



Australian Government
AusAID



DRAFT

Timor-Leste (East Timor)

Public Sector Capacity Development Program

Annual Plan



Managing Contractor:



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Preface

This Annual Plan serves a number of purposes and has several different audiences. Its main purpose is to provide an accurate account of what has been accomplished by the Program during the last twelve months, and what is planned, and to set out the underlying rationale for Program strategy and action. The rationale is derived from an assessment of the policy directions of the new Government of Timor-Leste (GoTL) (based on formal statements and discussions), discussions with counterparts, careful analysis of the Program's development context and recommendations from a recent AusAID-appointed Monitoring and Review Group (MRG) review of the Program, a review of recent development literature on fragile states, and critical consideration of the validity of the Program's original design parameters. The Annual Plan also explains the character of Program progress and it discusses risks faced by the Program.

As with all strategic plans, this Annual Plan is subject to change in the light of unfolding events and improved knowledge and understanding. Discussions with the new GoTL concerning its priorities and the Program's ability to support them continue to be central to this evolutionary process.

JOHN WALSH

PSCDP Program Manager – for PSCDP core team
Dili

Acknowledgements

We would like to acknowledge the good work of all of those who have contributed to whatever success the Program can be said to have had to date. First, the foundations of the Program's work lie in the effective and harmonious working relations that have been established with our main counterparts in government, particularly the members of the Program Management Group and, more recently, senior members of the new GoTL. We thank all members of the GoTL who have given so generously of their time during this extremely busy period.

Second, our thanks go to all AusAID staff who have contributed to the success of the Program to date. Again, the crucial ingredients have been those of mutual respect and trust combined with healthy and undefensive critical debate of high quality concerning the development and management issues confronting the Program.

Third, to PSCDP advisers (other than the PSCDP core team) and to PSCDP main office support staff we say thank you for the work you have done to date. As a group we will continue to apply the concepts of continuous improvement, which in the interests of Program performance we all must.

Fourth, during the last six to seven months the Program has built close and highly effective working relations with the Special Adviser to the Prime Minister, the Honourable Steve Bracks, and his team. This relationship has been invaluable, making possible and likely significant development at a rapid pace in areas of priority for the Government of Timor-Leste and to the Program. The combination of attributes inherent in the structure of this relationship and their management by the parties involved has everything to do with its success.

JOHN WALSH

PSCDP Program Manager – for PSCDP core team
Dili

List of Acronyms

ADS	Australian Development Scholarship
AGC	Annabelle Cajita
ALA	Australian Leadership Awards
AusAID	Australian Agency for International Development
AYAD	Australian Youth Ambassadors
CDCU	Capacity Development Coordination Unit
COM	Council of Ministers
GoTL	Government of Timor-Leste
HC	Head Contract
HRM	Human Resources Management
INAP	National Public Administration Institute
JW	John Walsh
MAFF	Ministry of Agriculture Forestry and Fisheries
MB	Maria Braz
MC	Managing Contractor
MOSA&TM	Ministry of State Administration and Territorial Management
MOH	Ministry of Health
MOI	Ministry of Interior
MOJ	Ministry of Justice
MNRMEP	Ministry for Natural Resources, Mineral and Energy Policy
NDPS	National Directorate of Public Service
NDPEAC	National Directorate of Planning and External Assistance Coordination
NGO	Non Government Organization
OIG	Office of the Inspector General
OP	Office of the Provedore
OPG	Office of the Prosecutor General
PAF	Program Assessment Framework
PB	Peter Blunt
PDD	Program Design Document
PMG	Program Management Group
POSI	Pillars of the State Institutions
PSCDP	Public Sector Capacity Development Program
SAPM	Special Adviser to the Prime Minister
SHD	Sustainable Human Development
SIPs	Sector Investment Programmes
SoS CoM	Secretary of State of the Council of Ministers
SWG	Sector Working Group
UN	United Nations
UNDP	United Nations Development Program
UNOTIL	United Nations Office in East Timor
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

1. INTRODUCTION

PSCDP commenced operations in July 2006. This report is the third Annual Plan for PSCDP¹. The structure and summary content of the Plan is as follows:

- **Section 1: Introduction** – Summary of key documents, partner agencies and stakeholders that have guided the Annual Planning process.
- **Section 2: Program Description** – Outlines the Program Goal, Mission and Scope (as defined in the Head Contract), and the basic activity selection and implementation strategy chosen to best contribute to achievement of the Goal, Mission and Scope.
- **Section 3: Progress Review 2007/8** – Provides a high level assessment of activity achievements during 2007/8, discusses problems encountered during implementation, and recommends improved strategies based on lessons learned going forward.
- **Section 4: Strategy and Work Program 2008/9** – Lays out the planned program of work for 2008/9, incorporating revised design and implementation strategies (proposed through Section 3) as appropriate.
- **Section 5: Financial Summary** – Summary of financial expenditure for 2007/8, program expenditure to date, and a detailed budget of anticipated expenditure in 2008/9 based on proposed workplan.

1.1 Main Reference Documents

Program goal and mission, rationale, key partners, modes of assistance, program management arrangements and the PAF are derived from the original **Program Design and Head Contract** as well as the first (and current) amendment to that contract. Operational progress is discussed with reference to activities proposed through the **2007/8 PSCDP Annual Plan**. As explained more fully in the main body of the report, the activities supported by the Program, and those that are planned, are supportive of and responsive to the (reform) **Program of the Fourth Constitutional Government 2007-2012**. A number of Program adjustments reflect key findings and recommendations of the recently completed **MRG Report**.

1.2 Process for Preparation of the Annual Plan

As in the past, the planning process for this Annual Plan has entailed extensive consultation with the GoTL. Meetings have been held with all relevant Ministers, Secretaries of State and other senior officials of the GoTL concerning all relevant matters associated with the Program. In some cases, several meetings have been held.

1. **Matters discussed.** These have included:
 - a. Government priorities
 - b. The nature of existing Program support; progress and problems; and prospects
 - c. Possible future directions of PSCDP support
2. **Persons consulted in government.** To date, meetings have been held with:
 - a. Minister of Finance
 - b. Minister of Economy and Development
 - c. Minister of Education
 - d. Minister of Health
 - e. Minister of Agriculture and Fisheries
 - f. Minister of State Administration and Territorial Management
 - g. Vice-Minister of Economy and Development

¹ The first Annual Plan was produced in October 2006; a second (provisional) Annual Plan was then written in October 2007.

- h. Secretary of State for the Council of Ministers
 - i. Secretary of State for Administrative Reform
 - j. Secretary of State for Natural Resources
 - k. Secretary of State for Agriculture and Arboriculture
 - l. Secretary of State for Security
 - m. Secretary of State for Electricity, Water, and Urbanisation
 - n. Permanent Secretary, Ministry of Economy and Development
 - o. Director, NDPS
 - p. Director, INAP
 - q. Coordinator, National Commission for Research and Development
3. **Workshops:** During February and March 2008, and in addition to the meetings referred to above, workshops were held on the matters outlined in paragraph 1 with senior government officers from agencies supported under 'Program activities' of the Program. All core team members attended these workshops.
4. One consistent outcome of these discussions has been that the new GoTL is conscious of the need for it to have a reasonable settling-in period that will allow it to come to terms with development conditions and how best to implement the pro-poor policies it wishes to pursue at the level of projects and programs. During this settling-in period, the Program will continue to engage closely with counterparts with a view to developing joint positions on future support.

2. PROGRAM DESCRIPTION

PSCDP is a flagship activity of AusAID's Economic Governance Program in Timor-Leste and, given its size and scope, will continue to be a key donor intervention in support of the establishment of a functional GoTL Civil Service.

PSCDP commenced operations in July 2006. It is a 5 plus 5 year program financed by the Government of Australia through AusAID. Program activities are divided for contractual, management and administrative purposes into four categories, namely:

1. 'Program Activities' – activities supporting those Central Agencies (as defined the Head Contract) which most directly contribute to the establishment of sustainable Civil Service functionality in Timor Leste;
2. 'Additional Initiatives' – novated activities from the previous Capacity Building Facility (most of which have now expired) and *ad-hoc* requests from AusAID, primarily targeting line ministries;
3. Australian Development Scholarships (ADS); and
4. Australian Leadership Awards.

The structure whereby a majority of activities and funds are targeted towards 'Program' central agency initiatives, supported by a flexible facility for 'Additional' requests remains highly appropriate in the current operating environment, a conclusion supported by the recent MRG report.

Program Activities and Additional Initiatives are funded from an AusAID Imprest Fund, while fixed reimbursable budget limits have been set to cover the management and administrative costs (not tuition fees) of the scholarships activities. Funds available annually for each category are approximately:

- a. **Program and Additional:** \$24.52 million over five years, or approximately \$4.9 million per year. While the contract does not formally prescribe a breakdown of funding between Program and Additional initiatives, PSCDP has to date allocated on an approximately 50:50 basis, and plans to move towards a 55:45 split by the end of 2008/9.
- b. **Australian Development Scholarships (ADS)** program: The PSCDP Contract allocates \$1.01 million for ADS management fees and administrative costs over the course of the five years, plus ADS personnel costs.
- c. **Australian Leadership Awards:** The PSCDP Contract allocates \$258 thousand for ALA management fees and administrative costs over the course of the five years, plus ALA personnel costs.

2.1 Major Implementing Agencies

The Program Scope – as defined in the Head Contract – references the following key GoTL counterpart agencies:

1. Capacity Development and Coordination Unit (CDCU);
2. National Directorate of Public Service (NDPS);
3. National Institute of Public Administration (INAP);
4. the Sector Investment Program (SIP) Coordination Unit of the National Directorate of Planning and External Assistance (NDPEAC); and
5. A range of other central and line agencies supported through the flexible facility component ('Additional Initiatives') of CDP.

A range of institutional re-arrangements since Program commencement (discussed more fully in Section 3.2) have meant that PSCDP has necessarily discontinued its support for CDCU (organisation abolished) and NDPEAC (currently restructuring). At the same time it has broadened the scope of central agencies supported to include:

- Office of the Prime Minister (OPM);
- Ministry of Finance (MoF);
- Ministry of State Administration and Territorial Management;
- Ministry of Economy and Development (MoED); and
- Office of the Secretary of State for the Council of Ministers.

2.2 Program Goal, Mission and Scope

The Head Contract describes the goal of the Program as: a sustainable and effective system of governance and public administration for the delivery of high quality public services.

The Program goal remains highly relevant and appropriate. Many of the “high quality public services” are delivered in health, education, and agriculture. Together with income, these are the main drivers of Sustainable Human Development (SHD). The extent to which important central agencies of government operate as they should and the extent to which the major service delivery ministries similarly operate and provide relevant services to the community are crucial to the achievement of the Program goal. Program support is and will be directed to both of these broad areas.

The mission of the Program is: to strengthen capacity building institutions and processes to build individual and institutional capacity in East Timor.

The capacity building institutions referred to in the Mission statement are (as defined through the Program Scope) the CDCU, NDPS, INAP and NDPEAC. The institutional rearrangements and the subsequent expanded range of PSCDP partner agencies (referred to in Section 2.1 above) suggest a need to refine the Program Mission and Scope to reflect current circumstances. This recommendation is detailed in Sections 3.2 and 3.3 below.

2.3 Strategy for Implementation

2.3.1 ACTIVITY SELECTION

Program Activities: Program Activity needs continue to be determined through consultation with GoTL Implementing Agencies and AusAID, and are approved through the monthly meeting of the Program Monitoring Group (PMG). A range of criteria must be satisfied before activities reach the PMG for approval (summarised in the PSCDP Activity Assessment Criteria and Guidelines), including:

- Compatibility with PSCDP programme design;
- Contribution to 'good' governance and/or poverty reduction;
- Continuation of activity benefits;
- Contribution to equitable development;
- Gender;
- Capacity development opportunities and threats; and
- Value for Money.

PSCDP continues to recommend allocating Program Activity support across a number of central agencies for reasons of:

- Spreading risk;

- Targeting a range of critical (technical) pressure points for the cost-effective improvement of civil service and hence government performance; and
- The interdependent and mutually reinforcing nature of activities.

Additional Initiatives: In addition to those activities novated from CBF (most of which have now expired), PSCDP regularly receives *ad-hoc* requests from AusAID to support Additional Initiative activities of the following nature:

1. Supplementary support to existing AusAID-financed programs/sectors;
2. Transitional support in-between the termination of one program and the commencement of another; or
3. Support leading to planned AusAID-financed activities.

2.3.2 FORMS OF CAPACITY DEVELOPMENT SUPPORT PROVIDED BY THE PROGRAM

PSCDP recognises the multi-faceted nature of capacity building and has utilised a number of approaches to date, including:

1. **Policy advocacy and debate:** The Program has invigorated and raised the level of policy debate in government and among donors concerning important aspects of good governance, such as establishing a Civil Service Commission and addressing issues of corruption.
2. **Institution building:** There are several concrete examples of this, which stem from the policy advocacy referred to above, including: the approval by the Prime Minister and Council of Ministers of a task force charged with the establishment of an independent civil service commission; the use of the outcomes of the work force planning activity as an element of national and sectoral planning; the mooted establishment by the Ministry of Finance of an aid effectiveness unit; and the establishment of a working group to examine organisational redesign possibilities for the Offices of the Provodore and Inspector General.
3. **Strengthening systems and processes:** Program support to the Office of the Secretary of State of the Council of Ministers (SoSCoM) lies at the heart of legislative processing in government. This support is crucial to the high quality review and drafting of organic laws and the development and promulgation of a wide range of subsidiary legislation. Support to INAP and to the Ministry of Health has helped to strengthen management systems. To some extent, similar effects are achieved in the SoSCoM and in the Office of the Prime Minister, although more direct and concerted attention to these matters is warranted in all PSCDP partner institutions. Strategic management and other management systems have been strengthened in the Office of the Prosecutor General (OPG), as have case registration procedures and practices.
4. **Organisational development:** Organisational assessments have been conducted of the OPG, CDCU, INAP, and the SoSCoM, which by virtue of their conduct build awareness of the issues involved and some insight into analysis and practical realisation of recommendations. The latter is carried primarily by the collaborative way in which the recommendations are worked through between the Activity Adviser, the Program and the counterparts and senior management of the government partner institution.
5. **Training and development (skills, knowledge, values and attitudes):** the curriculum development work, the training of trainers and the delivery of contextualised training modules to Ministry staff now being done in collaboration with INAP will soon begin to yield benefits for the whole civil service. Similarly the Director of NDPS is currently undertaking a Masters program by way of distance learning funded by PSCDP.

2.3.3 *MODES OF ASSISTANCE*

The Program embraces a broad range of modes of assistance to implement the capacity building approaches described above, including:

1. Provision of individual advisers deployed into counterpart agencies, both in-line and in non-line management functions.
2. Provision of technical assistance to undertake specific tasks with and on behalf of counterpart Agencies – such as Organisational Review of agencies, scoping mission, research etc.
3. Provision of tailored training programs.
4. Design and delivery of projects.
5. Scholarships – both ADS and support to GoTL mechanisms established to ensure equitable and merit based selection processes.
6. Facilitation of placement of volunteers such as Youth Ambassadors and AVIs – both such programs had been suspended for a lengthy period due to civil disturbances in 2006, however the Program has a number of proposals currently being processed through the Youth Ambassador Program.
7. Coordination and support to Australian government officers under the partnership linkages program – a number of MoUs have been entered into between the Program and Australian State Governments.

2.3.4 *THE ADS PROGRAM*

PSCDP revised its marketing strategy for the ADS and NZAID awards during the first year of the Program (i.e. 2006/7 and approved by the ADS PMG). The Strategy involves wide advertising through both electronic and print media, along with promotional visits to the major populated districts such as Baucau, Lospalos, Maliana, Manufahi, Oecusse and Covalima.

The ADS PMG is due to meet in August 2008 to finalise the marketing strategy for 2008-2009 intake and it is anticipated the strategy used for the past two years will remain substantively unchanged.

2.3.5 *THE ALA PROGRAM*

PSCDP assumed responsibility for the management of the Australian Leadership Awards (ALA) programme for Timor-Leste in April 2007. The management of the 2008 intake included promotions, application processing, short-listing, pre-departure preparation and mobilisation.

2.4 **Risk management approach**

The PSCDP operating environment is characterised by it's continually, and sometimes significantly, changing nature. Instances of dramatic civil unrest, a recent change of government, regular restructures of GoTL agencies, evolving GoTL plans and priorities, a dynamic donor environment, and uneven development progress all pose credible risks to the Program achieving its objectives.

PSCDP adopts a proactive approach to the management and minimisation of risk. It has a Risk Management Plan which is updated on a six-monthly basis, using information from a variety of sources, including: GoTL agencies, the Program Management Team, AusAID and other donor advice, adviser reports, and attention to local and international media.

The updated Risk Management Plan is attached at Annex 6.

2.5 Monitoring and Sustainability Approach

2.5.1 *PSCDP PERFORMANCE ASSESSMENT FRAMEWORK*

To date, PSCDP has used the Performance Assessment Framework (PAF) as its primary M&E tool, in accordance with PSCDP's Design Framework and with PAF requirements specified in the Head Contract. The PAF was designed to ensure/promote the quality of its activities and to provide answers to two central questions:

1. What is the extent and quality of what the program delivered?
2. What changes are taking place as a result of program activities?

The PAF has been effectively established and implemented, a conclusion supported by the MRG and AusAID in 2007, which considered it 'best practice in the TL context' and was approved without revision.

A summary of the findings of PAF for 2007/8 are attached at Annex 5.

While the PAF has produced a considerable quantity of activity-level data, its limitations in producing useful 'higher-level' data to inform PSCDP strategic and management decisions (including the preparation of this Annual Plan), prompted the Program to conduct an internal review of the PAF and its effectiveness. The Program's reservations and suggested improvements are outlined in Section 3.3 below.

2.5.2 *SUSTAINABILITY*

PSCDP recognises that the extent to which it achieves the Program goal and mission will ultimately be determined by its ability to demonstrate sustained systemic improvements in GoTL public sector governance and administration. Sustainability must be considered at every stage of the activity cycle, from selection to design, implementation, monitoring and evaluation. PSCDP, through its PAF tools, specifically considers the perceived sustainability of new Program activities and their design against critical considerations such as:

- GoTL agency demand and ownership;
- Compliance with and support of GoTL policies and plans (where they exist);
- Building on existing systems and processes, where possible;
- Opportunities/threats to establishing GoTL technical and managerial capacity to continue the activity post-assistance;
- Recurrent cost implications; and
- Potential for donor collaboration or duplication.

All advisers are required to assess and report on the sustainability of their activities through their six-monthly and completion reports, and issues and recommendations arising from those reports regularly inform changes to Program and Activity management.

3. REVIEW OF PROGRESS AND IMPLEMENTATION APPROACH

3.1 Progress to Date

3.1.1 PROGRAM ACTIVITIES

Intervention strategy/ activity	Progress	Contribution to Program Objectives 1,2 and 3 ²
Office of the Prime Minister		
<ul style="list-style-type: none"> Support establishment of anti-corruption commission 	<ul style="list-style-type: none"> Discussion paper produced and subject to broad consultation Successful “2008 Year of the Administrative Reform” Conference conducted 	<ul style="list-style-type: none"> ACC not yet established. However high level political commitment augurs well for well resourced, strong functioning ACC (1) Legislation establishing ACC expected to be drafted late 2008 (2)
<ul style="list-style-type: none"> Support establishment of a Civil Service Commission 	<ul style="list-style-type: none"> Task force established by PM CoM approved in principle paper on roles and responsibilities of CSC Draft establishment Bill finalized for consultation Booklet on commonly asked questions on Civil Service Commission developed to assist education process 	<ul style="list-style-type: none"> Civil Service Commission expected to subsume current NDPS and INAP (1), to form a well resourced functioning organization to promote apolitical merit based civil service (1) Agreement reached on the need to amend the Civil Service Act to support above (2) Civil Service Establishment Bill to be considered by Parliament late 2008 (2) CSC to issue guidelines and instructions to ensure effective and efficient civil service (3)
NDPS		
<ul style="list-style-type: none"> Support to developing Civil Service regulations The Director of NDPS undertaking distance learning Master of International Management program at Charles Darwin University, Darwin 	<ul style="list-style-type: none"> Civil Service Statute Amendment Bill prepared Performance Evaluation regulation approved by CoM Recruitment and Selection regulation approved by CoM 	<ul style="list-style-type: none"> Regulatory framework will provide guidance and certainty to Ministries and civil servants (2) As regulations are implemented NDPS will be better able to provide policy advice and support to Ministries (1) Director better able to manage Directorate (1)

² These are the Program Objectives proposed in **Section 3.3.2**, namely: **Objective 1:** To strengthen capacity of personnel, systems and processes of central agencies; **Objective 2:** To support the establishment and implementation of a regulatory framework for the Public Sector; and **Objective 3:** To enhance corporate management and administrative capacities of various line ministries. While these Objectives were not in place during 2007/8, PSCDP chose to report achievements against these categories due to their greater relevance to the activities of the reporting period.

Intervention strategy/ activity	Progress	Contribution to Program Objectives 1,2 and 3 ²
	<ul style="list-style-type: none"> Director successfully completed program, thus far 	
INAP		
<ul style="list-style-type: none"> Support to INAP to implement Civil Service Regulations/develop foundation training program for civil service Support to management function of INAP 	<ul style="list-style-type: none"> Completion of INAP Donor Assistance Plan and report on future needs of the institution INAP overarching curriculum framework developed Seven modules focusing on the Constitution, Civil Service Act, Code of Ethics among others for level 3 course finalised, piloted and reviewed Training of trainer of eight INAP trainer completed Level 3 program piloted 	<ul style="list-style-type: none"> Results of contextualized foundation training program delivered to level 3 civil servants across GoTL starting to affect changed work practices in Ministries as evidenced by (3) Donor Assistance Plan ensured INAP more certain of role and responsibility and better able to advise donors of genuine needs (1) & (3)
Ministry of Finance		
<ul style="list-style-type: none"> Support to adviser effectiveness Support to national priorities monitoring 	<ul style="list-style-type: none"> Demographic database of advisers within GoTL developed. Specific adviser demographics reports by Ministry and Donor and GoTL summary reports developed Assisted in establishing National Priorities secretariat 	<ul style="list-style-type: none"> Limited evidence at this stage that the GoTL will use products of these activities.
Ministry of Economy and Development		
<ul style="list-style-type: none"> Support to national planning priorities Support to workforce planning 	<ul style="list-style-type: none"> Overview reports on contribution to workforce planning in the Ministry of Education and Culture and Ministry of Agriculture completed Overview report on current public sector workforce prepared and informed the State of the Nation Report 	<ul style="list-style-type: none"> State of the Nation report able to inform policy direction of GoTL (1) Workforce planning raised as concept with (and demonstrably understood by) Ministry responsible for Government planning (1)
Secretary of State – Council of Ministers		
<ul style="list-style-type: none"> Support to legislative drafting Support to management function of SoS 	<ul style="list-style-type: none"> Organic law for the IV Constitutional Government prepared Organic laws for 12 Ministries prepared Various regulations and agreements drafted an 	<ul style="list-style-type: none"> Regulatory framework formalizing new Government's administrative arrangements developed. (2) Due to lack of capacity building in this agency to date (due to lack of legally trained counterparts), limited evidence that

Intervention strategy/ activity	Progress	Contribution to Program Objectives 1,2 and 3 ²
	<p>approved (e.g. CEDAW report approval, State Budget Laws for Budgets Jul-Dec 07 and 2008; Youth Policy)</p> <ul style="list-style-type: none"> Developed and workshopped new procedures on legislative processes 	institutions and agencies are better able to manage legislative drafting.

3.1.2 Other Capacity Building Initiatives

Intervention strategy/ activity	Progress	Contribution to Program Objective 4 ³
Various Ministries		
<ul style="list-style-type: none"> Support to Health Sector 	<ul style="list-style-type: none"> Global Fund (GF) HIV Unit Officer trained to be able to develop and administer the program budget, plan and implement activities, and report against the M&E framework of the program The TB and Malaria unit officers of GF gained considerable understanding of administrative requirements and contributed to the Grant Proposal Submission Key systems of the GF program established: filing, program documentation management, budgeting, accounting & finance, monitoring and evaluation 3 day course on improving the quality of nutrition services, including developing guidelines and monitoring procedures, conducted for District Public Health Officers and MCH Coordinators - subsequent training conducted at district level Assisted MoH in revising & trialling tools for nutrition reporting to health facilities Developed Guidelines for improving the Safety Net program for review by MoH Nutrition Services on-the job Training and Supervision Guide for health facilities was developed 	<ul style="list-style-type: none"> Ministry of Health systems and procedures significantly enhanced regarding GF management and nutrition services Improvement in the management of the national nutrition program, mainly due to monthly planning of nutrition activities, storage of nutrition resources, establishment of filing systems, IT assessment & communication systems and improvements within the Maternal and Child Health Unit of MoH
<ul style="list-style-type: none"> Support to OPG 	<ul style="list-style-type: none"> Inaugural strategic plan for OPG workshopped and finalised Contextual analysis of Office of Prosecutor General completed and a revised organizational structure and related job descriptions drafted Drawings and Bills of Quantity prepared for construction/ refurbishment of OPG district offices and residences 	<ul style="list-style-type: none"> OPG contextual analysis informed strategic plan and restructure proposal – strengthening personnel and systems of Office Refurbishment/construction of office and residences for District OPG will provide

³ Objective 4: To strengthen capacity of personnel, systems and processes of various line ministries through a flexible fund.

Intervention strategy/ activity	Progress	Contribution to Program Objective 4 ³
		opportunities for enhanced service delivery and greater access to justice
<ul style="list-style-type: none"> • Support to Food Security (MAFF) 	<ul style="list-style-type: none"> • Established awareness within MAF and other government departments on information regarding UNMIT's meteorological department that provides weather data and long-term forecasting • National Food Security Committee revived and two districts Food Security committees established 	<ul style="list-style-type: none"> • Issues surrounding food security given greater emphasis across GoTL, demonstrated through increased media commentary regarding food security and the Committees revived and established.
<ul style="list-style-type: none"> • Support to workforce planning 	<ul style="list-style-type: none"> • Overview reports on contribution to workforce planning in the Ministry of Education and Culture and Ministry of Agriculture completed 	<ul style="list-style-type: none"> • Workforce planning raised as concept with (and well understood by) Ministries of Education and Agriculture

3.1.3 *SCHOLARSHIPS*

ADS: The ADS marketing strategy was revised by PSCDP in 2006/7 and proved extremely successful, resulting in a substantially higher number of good quality applicants than in the previous years; and importantly more women applicants. As a result of this, the number of ADS awards was increased by 50% (from 8 to 12) and the number of NZAID awards was doubled from 3 to 6. These increases were maintained for 2007-2008 intake.

While Student Contact Officers at the various Universities provide regular updates on student progress via the SIMON database, direct contact with this office only occurs when academic performance issues arise. Owing to the fact there was no full student progress report finalised in March/April 2008, a self assessment pro-forma has been developed which will be distributed via email to all current ADS student during August 2008. A follow up visit to the Universities to assess student progress is scheduled for early 2009.

A recent inaugural survey of ADS alumni has been distributed to approximately 100 registered alumni. The survey addresses questions related to employment history, use of English language skills and the qualifications attained particularly as they relate to current employment. PSCDP keenly awaits the results of this survey as it will provide critical data to assess the effectiveness of the ADS Program in Timor-Leste. These results will form a key component of future ADS reporting.

ALAs: Although six applicants attempted to apply for ALAs for 2009, unfortunately there were no successful applicants due to their failure to fulfil the requirements (i.e. supporting documents were not attached, they failed to obtain an unconditional offer from an Australian University or their IELTS results were less than the required 6.5 with no band less than 6.0).

The program will continue to give particular attention to the two main constraints to people successfully applying for an ALA, namely, those having to do with the requirement that applicants should possess an unconditional offer of admission to an Australian university higher degree program and English language capability.

The ADS/ALAS office of PSCDP will continue to provide information and help potential candidates to prepare documents and to submit their applications online. PSCDP has extensive material on courses available at Australian Universities as well as a number of 'hot desks' with internet access which may be made available to potential applicants to address the first of the impediments to success mentioned above. The outcomes of an STA input under the TVET program (funded through PSCDP) recommending options to provide English Language training in Timor-Leste will hopefully go some way towards addressing the second impediment.

3.2 **Significant Problems Encountered & Changed Circumstances Experienced During 2007/8**

3.2.1 *INSTITUTIONAL UNCERTAINTY*

Institutional re-arrangements following the formation of the new Government have had a significant bearing on the identity and institutional location of two of PSCDP's main counterpart agencies and on the institutional locations of a number of the Program's activities. The changes are set out below:

- a. **CDCU:** This agency has been formally abolished. Its staff and some of the original (capacity development coordination) functions envisaged under its mandate have been formally transferred to INAP. A number of PSCDP-supported activities formerly located at CDCU were relocated as follows: 'workforce planning' (ACT 25) was located in the

Ministry of Economy and Development; and ‘adviser demographics’ (ACT 27) was absorbed by the Ministry of Finance.

- b. **NDPEAC:** The Ministry of Finance is in the process of re-structuring its activities. The work of NDPEAC has been re-distributed within the Ministry of Finance, the Ministry of Economy and Development, and the Ministry of Foreign Affairs. The aid coordination functions of NDPEAC are likely to be directed to an Aid Effectiveness Unit, mooted to be established as part of the Ministry of Finance re-structure in late 2008. Its coordination role in relation to Sector Working Groups and sector investment planning has been transferred to the National Commission for Research and Development in the Ministry of Economy and Development. Program support to the latter has also been transferred to that Ministry and more recently to supporting the National Priorities Secretariat located in the Ministry of Finance.
- c. **NDPS:** This agency continues as before, although the prospect of a Civil Service Commission (CSC) being established in the near future – with support from PSCDP - could have significant implications for NDPS, which is likely to become the Secretariat to the CSC.
- d. **INAP:** The former Director was appointed to the position of Secretary of State for Administrative Reform within the Ministry of State Administration and Territorial Management. The position of Director, INAP has been filled by the former Languages Coordinator of INAP. Apart from the transfer of some functions from the former CDCU, mentioned above, INAP and, consequently, Program-supported activities located there remain unaffected. INAP’s relationship to the Civil Service Commission is unclear at this stage although there are strong arguments for INAP also to be part of the Civil Service Commission.

3.2.2 *PERFORMANCE ASSESSMENT FRAMEWORK*

PSCDP’s experience with the PAF to date has been that it is particularly process-driven, and therefore extremely time-consuming for all users. Its complexity also contributes to a general lack of understanding of how to use it and for what purpose by all PSCDP users. While the PAF has produced a considerable quantity of activity-level data, the extent to which it has been able to yield meaningful outcomes-level data - for PSCDP, AusAID or GoTL agencies - is extremely limited. This limitation was brought into sharp relief during the preparation of this report, and prompted the Program to conduct an internal review of the PAF and its effectiveness.

A recent report by the PSCDP M&E Adviser concluded that in order to produce this information in a timely and useful manner, PSCDP would need to add considerable resources to the core management team and additional time for the M&E Adviser. This does not seem to be good value-for-money and supports the general PSCDP perception that the ‘tail is wagging the dog’ (i.e. the structure of the PAF itself is guiding data collection and reporting, rather than the management requirements of the Program) with regards to PSCDP performance assessment.

3.2.3 *VARIOUS ISSUES AFFECTING SUSTAINABILITY OF ACTIVITIES*

The MRG report raises a number of issues with direct and indirect impact on the sustainability of PSCDP activities, including:

- **Lack of activity counterparts** - There were a number of activities that were originally located within CDCU which, after its abolition, were relocated to other Ministries. Counterpart availability was a particular issue for those activities that re-located although it is acknowledged that other activities, particularly those funded as Additional Initiatives, were similarly affected.

- **Lack of capacity building focus on some activities where advisers are considered ‘in-line’** – The MRG notes that several PSCDP advisers are in-line, that this is sometimes necessary in the dynamic Timor-Leste environment, but that these positions should be clearly identified as line versus capacity building roles.
- **Lack of focus or cohesion of some Additional Initiative activities** – The recent MRG noted the inherent risk that activities funded under the Additional Initiatives facility become overly diffuse and do not contribute in any real and measurable way towards Program objectives.
- **Lack of Institutional Support for Several Activities** - The Workforce Planning activity in particular was found not to be achieving the intended outcomes due to a perceived lack of support by the MoED.
- **Incomplete or unclear GoTL planning framework** – In the absence of an effective GoTL strategic planning framework, we must continue to ask the question “what are we capacity building for?” The suspension/failure of sector planning and the absence of a strategic plan for ministries means PSCDP runs the risk of capacity building for its own sake rather than to provide specific services to the community at large.

In addition, there has been an ongoing critical discussion between PSCDP and AusAID on the extensive use of TA as the principal form of assistance under PSCDP, and the potential limitations of such an approach.

3.3 Proposed Changes to Focus of Design or Implementation Approach

3.3.1 PROGRAM MISSION

PSCDP recommends a revision to the current Program mission, which requires PSCDP assistance to target key capacity building institutions who will, in turn, build individual and institutional capacity in Timor Leste. In light of the institutional uncertainty outlined in Section 3.2.1 above, PSCDP argues that exclusively assisting these agencies (capacity building institutions) represents an unreasonable risk to the achievement of the Program Goal. PSCDP therefore recommends a broader and more direct engagement with central agencies (including but not limited to ‘capacity building institutions’) such as OPM, ME&D and MoF, and certainly the CSC when established, as well as line agencies particularly with regard to corporate and administrative functions. If this recommendation is approved it is suggested that the revised Mission statement be simply:

To build individual and institutional public sector capacity in Timor-Leste.

3.3.2 PROGRAM SCOPE

As indicated in Section 3.2.1 above, the current PSCDP Scope does not reflect the new administrative arrangements of the 4th Constitutional Government. For example, many of NDPEAC’s functions, particularly those that the original scope of service directed Program attention to, have been reassigned to three different Ministries. The SWG responsibilities previously under the management of NDPEAC have been transferred to the management of the National Commission for Research & Development in MoED and the newly established National Priorities Secretariat in MoF. It is unclear whether the Government will continue with SIP processes.

Consequently, PSCDP recommends a significant change in Program Scope to better reflect the emerging public sector reform priorities of the GoTL. We would propose a change in terminology, with the ‘Scope’ changed to ‘Objectives’, a term more clearly understood by all users. The proposed Objectives would be:

Objective 1: To strengthen capacity of personnel, systems and processes of central agencies – these central agencies would include NDPS and INAP but extend beyond ‘capacity building institutions’ to include key GoTL governance agencies including (but not exclusive to) the OPM, MoED, MoF and the CSC, on its establishment.

Objective 2: To support the establishment and implementation of a regulatory framework for the Public Sector – primarily through the establishment of an efficient and effective Civil Service Commission, amendments to the Civil Service Statute and the development, promulgation and implementation of the regulations supporting the Statute.

Objective 3: To enhance corporate management and administrative capacities of various line ministries – this objective picks up on the MRG recommendation “to build on its current central agency focus to make Line Ministry (LM) CSU capacity-building a major activity into the medium term; and be resourced accordingly. This strategy supports the Government’s priority in budget execution; and will underpin any moves towards decentralisation, plus fill gaps left by PFMCBP.”

Objective 4: To strengthen capacity of other personnel, systems and processes of various line ministries through a flexible fund – this objective would continue virtually unchanged from the current Scope.

Objectives 1-3 would fall into the category of Program Activities, while Objective 4 would remain unchanged as the Objective of Additional Initiatives.

PSCDP recommends that the Head Contract be amended to reflect the significant changes to key counterpart institutions described above. This Annual Plan also proposes a changed Implementation Strategy (described in Section 4 below) to better target future assistance to these institutions.

3.3.3 INCREASED FOCUS ON THE SUSTAINABILITY OF PROGRAM ACTIVITIES

After two years of operations, PSCDP has clearly made significant achievements in engaging with a range of key partner agencies, and rolling out a large number of efficient and effective initiatives. These achievements have been made in an extremely dynamic operating environment, often without identified counterparts. In such circumstances, PSCDP argues that supporting activities necessary for effective governance – such as writing and developing legislation, policies, systems, procedures, manuals etc - in a line capacity are still strengthening the capacity of the institution to meet its mandate

However, PSCDP supports the findings of the MRG in relation to sustainability and the need to begin to refine activity selection, design, implementation and M&E to increase its focus on sustainable activity achievements irrespective of whether advisers are working in line or in an advisory capacity. PSCDP’s approach to this is discussed further in Section 3.4 below.

3.3.4 MORE STRINGENT ACTIVITY SELECTION PROCESSES FOR ADDITIONAL INITIATIVES

In response to the issue raised by the MRG in relation to the selection of Additional Initiative activities, the Program has recently consulted with AusAID to develop a Checklist against which

AusAID can assess requests from GoTL, or initiatives emanating from AusAID itself. The use of the checklist will ensure:

- consistency with AusAID's program;
- compatibility with PSCDP's objectives;
- ownership and responsibility of GoTL (including the provision of suitable counterparts) is well understood; and
- the proposal is having the desired impact, is cost effective and risks associated with the proposal are properly assessed.

A copy of the checklist is attached as Annex 7.

3.3.5 MOVE TO MORE OUTCOMES-FOCUSED PROGRAM PERFORMANCE ASSESSMENT

PSCDP recommends that an experienced external M&E Expert (adviser to be confirmed) conducts a detailed review of the PAF, with a view to:

1. Determining the information needs of the Program (all stakeholders);
2. Assessing the PAF's appropriateness for providing this information, given available resources;
3. Making recommendations for revisions to, or replacement of, the PAF for AusAID consideration. PSCDP proposes to conduct this review in August 2008.

3.3.6 IMPROVED ADVISER PERFORMANCE MANAGEMENT

In April 2008, AusAID requested that PSCDP conduct a review to:

1. Review the management structure of the PSCDP team; and
2. Enhance the adviser performance management framework for PSCDP.

The findings of this review are attached at Annex 4.

The management team review recommended the need for the establishment of two new HRM and Capacity Building Adviser positions (International and Timorese context), with a specific mandate to better support and assess the performance of PSCDP's many advisers (as opposed to the PAF's focus on the performance of activities). The MRG, in turn, recommended that all advisers develop capacity-building plans to increase their focus on capacity-building. Progress against these plans would supplement the information already being collected on progress against activity/adviser work plans, qualitative reporting by counterparts and assessments by core team activity managers and enhance systems of adviser performance management. AusAID approved this recommendation and the team members (one new, the other existing) mobilised on July 15th 2008.

3.4 Updated Risk Analysis/Strategy

PSCDP has updated its Risk Management Plan to address the above risks, attached at Annex 7.

3.5 Updated Sustainability Analysis/Strategy

PSCDP has already begun to introduce a number of initiatives to support the sustainability of Program achievements. As discussed in Section 3.3.4 above, the new PSCDP HRM and Capacity Building Advisers will be primarily responsible for working with advisers, either in-line or in an advisory capacity to enhance capacity building, sustainability and performance management aspects of the activities. Specifically they will:

- Continually assess and look to introduce alternative modes of development assistance (other than just TA); and
- Support the development of, and assessment process for, adviser Capacity Building Plans.

Other activities with a specific sustainability focus will include:

- Application by AusAID of an activity selection criteria checklist – which includes considerations of sustainability such as the existence of a counterpart - to any requests from GoTL or emanating from AusAID itself.
- The Program has reviewed the current and proposed activities, for activity management purposes, assigned each activity to a core team member to reflect the new management structure and categorised each activity as either 1) **capacity building**; 2) **in-line** or 3) **neither**. (See Annex 9 – PSCDP Activity Allocation and Categorisation).

3.6 Updated PAF

To be updated once recommended M&E review (see Section 3.3.3) is completed.

3.7 Cross-Cutting Issues

Cross-cutting issues such as sound governance, capacity development, gender, and sustainability are central to the Program's operations, and have been mainstreamed throughout the PSCDP activity cycle.

The Program will continue to:

- run workshops on cross cutting issues for all of its advisers (to date, five such workshops have been held);
- display displaying promotional materials in all PSCDP activity work sites for some cross-cutting issues, (for example, on HIV/AIDS prevention and later, possibly, anti-corruption); and
- examine the potential for designing PSCDP activities that specifically address some of these issues, particularly where it is possible to combine this with improvements to service delivery, other aspects of public sector management or sound governance.

4. IMPLEMENTATION STRATEGY AND WORK PROGRAM FOR 2008/9

4.1 Implementation Strategy

The updated Implementation Strategy for PSCDP recognises the need for PSCDP – after two years of operation – to begin to demonstrate sustainable achievement in priority areas of the GoTL public sector reform agenda. While the MRG report clearly acknowledges the long-term nature of capacity building and, in turn, its measurable impact on service delivery in Timor-Leste, PSCDP must begin to develop an evidence-based argument for the changes the Program is contributing to.

PSCDP proposes to do this in the following ways:

- Seeking consensus on the proposed Program Objectives (see Section 3.3.2), which more clearly reflect the priorities of the GoTL and, in turn, the Program;
- More stringent use of activity selection criteria tools (both Program and Additional Initiatives – in the case of Additional Initiatives – newly developed for application by AusAID) to better ensure activities will make a significant and sustained contribution to the Objectives;
- Continue to explore and increase the number of alternative, more cost-effective modes of development assistance;
- Work with advisers and counterparts to develop agreed capacity building plans at the activity level, ensuring capacity building and sustainability objectives are clearly articulated and understood, and explicitly contribute to Program Objectives;
- Formalise the adviser performance assessment framework to assist advisers in implementing their capacity building plans, and assessing adviser performance against capacity building outcomes (as well as activity outputs); and
- Refine the PAF to ensure its focus, and that of its users, is on generating information to inform outcomes-level analysis.

A key recommendation of the MRG, is the likely contracting of a Governance Policy Adviser to provide strategic support to the Planning and Financial Management Capacity Building Program (PFMCBP) and PSCDP and provide high level advice to GoTL, AusAID, other Australian government agencies and development partners. This position would also provide ongoing, high-level feedback and advice on the success of PSCDP proposed implementation strategy.

4.2 Work Program

The Program's Work Plan for the period July 2008 to June 2009 is set out in Annex 1. A summary of key aspects of the Plan is presented below.

4.2.1 PROGRAM ACTIVITIES

Objective 1: Strengthen Capacity of Personnel, Systems and Processes of Central Agencies:

The work related to strengthening the capacity of Central Agencies continues to be up-stream, heavily policy related, and is focused on the Office of the Prime Minister, the Ministry of Finance, the Ministry of State Administration and Territorial Management, and the Ministry of Economy and Development.

The defining characteristic of the work carried out by these institutions is their strategic influence on the functioning of the civil service and of government as a whole. When the central agencies work effectively, they exert influence across the whole of the civil service and government, that is, their influence is systemic. PSCDP activities in the central agencies are summarised as:

1. **Office of the Prime Minister** - support to the establishment of a Civil Service Commission (CSC) and - possibly - an anticorruption commission (ACC); and other aspects of institutional strengthening of the Office such as the proposed Organisational Review of the Office and proposed Department of the PM.
2. **Ministry of Finance** - support to aid effectiveness through the establishment of an adviser demographic database (while this activity has completed the original database the Minister for Finance has proposed some expansion of the data gathered) and monitoring of 2008 National Priorities.
3. **Ministry of Economy and Development** - support to national development planning and State of the Nation report and to improved sector management (jointly with MoF).
4. **Ministry of State Administration and Territorial Management** - support to the improvement of the performance of civil servants through the development of supplementary regulations to the Civil Service Act, dissemination of those regulations through workshops, brochures and a HR Manual, curriculum development, training of trainers and the delivery of contextualised training to civil servants across all levels; and to other aspects of the establishment of the CSC.

Objective 2: Support the Establishment and Implementation of a Regulatory Framework for the Public Sector:

The work related to the Regulatory Framework will have a primary focus on: supporting the establishment of the Civil Service Commission by way of legislation; the necessary supplementary amendments to various other Acts in particular the Civil Service Statute 2004; the regulations to support the Civil Service Act; and the Anti Corruption Commission and amendments to various legislation necessary to facilitate approved changes to the functions of the Office of the Inspector General.

Objective 3: Enhance Corporate Management and Administrative Capacities of various Line Ministries: Corporate Services Units in Line Ministries

The work related to supporting corporate and administrative functions in line ministries is more down-stream and directed primarily at the 'service delivery' ministries (e.g Agriculture, Infrastructure, Education, Social Solidarity and Health) with a view to helping them achieve pro-poverty reduction results quickly. The activities in this category are designed to complement and reinforce the work of AusAID and/or other donor funded sectoral programmes in these areas, as well as that work carried out up-stream by the Program within Central Agencies as described above and PFMCBP.

Consistent with the mission of the Program, the emphasis of this category is on capacity development in the area of corporate support to the Ministry including establishing systems and procedures to enhance service delivery in the districts. The recent MRG report recommended support to Corporate Service Units in line Ministries as being the ideal mechanism for the Program to improve Line Ministry service delivery. Such assistance will cover:

1. The implementation of structural and management changes, particularly those related to new initiatives outlined in the Ministry Organic Law
2. The development and implementation of financial management systems, internal control and audit and procedures (including budget support, reporting and procurement)

3. The development and implementation of human resource management systems and procedures that accord with the Civil Service Act and Regulations (in consultation with NDPS and/or the proposed Civil Service Commission)
4. The establishment and operation of means of interaction with relevant central agencies such as Ministry of Finance and the proposed Civil Service Commission
5. Interactions between the Ministry and other stakeholders
6. The review of systems and procedures associated with the core activities of the Ministry

The Program has recruited one such adviser in the Ministry of Social Solidarity and is in the process of recruiting another for the Office of the President. Concurrently the Program is scoping which Ministries may be interested in engaging Program advisers to support corporate management functions

Objective 4: Strengthen Capacity of Personnel, Systems and Processes of various Line Ministries through a Flexible Fund:

Activities designed to contribute to strengthening capacity of other personnel, systems and processes of various line ministries will continue to either provide supplementary support to existing AusAID-financed programs/sectors; transitional support in the interim phase between the end of one program and the commencement of another; or will provide support leading up to planned AusAID-financed programs.

Supplementary support is likely to involve the provision of capacity building assistance of different types through the Program to other AusAID-financed programs/sectors.

A number of such activities include:

1. Ministry of Health – Global Fund Program Management (could be transferred to HSSB - partly AusAID-financed program) and Community Nutritionist
2. Office of the Prosecutor General – currently only one adviser is providing assistance. This activity expires at the end of September at which time it will transfer to the new AusAID Justice Facility
3. Ministry of Agriculture, Forestry and Fisheries – Food Security Adviser – this activity are likely to be extended with additional budgetary support of USD 146,000 recently approved by AusAID. In addition the Ministry has requested an extension of the activity.
4. Office of the Secretary of State for the Council of Ministers (support to the development of comprehensive and internally consistent legislative frameworks and laws through the review and development of legislation; and secretariat support to the Council of Ministers). Whilst the activity located in the SoS CoM to this point has been considered to contribute to Objective 1, and a ‘Program Activity’, in future we would recommend any such activities would be considered to contribute to Objective 4, and be considered an “Additional Initiative”. The rationale for this change is that SoS CoM is not a policy-making Central Agency: the two core functions of the SoS CoM are legal drafting and as a processing and decisions making body (i.e. functional operations of CoM). Any policy input into these processes should emanate from relevant central agencies or line ministries, therefore PSCDP inputs should be directed to the central agencies. The activity has substantively been comprised of in-line legal advice to support the SoS CoM, with very limited capacity building of counterparts, since no national legal officers are currently employed within the office.

4.2.2 *ADS AND ALA*

The work plans for these programmes will follow the prescribed AusAID schedule - as set out in Annex 10.

5. FINANCIAL SUMMARY

5.1 Summary of Program Expenditure to Date

5.1.1 IMPREST EXPENDITURE

Table 1: Summary of Imprest Expenditure – Program Start to June 08

	2006/7	2007/8	Total to Jun 08	% to Jun 08
Program	1,082,430.77	2,356,222.02	3,438,652.79	49%
Additional Initiatives	1,901,413.39	1,632,225.44	3,533,638.83	51%
Total	2,983,844.16	3,988,447.46	6,972,291.62	100%

Program Activities: For the financial years 2006/7 and 2007/8, imprest expenditure in this category amounted to AUD\$1,082,431 and AUD\$2,356,222 respectively (see Annex 2).

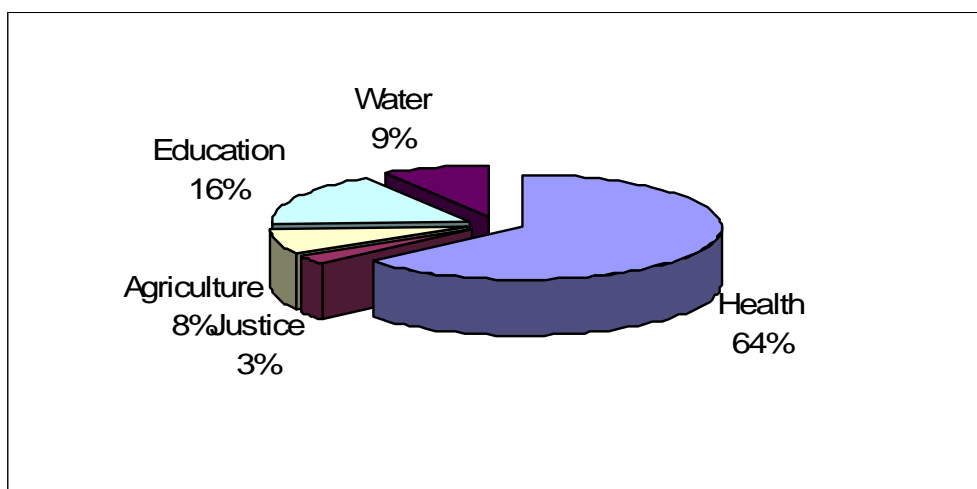
Additional Initiatives: For the financial years 2006/7 and 2007/8, imprest expenditure in this category amounted to AUD\$1,901,413 and AUD\$1,632,225 respectively.

To date, approximately 51% of funding has been spent on Additional Initiatives, although a large proportion of this expenditure related to novated activities from the Capacity Building Facility.

5.1.2 LINE MINISTRY/SERVICE DELIVERY EXPENDITURE TO DATE

The Program has provided AUD\$1,365,759 to support service delivery in Line Ministries since Program commencement. A breakdown of this funding by sector is provided below:

Figure 1: Funding by Line Ministry - Program Start to June 08



5.2 Financial Projections July 2008 - June 2009

5.2.1 PROGRAM V ADDITIONAL INITIATIVES

Table 2: Budgeted Imprest Expenditure – 2008/9

Summary Imprest - 2008/9	2008/9	% 2008/09
Program	5,184,040.14	64%
Additional Initiatives	2,968,699.15	36%
Total	8,152,739.29	100%

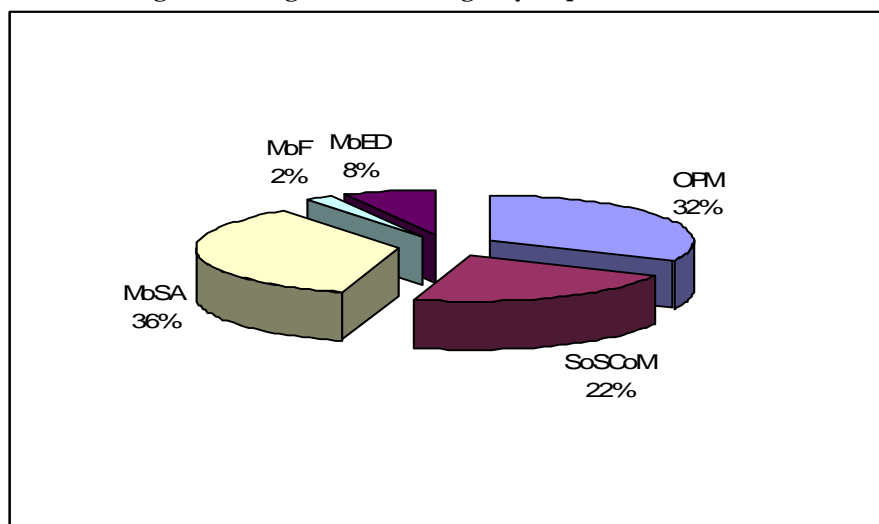
Program Activities: For the financial year 2008/9, Program imprest expenditure is budgeted at AUD\$5,184,040 (or 64% of the total imprest expenditure for the year). 20% of this AUD\$5.184 million is 'unallocated expenditure' to enable the Program to respond to emerging activities throughout the year.

Additional Initiatives: For the financial years 2008/9, Additional Initiative imprest expenditure is budgeted at AUD\$2,968,699 (or 36% of the total imprest expenditure for the year). 40% of the AUD\$2.969 million is 'unallocated expenditure' to enable the Program to respond to emerging activities throughout the year. The higher % of unallocated expenditure reflects the more ad-hoc nature of Additional Initiatives, which cannot be planned for in advance. Of the AUD\$2.969 million, AUD\$586 thousand is allocated to activities of AusAID's Education, Employment and Skills Development Program. These activities are performance managed by AusAID and administered through PSCDP.

5.2.2 CENTRAL AGENCY V LINE MINISTRY

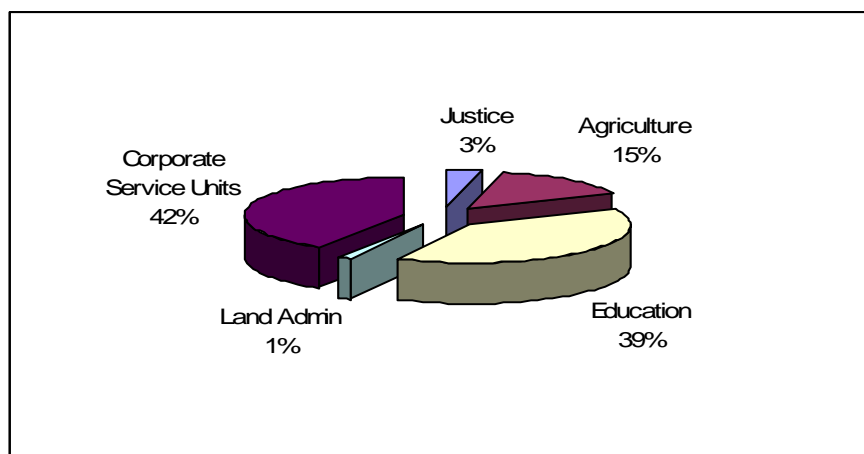
AUD\$4,530,441 of assistance to Central Agencies has been programmed for 2008/9. The breakdown between agencies is illustrated below:

Figure 2: Budgeted Central Agency Expenditure - 2008/9



AUD\$1,910,091 of assistance to Line Ministries has been programmed for 2008/9. The breakdown between agencies is illustrated below:

Figure 3: Budgeted Line Ministry Expenditure - 2008/9



Of the AUD\$1.91 million, AUD\$787 thousand has been allocated to supporting Corporate Services Units in Line Ministries.

5.3 Financial Projections to End of Current PSCDP Contract (July 2011)

Table 3: Financial Projections – Life of Program

Summary Imprest	Total Contract	Actual		Budget	Remaining	
		2006/7	2007/8	2008/9	2009/10	2010/11
Program	3,484,704	1,082,431	2,356,222	5,184,040	2,431,005	2,431,005
Additional Initiatives	1,032,939	1,901,413	1,632,225	2,968,699	2,265,301	2,265,301
Total	24,517,643	2,983,844	3,988,447	8,152,739	4,696,306	4,696,306

The table above summarises 1) actual expenditure to date over the period 2006-8, 2) budgeted expenditure for 2008/9 and 3) remaining imprest funds apportioned over the last two years of the Program. It should be noted that – assuming 2008/9 budget allocations are fully spent – significantly less funds would be available in the final two years of operation if the current Imprest contract limit is maintained.

Annex 1

2008/9 Work plan for Program Activities and
Additional Initiatives

Annex A: PSCDP Work Plan July 2008 - June 2009																
Activity No.	Activity Name	Adviser	Responsibility	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	
1. Core Program																
1.1 Office of the Prime Minister																
ACT 039	Senior Adviser to the Prime Minister	International X 1	Simon Fenby													
		National X 1	Domingos Monteiro													
ACT 042	Org Development Consultant	International X 1	TBC													
ACT CSC	Leader - CSC Taskforce	International X 1	Greg Vines													
1.2 Ministry of State Administration																
ACT 004	Legal adviser	International X 1	Jose Reali													
ACT	Actuary	International X 1	TBC													
ACT025	Development of HRM Policy and Regulations for GoTL Public Service & Secretariat support to CSC	International X 2	George O'Farrell													
			TBC													
		National X 1	Felisbela Guterres													
ACT026	Support to Implementation of Civil Service Regulations & OD & Management support (INAP)	International X 1	Sue Smith													
		National X 2	Xisto Soares + TBC													
	Curriculum Development & Training of Trainers	International X 1	TBC													
		International X 1	TBC													
TBC	Style Guide/Admin Support Adviser	International X 2	TBC													
1.3 Professional Development of Senior Managers																
ACT023	Assess individual & institutional needs & implement		N/A													
1.4 Ministry of Finance																
ACT027	Advisers Productivity - Demographic Data Base	International X 1	TBC													
1.5 Ministry of Economy & Development																
ACT 029	SWG support	National X 1	TBC													
		International X 1	Helder Da Costa													
		International X 1	Jose Sequeira													
1.6 Corporate Service Unit Support to Line Ministries																
ACT	Ministry of Social Solidarity	International X 1	Rajula Atherton													
ACT	Office of the President	International X 1	TBC													
ACT	Agriculture	International X 1	TBC													
ACT	Infrastructure	International X 1	TBC													

Annex A: PSCDP Work Plan July 2008 - June 2009

Activity No.	Activity Name	Adviser	Responsibility	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09
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2. Additional Initiatives

2.1 CDP Additional Initiatives

[illegible][illegible][illegible][illegible]

2.2 Education, Employment and Skills Development (EESD) Additional Initiatives

2.2.1 TVET Office					

ACT 038	Technical Vocational & Educational Training (TVET)	International X 1- Programme Coordinator	David Ablett	
ACT 038A	Technical Vocational & Educational Training (TVET)	International X 1- Assistant Programme Coordinator	Nina Gomes	

[illegible][illegible]

2.3 Anti-Corruption and Civil Service Commission Additional Initiatives

[illegible]