545 beneficiaries.
12. During the past 3 years (2020– 2021– 2022) PRADET, through the programa Tau Matan, conducted community education activities aimed at the prevention of human trafficking and strengthening the service referral network to 380 participants.

Opinions and Recommendations from Partners

1. MSS-Ministry of Social Solidarity

PRADET has done important and essential work in the health and social sectors, and therefore needs to maintain and further strengthen their collaboration with government and civil society partners to ensure the continuation of services to clients who need them.

2. **Ministry of Health**, especially the Dili Municipal Health Services, are ready to strengthen cooperation with PRADET to work together in mental health and other areas, including providing recommendations and advice on how to best strengthen advocacy services, complete application criteria for funding and other requirements when PRADET is in need. PRADET's Fatin Hakmatek program has good experiences about services for victims of gender-based violence, and we recommend also to provide training to health professionals about how to provide services for those experiencing gender-based violence when they access for the treatment in health facilities.

3. **CNC-Centro Nacional Chega**

PRADET needs to define its strategic issues over the next five years, and we recommend to focus attention on ensuring data integrity and promoting an integrated database system in order to develop a more integrated service in the future. PRADET's principal program should align with the Government's Strategic Plan. Timor-Leste does not yet have its own Counselling Center, so perhaps PRADET could take this on as a priority plan, including working on this with the Psychologists Association of Timor-Leste-APTL

4. **SASCAS-Civil Society Support Services and Social Auditing**

PRADET needs to focus on high quality service provision and show the results of their work in writing, and also to develop a database service that can be used to back up their advocacy work. This will help to obtain funds from the Government and international donors and will also help to use the information to be able to lobby with the National Parliament to allocate funds to SASCAS to provide funding to civil society activities, including those implemented by PRADET.

5. **WVTL-World Vision Timor-Leste**

WVTL would like to express its appreciation for the good cooperation between PRADET and its partners, and also recommend to PRADET to recruit technical personnel with doctor background to be assign in every Fatin Hakmatek, especially in the Fatin Hakmatek Dili, to ensure quality of medical forensic examination and its legality.

PRADET should consider the well-being of staff because the problems that clients go through could affect staff including vicarious trauma.

6. **TAF-The Asia Foundation**

TAF is committed to support PRADET financially and technically. TAF also recommends that PRADET maintain and further develop good, strong relationships with donors in order to obtain funding that will help the sustainability of the organization.

7. **HDMTL-Halibur Defisiensi Matan Timor Leste**

HDMTL recommends PRADET to continue their work in providing services to those with psychological problems, especially those with mental disabilities.

8. **FONGTIL**

FONGTIL recommends that PRADET continue its good and professional technical work and to also give consideration to their advocacy work.

9. **RHTO**-Raes Hadomi Timor Oan

RHTO recommends that PRADET continue to strengthen their advocacy for the rights of persons with disabilities, including advocacy to the National Parliament for the budget allocation for mental health services in Timor-Leste.

10. **ALFeLa**-Asistensia Legal ba Feto no Labarik

ALFeLa recommends to PRADET to strengthening its advocacy work with all partners

11. **VPU**-Vulnerable Persons Unit-Municipality of Dili

PRADET needs to also give attention to providing services to clients during holidays and weekends when receiving referrals from partners and the community.

PRADET's priorities 2023-2027

a. Institutionalization

1. Renew MoU between PRADET and the Ministry of Health
2. Renew MoU between PRADET and National Health Institute
3. Establish an MoU between PRADET and PNTL-VPU
4. Register with the Social Solidarity Institution-ISS to become implementing service partner and also to enable access to MSS funds
5. Ensure an updated internal organizational policy to guide financial and administrative services as well as programming
6. Revise and actualize internal guidelines for all program services and ensure that they align with Government guidelines service (MSS, MdS, SEII, and others)
7. Conduct performance evaluations for staff to evaluate their level of work provision and promote or give appreciation to staff who are well performing and shows positive results on their work
8. Apply internal policy orientations to better manage work with higher quality
9. Maintain and develop good, strong relationships with all donors for funding sustainability to the organization, including conduct donors meeting

10. Socialize internal policies to all staff about disciplines and ethics in the work place and to ensuring their professional work in the office and in the community
11. Offer technical training opportunities for program staff, as well as administrative and financial
12. Offer technical IT training for 2 internal staff and recruit another IT staff person with good technical skills.
13. Ensure the well-being of all staff including: increase staff salaries, offer special packages, etc.
14. Establish proper Counselling Center

b. Programming

1. PAMM-Mental Health Assistance Program-Programa Assistência Moras Mental (Direct services)
Priority activities that will continue to be implemented and developed:

Facilities/place

- PAMM needs to establish its own Psychosocial Rehabilitation Center
- PAMM needs a multi-use vehicle (Land-Cruiser-Troop) to facilitate referrals for clients with mental illness as well as their families from rural areas, so that they may be able to access Acute-Care treatment, the São João de Deus Centro de Apoio Saúde, and other health centers, including facilitating the process of client re-integration with their families and with the community.
- PAMM needs a Mini Van to facilitate the transportation of clients so that they can participate in therapeutic activities at the Rehabilitation Center in PRADET.

Services

- Providing counselling for clients with mental problems and their families, as well as community-based counselling when visiting clients in the communities. PRADET has clinical and community psychology resources to be able to provide services to clients when needed.
- Develop rehabilitative therapeutic activities for clients in the Rehabilitation Center, and organize integrated coordination with the Acute Care Center at the National Hospital and Municipal Mental Health Nurses in Dili and other municipalities in order to accompany the recovery process of clients as well as evaluation of the reintegration process of clients back into their families.
- Maintain and further develop daily activities to provide primary care for clients living on the streets in Dili and to work with their families to support client to

get treatment in the HNGV-Acute-Care facility and other health facilities, and to reintegrate of clients back into their families and communities

- Promote activities to reduce stigma and discrimination against people living with mental problems in the community
- Facilitate a referral service for clients to receive treatment and to reintegrate clients back into their families and communities
- Support economic empowerment activities for clients who have mentally recovered
- Conduct workshops and training activities for health professionals, PNTL members, Community Leaders, and community members on the prevention of mental illness and to promote referral services.

2. Fatin Hakmatek – One Stop Crisis Centre (Direct services)

Priority activities that will continue to be implemented and developed:

- Provide counselling services to clients in Fatin Hakmatek who have experiencing gender-based violence, and also community-based counselling while visiting clients in the community
- Provide light medical treatment for clients in emergency situations
- Conduct medical forensic examination, documentation of injuries and evidence collection to support the legal process of victims when needed
- Offer emergency accommodations (between 1-3 nights) to clients
- Referrals of clients to the Safe House (shelter) and reintegration of clients back into their families and communities
- Work together with the Ministry of Health – through the National Health Institute facilitate forensic medical trainings for doctors and other health professionals so that they can receive accreditation and help improve forensic medical examination services
- Further develop training materials on 4R and work together with the Ministry of Health and other development partners such as UNFPA and others to facilitate trainings for health professionals.

3. PDC-Personal Development Course (Prevention program)

- Provide trainings to families on promotion of gender equity principles and good communication in the family to reduce and combat violence against women and children in the family and in the community. These trainings are targeted to families at the village (suco) and aldeia (sub-village) levels.

4. SEEP-Support Economic Empowerment Program (Direct support)

Activities implemented to support clients and other beneficiaries are as follows;

- Conduct literacy sessions for prisoners in the prison
- Selection of potential clients and beneficiaries
- Together with technical partners from MAF and KAEBAUK and LANAMONA to facilitate basic trainings for beneficiaries about how to initiate a small business and other economic income-generating activities
- Offer materials, equipment, seeds, animals, minor capital and other supports to beneficiaries
- Engaging with agriculture groups to develop livestock activities
- Monitoring and supervision of beneficiary activities on the ground
- Support beneficiaries' access to credit in the cooperative of KAEBAUK, LANAMONA, and other cooperative agencies so they can expand their businesses

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5. GEP-Girls Empowered Program (Prevention program)

The GEP program is also considered as priority program for contributing to the prevention of violence against women, especially against female students at the village level, so that they know about the negative impacts of violence, prevention of sexual harassment, and promote referral services at the village level.

6. Tau Matan

- Maintain and operationalize the shelter when receiving referrals from partners
- Work together with the Government: MSS, MNEC, MdS, Ministry of the Interior-PNTL-Immigration-VPU, PCIK, and the Public Ministry, as well as with non-governmental agencies such as IOM and embassies in the repatriation process of international victims of human trafficking.
- Continue raising awareness in the community about the prevention of human trafficking and to strengthen the referral services in the community

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7. KOKOSA–Begin–Conscious–Support and Action (Komesa–Konxiénsia Suporta no Asaun

- The KOKOSA program will promote positive changes in the community that will reduce violence against women and children, especially for those in the villages that implement this activity
- Activists, families and community members know how to use 'power' to achieve positive interactions with their families and other members of their communities

- Lowering numbers of violence in the community and village level, especially at the household level
- Local authorities and the community are pro-active in referring cases of gender-based violence to community service providers
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Work Distribution

PRADET will work together with its partners to distribute services that are effective, appropriate, and integrated, using an approach that serves vulnerable persons so that they can enjoy the same standard of living as others.

PRADET and its clients will maintain a profile in the community, between civil society, partners and the Government. As a result, many more people with psychosocial problems will be able to gain access to high quality support.

HOW WILL PRADET achieve this?

1. PRADET will create a guide for the distribution of psychosocial services to clients using a rights-based approach. This guide that will be created will explain the progress of all of PRADET's programs, including community education and prevention, referral systems, client services, rehabilitation and reintegration. This guide will be socialized through trainings and staff meetings and will also be introduced to partners when needed.
2. PRADET will improve their monitoring system and procedures and will also include indicators for each program and their achievements and will produce results as a resource for reports for the organization, donors, and relevant partners.
3. PRADET will promote an internal database with high quality and accurate. Staff will attend regular trainings about the utilization and analysis of data in order to guarantee that data will be always accessible and will be easy to understand. Through this improved database PRADET will be able to better monitor the profiles and conditions of those who access services and will be able to better respond to clients' needs. PRADET's database will be updated every three months and will include putting out a report for donors and key partners.
4. PRADET will implement a system for evaluating client and family satisfaction with PRADET's services. This will be used to improve PRADET's services and also in awareness-raising and trainings.

5. PRADET will actively participate in meetings with network referrals and with work partners and will continue to provide information and advocacy to the community, civil society, and Government about persons with psychosocial problems.

Indicators:

- PRADET has a guide for the distribution of psychosocial services and will align this with the guides of other relevant Government partners
- 100% of staff will perform their duties in accordance with the guide
- 100% of staff will use the review/monitoring of individual cases form and will use the information from these forms to improve the quality of case management
- PRADET municipal branches will be regularly monitored by management
- A minimum of four staff members will be able to analyze data from the database
- 65% of referrals to PRADET's services will be provided with or supported by access to quality psychosocial treatment
- In 2027, 65% of those who have had access to PRADET's services or who have participated in PRADET trainings will feel satisfied or happy with PRADET's work
- 75% of training participants will increase their knowledge about PRADET's programs, the problems that clients face, and referral networks.
- 50% of training participants will implement skills or knowledge that they gained during their participation in the training.
- From 2023 to 2027 there will be a 20-30% growth of the number of people who will be referred to PRADET by partners
- Every year will see a 10% growth in PRADET's beneficiaries in all programs, including services and treatment.

Advocacy

- PRADET will pro-actively make connections with partners, Government, civil society, national and international agencies, families, and communities to strengthen work relationships so that integrated services may be offered quickly to vulnerable persons in need of help.
- Together with civil society partners, advocate for changes to relevant laws so that services for clients facing gender-based violence and psychosocial problems are even more effective.
- PRADET will continue to advocate for inclusion and protection for those with psychosocial problems through PRADET's relationships with families,

communities, civil society organizations and the Government, as well as through advocacy of implementation of international and national laws.

As a result, families and communities will be able to provide better protection and support for those who live with psychosocial problems. Justification for these results include the production of 2-5 stories of change for each program every year.

To reduce dependency on international and non-government funding sources, and to increase the sustainability of supporting persons with psychosocial problems, PRADET will be involved in advocacy actions together with key partners for the inclusion of persons with mental illness or psychosocial disabilities and victims of gender-based violence in Policies, National Action Plans and most importantly, in budget allocation.

How will PRADET achieve this?

1. PRADET will continue to meet regularly with relevant partners at the national level about the psychosocial problems that clients are facing.
2. PRADET, together with key partners, will provide a great deal of information about respect and dignity of vulnerable persons to their families and communities at the village (suco) level to reduce human rights abuses of vulnerable persons.
3. PRADET, together with key partners, will apply human trafficking laws to convict traffickers in Timor-Leste.
4. PRADET will advocate for inclusion of those with psychosocial problems in the National Disability Action Plan, the new National Mental Health Strategy, and any revisions of the National Action Plan for Gender-based Violence.
5. PRADET will work to try to include support for persons with psychosocial problems in the budget allocations of the Ministry of Justice, Ministry of Health, Ministry of Social Solidarity and Inclusion, and the Secretary of State of Equality and Inclusion.

Indicators

- PRADET will make agreements with at least 5-10 service organizations.
- PRADET will prioritize time to participate in important meetings that are organized by partners, especially meetings about complicated cases.
- Through advocacy, training and information provision to families and communities of those living with psychosocial problems, 75% of participants will increase their capacity to give support to their family/community member.
- The courts will apply the human trafficking law to convict human traffickers

- All national policies will consider giving support to the rights and needs of persons with psychosocial problems in their action plans.
- From 2023-2027 PRADET will receive regular, annual budget allocations from the Government (MSS, SASCAS no ZEESM)
- Every year citizens of Timor-Leste will understand more fully those who live with psychosocial problems and will contribute to the search for solutions to their problems.

Institutional Development

PRADET will be an organization strong in human resources, professional capacities, effective systems, and will also have sufficient funds.

PRADET staff will increase their abilities to provide quality and rapid services. PRADET's procedures will be effective and clear, and PRADET will guarantee the quality of its services. PRADET will have a system that will protect its staff and its clients with psychosocial problems, in the office and on the ground.

How will PRADET achieve this?

1. PRADET staff will participate in trainings and improve their capacities in the English and Portuguese languages, in advocacy skills and in case management (how to do good case management), facilitation and training of trainers.
2. Management staff will participate in trainings about leadership, financial management, monitoring and evaluation, and report and proposal writing.
3. Every three years the Human Resources Manual will be reviewed, including making small changes and making staff aware of these changes so that they understand them and follow the new rules.
4. Every year PRADET will conduct performance evaluations of all staff.
5. PRADET will train staff on how to use service program formats, administration, and finances.
6. PRADET will reflect on the results from staff suggestions twice per year.

7. PRADET will coordinate with the Social Security Institute to do trainings for staff every six months about social security policies.
8. PRADET will further improve its superannuation/pension program to improve staff well-being.
9. PRADET will put efforts into asking for technical assistance from donors regarding the ability to canvass funds to help make the organization more sustainable.
10. PRADET's governance will be further strengthened by the active participation of its council members
11. PRADET's council members with specific skills will contribute to the development and supervision of PRADET, including providing necessary training to staff.

Indicators

- Every year 10 staff members from each program will be trained and will implement the skills learned from the trainings in their work.
- From the year 2027, 70% of staff will have participated in capacity building related to their positions and will have applied this training to their work.
- 100% of the management team will have been trained on leadership, monitoring and evaluation, and finances and will be able to implement the knowledge learned during these trainings in their roles at PRADET
- PRADET will have implemented an orientation about its services and the referral system.
- In 2027 100% of the program coordinators will be more active in their program coordination, including directing staff, management, data, and communication with donors.
- 100% of staff understand and follow internal rules, policies, and procedures.

- Donor funding to PRADET, both Government and international agencies, will continue to be sufficient to support 100% of PRADET's activities every year.
- PRADET will have a better understanding of the operationalization of their work in the future.
- 100% of the management team will have implemented suggestions from staff.
- 100% of staff will feel safe in their work and will have the energy to learn new skills to contribute to the professionalization of work at PRADET.
- Council will have a minimum of four meetings per year, with a minimum of five council members present at each meeting.
- PRADET has the responsibility every three months of delivering a summary of planned activities progress implementation, a budget, and a financial report to the Council.