

Timor-Leste Public Sector Capacity Development Program (PSCDP)

Annual M&E Report 2011

January 2012



Table of Contents

Table of Contents.....	2
List of Acronyms	3
1. Executive Summary.....	5
2. Introduction	5
2.1 Objectives of the report.....	5
1.2 Content of the report.....	6
2. Program Performance in 2011.....	6
2.1 Relevance.....	6
2.2 Effectiveness	9
2.3 Efficiency.....	18
2.4 Sustainability.....	24
3. Opportunities and future considerations.....	28
3.1 Opportunities for building on success in 2011	28
ANNEXES.....	29
Annex 1 – Basis of Information	30
Annex 2 – PSCDP Activities in 2011.....	32
Annex 3 – PMF Monitoring Matrix 2011.....	34
Annex 4 – Government Graduate Internship Program	43
Annex 5 – Achievements against proposed outcomes for 2011	45
Annex 6 – PSCDP proposals in support of civil service reform component of Strategic Development Plan	51
Annex 7 – Issues to be considered in GoF support	55
Annex 8 – 2011 Key Achievements against PSCDP Objectives.....	58

List of Acronyms

AAP	Annual Action Plan
ACC	Anti-Corruption Commission
ACIAR	Australian Centre for International Agricultural Research
ADB	Asian Development Bank
ADS	Australian Development Scholarships
ALA	Australian Leadership Awards
AusAID	Australian Agency for International Development
AUD	Australian dollars
AYAD	Australian Youth Ambassadors for Development
CBR	Community Based Rehabilitation
CoC	Chamber of Commerce
CoM	Council of Ministers
CSC	Civil Service Commission
DAC	Development Assistance Committee
DFID	UK Department for International Development
DG	Director General
DNAF	National Directorate for Administration and Finance
DS	Disability Service Unit
FAO	Food and Agriculture Organisation
FSIS	Food Security Information System
GoNZ	Government of New Zealand
GoTL	Government of Timor-Leste
GPS	Global Positioning System
HLF	High Level Forum
HR	Human resources
HRD	Human resource development
HRM	Human resource management
IELTS	International English Language Testing System
INAP	National Institute for Public Administration
IT	Information Technology
JICA	Japan International Cooperation Agency
LTA	Long Term Adviser
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MoAF	Ministry of Agriculture and Fisheries
MoE	Ministry of Education
MoF	Ministry of Finance
MoH	Ministry of Health

Mol	Ministry of Infrastructure
MoSATM	Ministry of State Administration and Territorial Management
MoSS	Ministry of Social Solidarity
MTCI	Ministry of Tourism, Commerce and Industry
NDAE	National Directorate for Aid Effectiveness
NDPEAC	National Directorate for Planning and External Assistance Coordination
NGO	Non-Governmental Organisation
NRC	Norwegian Refugee Council
NZAID	New Zealand Agency for International Development
NZDS	New Zealand Development Scholarships
OECD	Organisation for Economic Cooperation and Development
OPM	Office of the Prime Minister
OVPM	Office of the Vice Prime Minister
PFMCDP	Public Financial Management Capacity Development Program
PM	Prime Minister
PMF	Program Monitoring Framework
PMG	Program Management Group
PMIS	People Management Information System
PSCDP	Public Sector Capacity Development Program
QDPM	Quarterly Development Partners Meeting
QRM	Quarterly Report Matrix
SEDNA	Secretary of State for Natural Disasters and Social Assistance
SMP	Senior Management Program
SOP	Standard Operating Procedures
SoS	Secretary of State
SoSCOM	Secretary of State for Council of Ministers
STA	Short Term Adviser
TA	Technical Advice
TLDPM	Timor-Leste Development Partners Meeting
ToR	Terms of Reference
UG	Undergraduate
UN	United Nations
VPM	Vice Prime Minister
WB	World Bank
WFP	World Food Program

1. Executive Summary

The Timor-Leste Public Sector Capacity Development Program (PSCDP) aims to provide a “sustainable and effective system of governance and public administration for the delivery of high quality public service delivery”. This is a significant initiative with a commitment of up to AUD52m over a ten year period.

The program commenced in July 2006. It was envisaged as a ten year program, to be implemented in two five-year phases. The initiative is managed through GRM International, an Australian Management Contractor. For contractual, management and administrative purposes, program activities are divided into three broad categories:

- Program Activities – support to central agencies responsible for building a strong public service.
- Additional initiatives – support for high priority GoTL needs, targeting line ministers to reinforce sector interests (including finance, agriculture, and social solidarity).
- Scholarship Management – responsible for administrative process for Australian Development Scholarship (ADS) and Australian Leadership Awards (ALAs).

Key partner agencies for PSCDP include the Civil Service Commission (CSC), the Ministry of State Administration and Territorial Management (including the National Institute for Public Administration - INAP), and the Office of the Prime Minister (OPM). PSCDP is also providing support to selected line ministries, with a focus on strengthening human resource management practices and rolling out Civil Service Commission policies.

The initiative originally had five objectives. However, due to a re-focus in support since 1st July 2010, the objectives have been re-organised into the following three aims:

- To strengthen capacity of personnel, systems and processes of central agencies;
- To support the establishment and implementation of a regulatory framework for the public sector, including human resource advice to build line ministry capacity; and
- To enhance the pool of professional skills and knowledge of Timor-Leste through the scholarship programs.

2. Introduction

2.1 Objectives of the report

As detailed in the Timor-Leste Public Sector Capacity Development Program (PSCDP) Performance Management Framework, the objective of this annual report is twofold:

1. It provides a summary of the program progress and performance against the three Program objectives and 2010/11 and 2011/2012 Annual Plans; refer to Annex 8 on 2011 Key Achievements against PSCDP Objectives.

2. It outlines future considerations for the remainder of the extended Phase I of the program, i.e. from 1 January 2012-30 June 2012.

1.2 Content of the report

This report analyses Program performance for the year 2011 and should be read in the context of the recently submitted comprehensive Phase 1 completion report.

Key findings of the analysis are summarised in the next section. Opportunities and considerations for the remainder of the first phase (extension) are presented in Section 3 and in Annexes 6 and 7. Additional information and figures supporting the findings and analysis are provided in other Annexes.

2. Program Performance in 2011

As defined in the Program Monitoring Framework (PMF), findings are presented under four Development Assistance Committee (DAC) criteria: relevance, effectiveness, efficiency and sustainability. It should be noted that gender issues are dealt with at some length in the recently submitted comprehensive Phase 1 completion report on pages 36/38.

2.1 Relevance

2.1.1 Overall Program

PSCDP remains highly relevant and is closely aligned with the development priorities of both the Government of Timor-Leste (GoTL) and Australian Government. PSCDP directly contributes to the third objective of the Australia Timor-Leste Country Strategy, which seeks to improve government accountability, transparency and integrity. Specifically, it contributes to the intermediate outcome of 'strengthened regulation of civil service recruitment, pay and conditions outlined' through the establishment of a Civil Service Commission (CSC) and associated work. PSCDP also contributes indirectly to the first and second objectives of the Country Strategy to strengthen basic service delivery and increase employment. Effective service delivery and private sector development both require a functioning system of public administration. Government accountability is also important for the contribution it makes to ensuring that public resources are translated into public goods, and providing key services and infrastructure which underpin economic development and employment.

Until June 2010, PSCDP were divided into three categories for contractual, management and administrative purposes. These included:

- 'Program Activities' – activities supporting Central Agencies which most directly contribute to the establishment of sustainable Civil Service functionality in Timor-Leste;

- ‘Additional Initiatives’ – *ad hoc* requests from GoTL to the Australian Agency for International Development (AusAID), primarily targeting line ministries (excluding Corporate Services support which has been captured under ‘Program Activities’); and
- Scholarship Management – in the main Australian Development Scholarships (ADS) and Australian Leadership Awards (ALA). The Program also manages New Zealand Development Scholarships (NZDS) on behalf of the Government of New Zealand (GoNZ).

A PSCDP Reform paper developed by AusAID in May 2010 set a new direction for the Program, including the cessation of support to ‘Additional Initiatives’ and a re-focusing of corporate services support to line-Ministries to concentrate on strengthening HRM functions (with future HRM support to be provided through outreach advisers notionally located within the CSC). As detailed in the 2010/2011 Annual Plan, the five former objectives were merged into the following three objectives as of 1st July 2010:

- 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, including human resource advice to build line ministry capacity; and
- Objective 3: To enhance the pool of professional skills and knowledge of Timor-Leste through the Scholarships Programs.

The contract amendment to reflect the extension of PSCDP Phase I retained the three Objective framework. However, throughout the remainder of the Program, AusAID has opted to maintain maximum flexibility and addresses emerging needs through PSCDP. Additionally, in all likelihoods they use PSCDP to assist in the design of proposed future support to the Public Sector in Timor-Leste. Activities funded this way are reported under the ‘Flexible Fund’.

2.1.2 Program Activities

As detailed in the most recent Annual Plan, PSCDP had substantively refocused its support on central agencies which most directly contribute to the establishment of sustainable and functional Civil Service in Timor-Leste. These include the following institutions:

- **Civil Service Commission**
The recently established CSC is the key institution to lead reform in public administration with the aim to professionalise and establish an effective and efficient civil service.
- **National Institute for Public Administration & Ministry of State Administration and Territorial Management**
The National Institute for Public Administration (INAP) is the government’s primary institution responsible for training civil servants and therefore has the potential to greatly impact on GoTL civil service performance. PSCDP support in INAP is helping to develop appropriate core training materials, and strengthen the management and delivery of training across the civil service. One particular training development this year was the delivery of foundation course/s for civil servants responsible for the Internal Audit function, as agreed between the DG, AusAID and the GoTL PM in early 2011.

In MOSATM, PSCDP supports the development and analysis of policy and legislation as required by the ministry mandate, including decentralisation, local authorities and electoral laws. The governance policy advisory position supporting administrative reform efforts concluded in November 2011, due to the resignation of the incumbent.

- **Office of the Prime Minister**

The adviser role in the Office of the Prime Minister (OPM) was designed to provide support to the three key priority initiatives announced by the PM for the Year of Administrative Reform, including the establishment of the CSC and Anti-Corruption Commission (ACC). While these institutions are both substantively established and now operate (albeit at early stages), this support has taken on more of an policy support/ complex speech writing/coordination/liaison type role, in particular the support of key GoTL initiatives (e.g. last minute requests by the Prime Minister to redraft the National Strategic Development Plan for 2011/30 which saw the adviser dedicating 3.5 full time months for the preparation, development, writing and editing of policies outlined in the various sectors of the plan) and other initiatives emanating out of the State Government of Victoria, such as the establishment and subsequent support for the Timor-Leste Chamber of Commerce, Balibo House refurbishment and Dili sewerage project .

- **Ministry of Finance**

PSCDP support to the Ministry of Finance (MoF), National Planning Secretariat and National Aid Effectiveness Directorate is directly in line with the principles of the Paris Declaration and Accra Agenda for Action. Australian support is helping GoTL to strengthen its capacity to effectively set the development agenda, coordinate aid donors and contribute to global policy debates on aid effectiveness in fragile states. The work of the adviser in this ministry was critical for the success of the g7+ initiatives, which were presided by Timor-Leste, leading to the signing in Busan, South Korea in December 2011 of a memorandum of understanding between the Timor-Leste Ministry of Finance and the Australian Minister of Foreign Affairs.

- **Various Ministries – HR Outreach**

Over the past 12 months, the Program has developed an activity to provide HR support to selected Ministries in line with Objective 2 above: MoED, Ministry of Agriculture and Fisheries (MoAF), Ministry of Social Solidarity (MoSS) and Ministry of State Administration and Territorial Management (MoSATM).

2.1.3 Scholarships

PSCDP has continued to manage the ADS and ALA, which represent a key component of Australia's support for national capacity development. PSCDP also manages the New Zealand Development Scholarships (NZDS) on behalf of the GoNZ. This year has seen the expansion of the Scholarship Unit's role, to also assume responsibility for NZDS medical, travel, visa, pre-departure briefing etc all previously managed by the New Zealand Agency for International

Development (NZAID). A funding agreement between AusAID and NZAID was developed and settled with Program input.

2011 was a unique year in that there were two rounds of scholarship programs – one completed in March and the other in September. This was due to AusAID rescheduling the Program (and in addition running the ADS and ALAS process concurrently) with marketing/application acceptance commencing from March/April, whereas previously the Program commenced in September/October.

2.2 Effectiveness

Overall PSCDP activity objectives were achieved during 2011, with differing degrees of satisfaction. There have been considerable improvements in some institutions like CSC and Ministry of Finance, but for agencies like INAP the improvements were patchier. It still remains questionable whether the achievements to date would remain sustainable in the long term if adviser/support were to be removed.

One of the biggest achievements that can bring long term benefits to the public service is the establishment of the Government Joint Human Resources Practitioners Group lead by CSC. Designed as a forum to disseminate HRM policies and legislation, and discuss issues of interest to all public servants, the group also established a network of HR practitioners within government. The foundation for its success is already established, however it still relies largely on support provided by the PSCDP team regarding the preparation of sessions and relevant activities.

On the other hand, major constraints to progress and improvement include conflicting agendas, availability and priorities of interested parties. For example, the progress within INAP is patchier due to the different interest at play. Heavily influenced by Indonesian models and advice, it is hard for the management team to see the benefits of PSCDP activity contribution unless is a physical improvement, such as the rehabilitation and refurbishment of the new training room.

Findings on the effectiveness of program achievements in 2011 are presented below.

2.2.1 Program Activities

Support to Civil Service Commission

PSCDP has played an instrumental role in helping establish the CSC. While it is still too early to judge its effectiveness or broader impact on civil service reform, given that the CSC is still a very young institution, there has been significant progress since the CSC was first established in July 2009. Key achievements in 2011 include:

1. Critical legislation approved and enacted:
 - a. Policy on conversion of temporary to permanent public servants and relevant amendment of the recruitment Decree Law to ensure legality of the policy position

adopted – approved by CoM and enacted on 1 July 2011. This facilitated the conversion of approximately 13,000 temporary to permanent civil servants.

- b. Amendments to existing HRM legislation and approval by CoM regarding:
 - i. Leave regime
 - ii. Performance evaluation regime
 - iii. Recruitment regime
 - iv. Career regime
 - c. Development and presentation to the Council of Ministers (CoM) of a Training & Development decree - Law with the aim of providing strategic guidance on human resource development (HRD) across the civil service, through the promotion of an annual T&D planning process (by all ministries), induction, core training and provision of clarity and guidance on a range of T&D matters including administration of scholarships, management development and introduction of an innovative study assistance scheme. It will also provide a legal mechanism for the government that clarifies the role and responsibilities of all government T&D related activities, by:
 - Promoting better access, targeting, approval, monitoring and transfer of skills to the workplace
 - Improving T&D planning and coordination
2. Establishment of the Government Human Resources Practitioners Group. The human resources (HR) practitioners group is a mechanism for CSC to provide HR Officers in line Ministries with the knowledge and skills required to effectively perform their roles. These meetings are opportunities for CSC to brief HR practitioners in the government about the current legislations, legislation changes (if any) and new policies originating from CSC. There is evidence that the relationship between CSC and line Ministries is improving. For example, program advisers have observed HR staff from line Ministries now regularly attending CSC to seek correct advice and support for the work they are doing in their Ministries. The co-chaired monthly meetings between CSC and relevant line Ministry send a strong message to participants that line Ministries and CSC need to work in partnership to implement civil service HRM reforms.
 3. The Commission and Secretariat has slowly (over the 2 year input and as a result of all PSCDP adviser input) begun to realize the critical role that consultation and needs analysis plays in good policy development. A number of consultation and dissemination and information sessions have been held in Dili and Districts, with dissemination planning improving as a result. An inter-agency Consultative Committee on training and development, including representatives from all ministries, was established and met 5 times in 2010 to collaborate on the development of the T&D Framework (T&D matters will now be addressed through the monthly HR Practitioner meetings).
 4. The National Director and Chiefs of Department of the T&D Directorate staff are able to explain to a range of stakeholders the role of the directorate and its three departments as well as the broader training and development issues, plans and strategies.
 5. The release to National Parliament of the CSC five year Strategic Plan and two Annual Reports have been major initiatives supporting good governance and contributing to supporting civil service reforms, accountability, transparency and the performance and actions of the Civil Service Commission.
 6. 253 disciplinary cases submitted to the Directorate of Discipline and 98 disciplinary decisions taken by CSC. All 98 disciplinary decisions taken by CSC were implemented by Secretariat.

7. Implemented governance system for regular meetings and a proper mechanism to issue decisions and guidelines in accordance with the law. The Commission has met 34 times and made 277 published decisions since being established in August 2009
8. A Standard Operating Procedures (SOP) on dissemination was developed with counterparts and approved by the Executive. The SOP introduces several tools:
 - Summary of Dissemination Materials
 - Directorate Request Form
 - Dissemination schedule
 - Dissemination sessions database
 - Dissemination Evaluation Form

Support to INAP

PSCDP is committed to continue to support INAP to strengthen and improve internal leadership and management skills, as well as ensure that adequate training planning and delivery strengthens and improves civil service capacity in general administrative and management areas.

- PSCDP has addressed the critical shortage of trainers at INAP by funding 3 new trainer positions (1 Senior Trainer & 2 Trainers) who are now adding considerable value to INAP, through building the capacity of INAP's trainers as well as training in the field. On joint district visits, PSCDP advisers/trainers were able to observe training delivery and provide real time and direct feedback to INAP trainers on their preparation, delivery and overall training performance. PSCDP trainers are held in high regard by INAP management and are currently being used strategically to support and capacitate INAP trainers in co-trainer and resource roles.
- Donor harmonisation progress has been made where PSCDP collaborated with the Asian Development Bank (ADB) planning initiative within the National Directorate: Research and Development. A number of intra-directorate planning workshops were held aimed at promoting dialogue around the planning process; a detailed stakeholder analysis – prioritisation of stakeholders; an identification of potential/urgently required research topics. This initiative was valuable in that it introduced to directorate staff the important concept of planning, as well as equally important stakeholder consultative process.
- Since much of INAP's work plan is focused on district-based training in the areas of management and administrative support targeting local suco government officials and community leaders, PSCDP's advisers and trainers embedded within INAP have been an important part of this district outreach effort, to the extent that INAP's Director General (DG) has voiced his appreciation for support provided on the job - out in the districts where conditions are challenging.
- PSCDP advisers have supported the National Director of Research and Development in the design and development of a Training Monitoring and Evaluation Framework which was piloted in 5 districts including Aileu, Ermera, Baucau, Manatuto and Liquica. The intention of the framework is to gather training data from districts with a view to improving INAP's services and providing training that addresses the express needs of INAP's clients. A key

suggestion made in the design of the Monitoring and Evaluation (M&E) questionnaire was to gauge the enabling or operating environment encountered within the sampled districts, looking at how these constrain district officials from doing their work. As a pioneering research initiative by the Research & Development Directorate, it soon highlighted some limitations (logistical and organizational) and skills deficiencies which prompted the national Director to send 12 of his staff to attend a 2 week Training & Research Methodology Course hosted by STAI-LAN in October 2011. The benefits of this training are yet to be demonstrated.

- As part of the strategy to increase the number of qualified trainers within INAP and government in general, PSCDP in partnership with Sentru Treinamentu Vokasional Juventude (STVJ) Comoro organised 4 Certificate IV Training & Assessment Programs targeting 92 civil servants (including 6 Non-Governmental Organisations (NGOs) and 8 National Advisers working in key central agencies), with the first program completed in 2010. In 2011, 49 participants, including 7 INAP staff, have successfully completed the program and have been awarded an international accredited certificate by Australian Swinburne University of Technology. A 4th program targeting 27 civil servants started in October 2011 and is due for completion in April 2012. There are threefold objectives from this approach. The first is to provide INAP with access to a pool of trainers in ministries to support the delivery of pre-service training for new staff within their ministries, the second to assist CSC with the dissemination of the HRM policies and legislation in the ministries, and third to build a network of trainers within the civil service for sharing information and providing training support.

Support to Ministry of State Administration and Territorial Management

PSCDP is helping to support the development and analysis of policy, governance mechanisms and legislation as required by the ministry mandate. This includes decentralisation, local authorities, electoral laws etc. A legal adviser was concurrently engaged for the last 3 months of the year to help the ministry develop critical legislation and programs deemed important, all to be finalized in 2011. Some of the key achievements during this period include:

- Development and implementation of the district reporting system to improve the quality, quantity and timeliness of management and operational information from the districts. District reporting was identified as a priority of the Minister. A process template was designed with consultation across the key directorates of the Ministry and approved by the DG and the minister, including a manual/guide, a training program, and supportive infrastructure (IT systems). The training course for District Officers was delivered to 22 district representatives from 12 districts in May 2011. Eleven of the 13 districts successfully used the new report format.
- Progress has also been made to establish the new National Directorate of Planning, Monitoring and External Assistance (DNPAGE) created in the 2011 organic law with support to its functions of reporting, and proposals and implementation plans developed for its future role in whole of Ministry planning and monitoring. Staffing delays in the new National directorate coupled with the limited number of staff have made it difficult to clarify responsibilities. There is a staffing freeze on recruitment in 2011 that will prevent

complete establishment of this new directorate. Relevant ministerial diploma establishing the new directorate was finalized and approved.

- Provide policy advice on the implications and support implementation of government reform through the strategic plan of the Ministry. The Governance adviser worked with the newly appointed Director of DNPAGE to design an internal exercise to review and revise a draft Ministry Strategic Plan from 2009. A proposal was prepared and submitted by the Director to the Minister, but not approved for 2011 due to competing priorities.
- Drafted ministerial diplomas for the Office of MAEOT, the Inspector General and the new Directorate for Planning, Evaluation and External Coordination which were approved by the Minister and Council of Directors.
- Drafted (1) Decree law to define the delimitation and areas of the Sucos and Aldeias to be established in the future, (2) Organic Law for the National Archive, (3) Organic Law for INAP and (4) Organic Law for the National Printing. Currently with national directors for internal discussion and consideration.
- Revised the Integrated District Development Plan (PDID) and the Community Development Driven Program (CDDP) with submissions sent to Council of Minister in December 2011. Both government resolutions were approved by Council of Ministers in mid January 2012.

Support to Office of Prime Minister

The continuation of PSCDP support now centres on support for the oversight and monitoring of the enacted reforms as well as support for the OPM in the development of relevant Government policy. The key achievement:

- Reviewed and finalised the draft Strategic Development Plan 2011-2030. As a direct result of the PSCDP support the Strategic Development Plan 2011-2030 has a section on Public Sector Management and Good Governance which was not previously envisioned in any substantive form. This section reinforces the first phase of governance reforms, including the CSC and the ACC, as well as setting out a future reform program. This reform program includes:
 - Civil service HRD and training
 - Entrenching civil service performance management
 - A program to improve civil service leadership and management
 - A focus on workforce planning to drive human resource decision making
 - The adoption of improved telecommunications to improve service delivery
 - A review of the structure of the public service to determine whether certain non-departmental authorities are better placed to provide government service delivery
 - The establishment of an independent National Bureau of Statistics
 - A suite of good governance reforms including a Code of Conduct for Members of Government, a Freedom of Information Law and a Whistle Blower protection law.

With the development of this reform agenda the PSCDP activity has developed a long term public sector reform and good governance program that has been endorsed by the Government, the National Parliament and the President, which is a major achievement for the attainment of good government in Timor-Leste into the future.

Support to MoF - National Planning Secretariat and Aid Effectiveness Directorate

PSCDP continues to support the engagement of an international adviser that plays a critical role in supporting MoF with the implementation of the g7+ agenda and Post -Accra Aid Effectiveness principles. Some of the key achievements are:

- GoTL profile and international standing for its current work being conducted is high in relation to the +g7 and other important initiatives, for example the Peacebuilding and Statebuilding Conference in Monrovia. Adviser played a key role in representing the Ministry of Finance during several preparatory meetings and in supporting the g7+ Secretariat.
- Development Partners recognize the Timor - Leste Development Partners Meeting (TLDPM) 2011 as a starting point for program alignment following the release of the Strategic Development Plan (SDP) by the Prime Minister (PM) on 12th July 2011. The importance of this event was significant, given that representatives from 45 countries, various heads of agencies, 14 g7+ countries and civil society members participated.
- With the release of the Strategic Development Plan (SDP) by the PM, Development Partners are now attempting to align their development program with that of SDP. In addition, Timor-Leste participated in two Paris Declaration and Fragile States Monitoring Surveys in 2011. Both reports are now being finalized by the Organisation for Economic Cooperation and Development (OECD), to be presented in Busan in December 2011.

Various Ministries – Human Resources Outreach

The importance to link CSC work with line ministries is critical for the effectiveness of Administrative reforms currently taking place in the Timor-Leste public sector. Well functioning HR units will ease the implementation of HR policies and regulations emanated from CSC. Some of the key achievements include:

- Workforce Planning workshops and mapping
- Functional analysis and job descriptions audit
- 1st draft of Standing Operating procedures completed for Archiving, Management of Communications and Training Nominations for MoSS
- Orientation sessions on relevant CSC legislation for HR staff: leave, recruitment, allowances, etc.
- HR staff participation from Support Ministries in the Human Resources Practitioners meetings led by CSC
- Initiated HRM dissemination workshops for management teams in MoAF (148 participants over two days); MoSS (45 participants) and MoSATM (45 participants)

2.2.2 Flexible Fund

The Program has continued to provide rapid responses to the emerging needs of GoTL through requests either from GoTL or AusAID. There have been a number of such examples recently such as:

- Project Manager, Creative Events Unit, Office of the President
- Three National Infrastructure Project Specialists, Major Projects Secretariat (MPS), MoF
- Two International Procurement Advisers, National Procurement Commission, MoF
- A Major Projects Adviser (International), MPS, MoF
- An Infrastructure Economist (international) , MPS, MoF

Other than the first mentioned adviser position located in the Office of the President, the activities/advisers have direct reporting relationships to other advisers/officials in MoF (i.e. they do not prepare work plans or report progress/achievements to the Program). The Program provides administrative support by way of mobilisation, demobilisation, accommodation reimbursements, payment of fees and leave management etc.

2.2.3 Scholarships

The Scholarships program in 2011 included a change in the scheduling of intakes, with the application process for the 2011 intake being finalized in March 2011 and the marketing for the 2012 intake commencing immediately thereafter.

For the 2012 intake, ADS (including for the first time combined marketing, application and selection with ALA) and NZDS applied a similar marketing strategy as last year. This strategy was applied across all districts, with application collection points set up in the districts of Viqueque, Covalima, Maliana and Oecusse, as well as Dili which were chosen from an ease access perspective for surrounding districts, e.g. interested applicants from Baucau can easily access Dili or Viqueque, applicants from Ermera can access Dili or Maliana and so on.

The marketing strategy was very effective as 980 people (2011 intake) and 1240 people (2012 intake) expressed interest in applying for a scholarship. The decrease to 980 for the 2011 intake was due to the Ministry of Education (MoE) not having issued school leaving certificates by the time applications closed.

The rescheduling of the scholarships time frame provided those applicants who were unable to apply in late 2010 with a much earlier opportunity to apply in the 2012 intake. Application numbers increased substantially.

Scholarships expressions of interest and applications - Overall

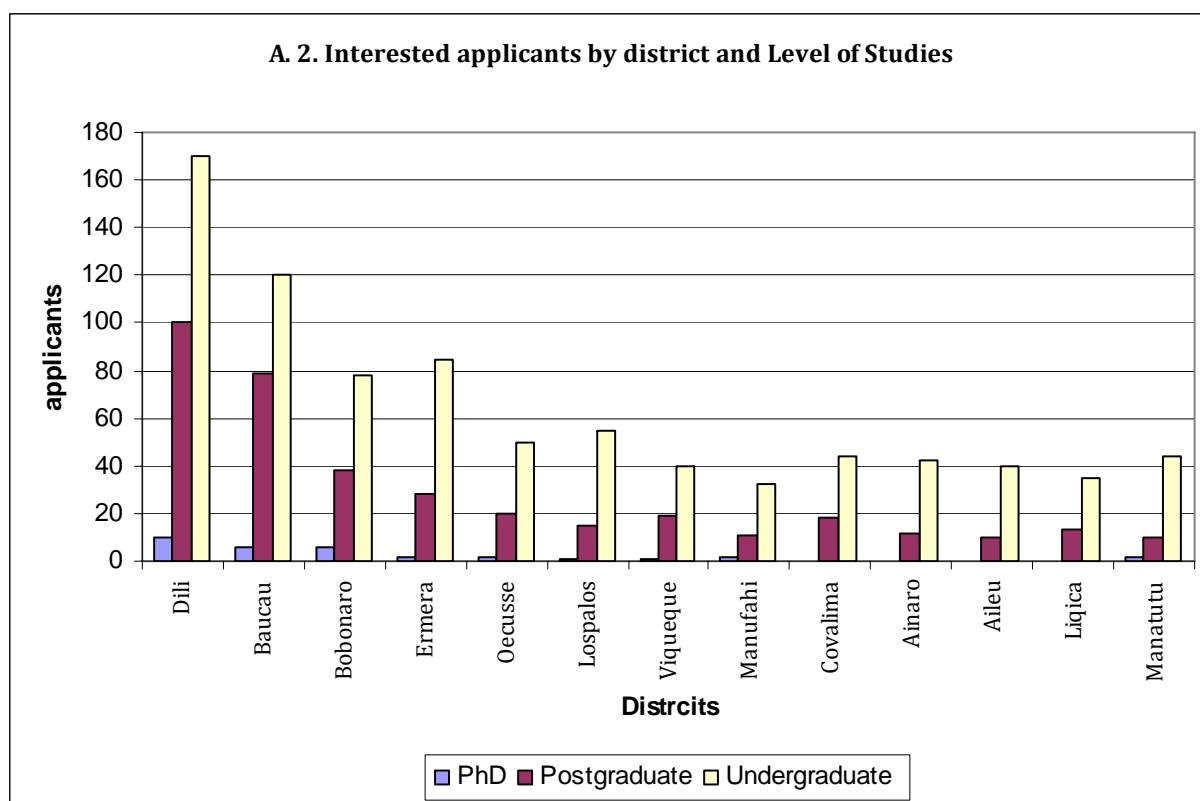
Intake	No of ADS awards	No of NZDS awards	No of interested applicants	Eligible to apply	Submitted applications	Sat for IELTS
2007	8 *	3 *	868	460	264	66

2008	12	6	848	516	253	66
2009	20	10	1150	852	451	90
2010	20	10	1300	997	526	90
2011	30	10	980	840	389	120
2012	30/3**	15	1240	984	394	125

*Due to the quality of applications and representation made by PSCDP, the number of awards was increased to 12 ADS and 6 NZDS

**ADS awarded 30 places plus up to 5 ALAS awards (of which 3 were awarded) which, for the first time in 2012, were marketed and selected as the one process

Scholarships expressions of interest by districts – 2011 Intake



Support strategy for International English Language Testing System preparation producing strong results

In August 2009, the ADS/NZDS Program Management Group (PMG) reviewed requirements for International English Language Testing System (IELTS) results and determined a minimum grade for each sub-component (reading, writing, listening and speaking) of 4.0. Only one day of IELTS preparation was given to shortlisted applicants. As a result, the percentage of applicants who passed the test dropped to **30% for the 2010 intake**.

In an effort to address this low pass rate and in recognition of the increasing numbers of scholarships on offer, the PMG agreed to a Program recommendation to increase the IELTS preparation from one day to four days; one day for each sub-component.

Consequently, of those who sat the IELTS test, **37% passed for the 2011 intake**. The program again analysed the IELTS test results and found that reading and listening were proving more difficult than the other two sub-components. It put forth a recommendation PMG to increase IELTS preparation to 5 days, with an additional focus on reading and listening.

For the 2012 intake, 125 shortlisted applicants sat for the IELTS exam from 21st-23rd June 2011. **52% of candidates passed the IELTS**. This represents a significant achievement in supporting candidates to pass their IELTS and increase the pool of applicants eligible for scholarships, ensuring that the majority (if not all) scholarships on offer are actually awarded.

Finally, this year with the re-scheduling of the scholarship program, PSCDP is piloting an intensive English language training program of two weeks for academic purposes for ADS scholars in November before they take up their study in Australia in early 2012.

Scholarships are contributing to Timor-Leste's leadership

Scholarships play a strategic role in building capacity and a stronger civil service. While it is difficult to quantify the impact that scholarships have on capacity building, many former ADS and NZDS graduates are making an important contribution to national development, with many taking up senior positions within government and the private sector. The following table gives some indication of the contribution former ADS and NZDS alumni are making to Timor-Leste's leadership.

Of the students completing their study in 2010 or 2011 they are currently employed as follows:
Two (2) returned to Civil Service positions: Becora Clinic, MoH and UNTL/National University
One (1) is contracted to the Laboratory at the National Hospital (funded through the University of Sydney)

Six (6) are contracted to donor or donor funded projects:

- USAID x 1
- UNDP Projects x 2
- NZAID Project x 1
- AusAID x 2

Distinguished ADS and NZDS Alumni

Distinguished Alumni	Position held
H.E Mr. Nelson Martins	Minister of Health
H.E. Mrs. Madalena Hanjam	Vice Minister of Health
H. E. Mr. Pedro Lay	Minister of Infrastructure
H.E. Mr. Joao Cancio Freitas	Minister of Education
H.E. Mr. Marcos da Cruz	Secretary of State for Agriculture and Arboriculture
H.E. Mr. Valentino Varela	Secretary of State for Livestock

Mr. Apolinario Magno	Director General, Ministry of Education
Mr. Lourenco Fontes	Director General, Ministry of Agriculture and Fisheries
Mr. Carlito Martins	Director General, Ministry of State Administration and Territorial Management
Mr. Carlos Ximenes	Director of Environment, Secretary of Satete for Environment and reforestation
Mr. Gualdino do Carmo da Silva	President of National Petroleum Authority
Ms. Cipriana de Sousa	Auditor, National Petroleum Authority
Mr. Emanuel Angelo Lay	Director of Commerce, National Petroleum Authority
Ms. Maria Jose da Fonseca Monteiro	Timor Leste Consulate to New South Wales
Mr. Jose Goncalves	Director JPDA, National Petroleum Authority
Mr. Rui Soares	Director of Exploration and Production, National Petroleum Authority
Mr. Mateus da Costa	Director of Acreage Release, National Petroleum Authority
Mr. Miguel Pereira de Carvalho	Director of Local Development and Territorial Management, Ministry of State Administration and Territorial Management
Ms. Francisca Flora Baptista	International and Market Manager, ANZ
Mr. Marcus Amaral	Dean of Faculty of Education, East Timor National University

2.3 Efficiency

In 2011 the program institutionalised a more active monitoring of adviser progress on capacity development, with one-to-one reviews of adviser progress and forward work plans conducted every six months with the PSCDP management team. The Technical Assistance has been steadily declining and the program is now promoting new complementary forms of assistance other than TA, such as recruiting more national advisers, recruitment of INAP trainers, developing training modules, providing vocational training, offering internships in government to recent Australian and New Zealand graduates and supporting representatives from the CSC to attend relevant international conferences. Additionally the sharing of engineering and technical resources between PSCDP and JSSF has also delivered significant administrative and cost efficiencies for the aid program.

Findings on the program's efficiency reveal the following issues:

- The program governance structure;
- The program management systems and processes;
- The use of different modalities to deliver support;
- PSCDP complementarity/coordination with other donors' activities.

2.3.1 Program Governance

PSCDP is governed by a PMG, which includes representatives of GoTL and AusAID. The committee is chaired by a senior representative of GoTL. Since the resignation of the Vice-Prime Minister (VPM) PMG has been comprised of Secretary of State (SoS) for Administrative Reform (representing the MoSATM), the President of the CSC and a senior AusAID representative.

The PMG has only really worked efficiently when the (then) Vice PM was chairing – there was real debate about issues such as corruption and nepotism etc. Since then PMG has been relying on one GoTL member (President of CSC) to attend the meetings with Secretary of State for Administrative Reform (the MoSATM nominated representative) rarely attending. AusAID has recently written to the MoSATM requesting that the Minister re-consider his representative. The Minister confirmed the SoS Administrative Reform as his nominee.

The Program has been and continues to recommend increasing/expanding GoTL representation, which should be considered as part of any future AusAID support to the public sector.

2.3.2 Program Management

The core team decreased in July 2011, as one of the Activity Managers and Capacity Development Advisers chose not to renew her contract with GRM.

In terms of recruitment, a strong emphasis is placed on assessing potential candidates' experience and approach to both capacity development and team work (assessed through both an interview and thorough referee checks). On occasions, PSCDP has re-advertised positions rather than appoint applicants who were not considered to meet the selection criteria to a satisfactory level. PSCDP has again addressed a matter of serious misconduct resulting in the termination of an adviser's contract.

PSCDP has also institutionalised more active monitoring of adviser progress on capacity development, with one-to-one reviews of adviser progress and forward work plans conducted every six months with the PSCDP management team. The methodology for capturing adviser performance information has also been simplified in order to improve the quality of information, better identify and address any constraints to achieving effective capacity development and inform Program reports such as this one. Refinements to adviser work planning and reporting have also helped sharpen the focus on outcomes. The PSCDP management team ensures there is effective communication sharing between advisers working across different agencies on inter-related issues. For example, regular meetings between CSC advisers and PSCDP advisers working in other ministries/agencies allowed a more concerted approach to the dissemination and implementation of HRM policies and legislation within the ministries. On the other hand, advisers working in line ministries/agencies are alerted to internal HR issues that required CSC intervention or advice before it escalates to unmanageable levels. Participating advisers were very positive about the sharing of information at these sessions which were targeted at those advisers working in Central Agencies whose activities had the potential to influence or contribute to activities in other institutions.

2.3.3 Modalities of support

Low levels of capacity within the civil service continue to pose a constraint to the development and sustainability of achievements. As a result, there are continued requests from the GoTL for donors to fund Technical Advice (TA) or to extend advisers that have remained in situ for lengthy periods. While TA is the form of support that GoTL most often demands, international experience suggests that TA is rarely successful when provided in isolation. As illustrated in the tables below, PSCDP has worked hard to address this by pursuing many different avenues to broaden the forms of support provided under the program.

Expenditure by form of aid (\$)

Expenditure (\$m)	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12 (Estimate)
Technical assistance (of which):	\$3,008,230	\$3,814,521	\$5,403,46	\$3,381,70	\$2,516,59.16	\$2,236,955.43
<i>International Advisers</i>					\$2,351,549.57	\$2,008,009.49
<i>National Advisers</i>					\$165,049.59	\$228,945.95
Other non-TA (of which):				\$46,854	\$177,823	\$218,055.00
<i>INAP refurbishment</i>					\$78,760	\$10,000.00
<i>INAP training positions</i>					\$6,657	\$11,155.00
<i>Cert IV Training</i>					\$80,575	\$15,775.00
<i>Government Internship program</i>					\$11,830	\$64,650.00
<i>Distance Education Initiative</i>					\$0	\$0.00
<i>Research / review</i>				\$46,854	\$0	\$0.00
<i>Professional Development</i>					\$0	\$116,495.00
Scholarships (ADS, ALAs)	\$1,571,408	\$1,519,922	\$1,412,724	\$2,222,933	\$2,974,186	\$337,939.14
<i>Value of ADS Scholarships</i>	<i>\$1,571,408</i>	<i>\$1,519,922</i>	<i>\$1,412,724</i>	<i>\$2,222,933</i>	<i>\$2,889,813</i>	<i>\$0.00</i>
<i>ADS management costs</i>					\$84,373	\$337,939.14
TOTAL	\$4,579,638	\$4,579,638	\$6,816,190	\$5,651,517	\$5,668,608	\$2,792,949.57

Expenditure by form of aid (% of total)

Expenditure (as % of total)	2006-07	2007-08	2008-09	2009-10	2010-11	2011-2012 (estimate)
Technical assistance	65.7%	71.5%	79.3%	59.8%	44.4%	
Other non-TA				0.8%	3.1%	
Scholarships (ADS, ALAs)	34.3%	28.5%	20.7%	39.3%	52.5%	
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Although PSCDP does not fund scholarships, it incurs costs with the management and provision of support to the awardees throughout their studies with annual visits, regular contacts with universities and students, and follow-ups for more sensitive cases. The program is also actively promoting new complementary forms of assistance other than TA. These are outlined below:

- **National advisers/facilitators**

National advisers have been critical to the success of PSCDP. As highlighted in previous M&E reports, they are essential to overcoming language barriers, and equipping others with a better understanding of political/cultural nuances and context. There have been many examples where national advisers have been able to smooth the progress of new policies by effectively navigating government decision making process and influencing decision-making. In particular, the coupling of an international adviser with a national adviser has proven in many cases very effective in delivering contextualized technical assistance. While attracting the best and brightest individuals as national advisers away from government is a real risk (capacity stripping), the long-term benefit of building up a cadre of future local consulting expertise diminishes this risk. For example, National advisers in the CSC have been instrumental in the dissemination of information regarding new CSC policies across government.

- **Development of training modules**

PSCDP worked with the government's leading training institute, INAP, to develop 14 locally contextualized training modules in Tetun: 7 modules for an Administrative Assistant's Program and 7 modules for a Senior Management Program. These modules cover key issues such as financial management, HR and code of conduct and are being successfully delivered to civil servants by INAP's trainers.

The following table outlines the extent of use in 2011 of the modules developed by PSCDP:

Training Target Groups	Modules used
District-based community leaders	Extensive use of the Administrative program (all 7 modules) and selective use of Management program, e.g. Public Administration & Governance, Leadership & Service Delivery and Meetings & Communications
Suco – administrative support for	Extensive use of the Administrative program (all 7

district based administrators staff (levels 2 to 4)	modules) and selective use of Management program e.g. Public Administration & Governance, Leadership & Service Delivery and Meetings & Communications
Re-conversion, re-qualification or Essential Training for Line Ministries Dili based staff (Level 3 to 5)	Extensive utilisation of Management program modules (5 out of 7 – not used modules for Policy process and Financial Resources) and selective use of Administrative modules
Administrative support training for Line Ministries Dili based staff (levels 3 to 5)	Extensive use of Administrative program (all 7 modules)
Ad hoc training of external national and international NGO Dili based staff	Extensive use of Administrative program (all 7 modules)

- **Certificate IV – Workplace Training and Assessment (training of trainers)**

Three (3) Certificate IV in Training and Assessment programs have been funded by PSCDP for 67 civil servants (including, 3 graduate interns, 7 national advisers and 5 NGO trainers). A further program commenced in October, targeting 27 civil servants from relevant ministry HR units and other AusAID funded areas. The purpose of these programs is to provide GoTL counterparts with a common framework and foundation for training delivery and an internationally accredited qualification in training and assessment. The aim is to raise the profile of government trainers and strengthen their skills to deliver training programs and support professional development across the civil service through innovative and creative strategies.

- **Transitional salary supplementation**

As proposed in last year's M&E report, PSCDP has engaged three trainers at INAP through merit selection processes and by remunerating them as if they are public servants. After several meetings with the Director of Budget and a direct submission letter to the Minister of Finance, the program was unable to negotiate a funding arrangement to use the Government system as at the time there was no mechanism available for direct budget supplementation. The model adopted provides for the same net result and will allow for these positions to be progressively absorbed within the GoTL budget as the Program draws down. The GGIP pilot program described below is another example where transitional salary supplementation has been successfully applied.

- **Government Graduate Internship Program (GGIP)**

The GGIP pilot program, funded by GoA and GoNZ, successfully launched this year with two intakes – one early in 2011 and the other mid-year – picking up scholarship awardees

completing their courses and returning to Timor-Leste on completion of semester one. The pilot program has been very well received by the CSC and the Ministries who have been the recipients of Graduate placements in the Ministry of Health, Ministry of Tourism Commerce & Industry and Ministry of Infrastructure – in most cases Graduate supervisors have reported positive outcomes from the placements. For example, the Clinic Director of the National Hospital was very pleased with the intern and the program and affirmed that GGIP is providing answers to long term human resources gaps rather than immediate needs. This is good because it will allow all relevant parties to plan accordingly (e.g. identify needs inside the ministry and link to scholarships that will fill in the gap in the long run). Concurrently, Director Generals from Agriculture, Foreign Affairs, Health, Transport & Communications and State Administration have approached PSCDP seeking the placement of Graduates with relevant qualifications in future rounds. Discussions have already commenced with the CSC to determine how the pilot program might be broadened to include Graduates other than those from Australia and New Zealand scholarship programs and also how to potentially source funding from the Human Capital Development Fund and fast track preferred outcomes of the SDP. Special attention will need to be given to ensure that merit principles apply and Graduates are retained within the ranks of the civil service.

- **Infrastructure refurbishment**

The Infrastructure refurbishment at INAP was successfully completed on time and under estimated budget earlier this year. The Program funded refurbishment of the building and fit out included furniture, audio-visual equipment and training support facilities. The MoSATM and AusAID Minister Counsellor officially launched the new training room facility at a well attended function. Prior to this refurbishment INAP were limited to one training room – the refurbishment provided an opportunity to increase their delivery of general training and roll out Civil Service Training & Development Decree Law – consistent with Program objective 2.

- **Distance learning**

In recognition of the challenges created by sending key counterparts away for overseas training, the program is also supporting distance education opportunities for senior managers within the civil service. The President of the CSC completed a Masters Program during the reporting period and the program is also funding certain subjects from a similar Master Program for the Vice-Minister of Health.

- **Volunteer programs**

PSCDP has facilitated three placements of Australian Youth Ambassadors for Development (AYADs) to work with the CSC in the area of HRM, one completed his input in July and another commenced a 12 month input in May. The Program is in the process of preparing submissions for another three AYADs to support the CSC with the earliest start in July 2012, if they are successfully filled.

2.3.4 Complementarity / Coordination with other Donors

PSCDP works collaboratively with a number of other donors. In the Civil Service Commission, PSCDP is working with multilateral donors, such as the United Nations (UN) and World Bank (WB) to share information on new government policies and ensure that financial implications are being considered in the national budget. PSCDP also works with other major donor funded programs including NZAID (e.g. MoE), and AusAID funded WB Health Sector Support Program and PFMCBP to share information in the area of HR policy. In INAP, PSCDP is working collaboratively with the ADB to strengthen management and planning practices.

2.4 Sustainability

Many of the challenges described in the 2010 Program M&E Report still remain, and it is anticipated they will continue for the remainder of the Program. Some of these issues might well be considered as areas for AusAID support in any future support activities beyond June 2012. The enduring benefits of the program are addressed in more detail in the recently submitted comprehensive Phase 1 completion report.

2.4.1 Overall Public Sector

- One of the most resounding challenges for the effective functioning of the public sector in Timor-Leste is the lack of an overall GoTL strategy on civil service reform: several key reform priorities have been identified but there is not yet a broader strategic policy on civil service reform. Within such a policy, there is a need for government to consider the fundamental role of some agencies and how they are best placed to support the broader civil service reform agenda. There is potential to consider the public sector reform issues addressed in the SDP and have a number of central agencies, particularly the CSC and MoF working in a much more collaborative fashion.
- A second structural challenge that characterises the public service in Timor-Leste is the lack of an overarching GoTL HRD strategic framework and the consequential weakness of the HRM and HRD approach within line Ministries. The current development of a T&D Framework and Decree Law before the CoM approval goes a long way towards addressing a structured HRD framework. In addition, responsibilities and policies will require the goodwill and support of all central agencies and Ministries. There is no consistency in the approach to resourcing HR functions or in the application of HRM. In particular, issues such as workforce planning, leave planning, management of staff resourcing and vacancies need further strengthening.
- Third, inter-agency coordination is a pre-requisite for effective public services. It requires clarity of roles and responsibilities and a political will to cooperate. While the current context is challenging, due to its interactions with the various agencies, PSCDP continuously supports the coordination and harmonisation of the roles and responsibilities across central agencies. For instance, PSCDP supports the T&D inter-agency consultative committee meetings and encourages cooperation between CSC and INAP (e.g. closer integration between the work of INAP on the development of professional training modules and the work of the CSC in developing an overarching Training and Development Framework and Decree Law). More recently, an HR Practitioners Group has been established and has met

on four separate occasions to deal with HR related matters, garnering positive feedback from all Ministries involved.

- Sustainability will continue to be problematic for more advanced functions (e.g. developing policy and transforming policy into legislation). On the other hand, the establishment of practical systems and processes has resulted in Timor-Leste civil servants being able to more successfully continue their activities- it would be expected that much of the changes/benefits introduced will endure even after advisers withdraw. A good example of these two points is that much time and advisory support is required before one is likely to see local counterparts develop policy, even after the Program introduced a Policy Development Framework which is being used throughout the CSC. Implementation of the policy once promulgated has been supported by the Program, with CSC staff now taking the lead, fronting workshops and leading dissemination sessions with much greater confidence and consistency.

2.4.2 Support to CSC

The CSC continues to face challenges:

- The credibility and authority of the CSC is still to be established within government. Although some ministries are beginning to understand the role of Commission this is by no means uniform. Many DGs and Ministers are still not fully aware of the CSC's role and mandate, or that some of their previous powers now rest with the Commission. Moreover, some Government members (Ministers and SoS) are on occasion still performing CSC tasks and insist in considering CSC as an advisory body. The fact that CSC currently issues most of its policy decisions as decree laws also affects its ability to act independently (as decree laws must be approved by COM). It is a reasonable assumption that some Ministers do not fully appreciate the role and responsibilities prescribed to the CSC in the Act (approved by CoM and promulgated by the Parliament) that established it.
- More broadly, there is a need for the CSC to clarify structural issues related to its mandate and become a strong voice on public sector reform issues (i.e. providing clear, consistent and unambiguous advice to departments on legal and policy matters regarding human resource management and development). In particular there is a need for the CSC to:
 - Clarify whether it should continue to function as an implementing agency or shift towards more of a policy/regulatory and oversight role and consider whether it will delegate a range of functions to line ministries (e.g. recruitment up to a certain grade), while retaining an overall regulatory role on issues such as merit protection, performance management, discipline etc). Some functions, such as the decision making authority for appointments, promotions and determining disciplinary penalties, may remain the responsibility of the CSC. Delegation needs to be considered within the context of the overall resources available to the CSC. Recent CSC decisions suggest that they are now more willing to delegate a range of function to line Ministries.
 - Foster stronger collaboration between the CSC and the MoF, particularly in terms of reviewing the financial implications for the national budget and equity between Ministries regarding CoM policy decisions. A number of examples were prescribed in

the 2010 M&E report. Special career regimes continue to come before the CoM. The same can be said for a range of proposals that are considered by the CoM without proper consultation with the CSC and MoF. CoM standing orders requiring such matters to be consulted with CSC and costed by MoF, are continually flouted and show a lack of discipline and process in CoM procedures.

- There continues to be a need to strengthen the dissemination and implementation of new CSC policies and decisions, particularly as all previous decree laws have undergone some amendments and additional decree laws such as allowances and training and development have been approved or are pending approval, including:
 - Ensuring that key secretariat staff understand new policies and laws, and are able to communicate and provide appropriate and consistent advice with regard to these policies and decisions to line ministries.
 - Strengthening communications with line ministries and at district level to ensure civil servants are well informed about policies and laws that impact on their work, such as conditions of service, recruitment, operating procedures etc.
 - Ensuring greater equity with respect to the development of government allowances. Some proposed allowances also equated to a de-facto wage increase, but without any link to improved performance or administrative efficiencies.
 - Addressing disciplinary matters in a consistent manner. Before the establishment of the CSC, ministries (in most cases Ministers) were responsible for dealing with disciplinary cases. With the creation of the CSC this responsibility now resides with the CSC. However, there is still some confusion within ministries about who is responsible for initiating disciplinary cases, what processes should be followed, on which basis decisions should be made, and when matters should be referred to the CSC. CSC staff also currently lack adequate technical skills to conduct disciplinary investigations into more complex issues. Some of the preliminary investigative functions arising from disciplinary action should be delegated to line Ministries, particularly when most Ministries have established Inspector General Units (i.e. internal audit functions) which prescribe investigations of disciplinary matters to within their mandate. The CSC Secretariat should continue to have regulatory and support responsibilities and in addition should be the final decision maker in determining penalties for parties found guilty of breaches of the Code of Ethics or the Act. There is also no independent appeals mechanism for disciplinary matters (i.e. commissioners hear the case, but there is no alternative mechanism for appeals other than to the Courts). There are models in practice in other countries that would address this challenge without requiring the establishment of a new body.¹

¹ For example, one of the five commissioners could be assigned responsibility for hearing disciplinary matters, and make recommendations (with natural justice mechanisms ensured) to the CSC – at which time the Commissioner would not participate in the decision making of the Commission.

2.4.3 Support to INAP

While PSCDP support to INAP has been effective in developing relevant training materials, there remains some doubt over the capacity of INAP to deliver the courses sustainably. The institution continues to face challenges in meeting its mandate. These include:

- There continues to be a lack of clarity about the roles of INAP and the Civil Service Commission, as well as insufficient coordination between the two agencies. A new organic law pending consideration by CoM has the potential to further exacerbate this. There is a lack of overall strategic focus for INAP's training programs. Currently INAP receives ad-hoc requests from ministries and donors to develop and deliver customised training as well as deliver donor programs. One such example is the Internal Audit training request originating from an AusAID commissioned report, which recommended that basic training in understanding internal audit concepts, code of ethics, file management and record keeping of meeting and committees all be delivered by INAP – no consultation was held with INAP prior to this report being submitted to AusAID by the consultant.
- This dilutes INAP's focus on delivering core training needs across the civil service. The ever changing environment in Timor-Leste public administration, and the need to respond to current and emerging training and development priorities, is also increasingly testing INAP's ability to respond to government and other stakeholders in an efficient and effective manner. A recent independent review recommends that "until such time as the capacity of INAP is strengthened and improved, INAP should focus on delivering a small number of core training courses and do these really well. This approach will help INAP to rebuild their reputation and improve their standing in the Civil Service." Even allowing for the lack of consultation mentioned above, INAP agreed to deliver the training. While INAP has made several commitments and have indicated they are ready to commence, the proposal is now running several months behind the original scheduled delivery date and PSCDP has been asked to manage its roll-out in an effort to make it happen. INAP is under resourced, with an insufficient number of qualified permanent trainers to meet the most basic training needs of government. Currently, there are only five temporary trainers who must meet the training needs of up to 26,000 staff. Given their temporary employment status, there is no guarantee that they will continue to perform in these roles, which poses further threats to sustainability. The transitional salary supplementation referred to above was an attempt to address some of these resource issues, but even then PSCDP was only able to appoint three trainers after two attempts at recruitment, as opposed to the six that were originally intended.
- INAP runs many of its training programs on a "fee for service" basis². Currently, fees are charged for any training course that is not included in INAP's Annual Action Plan (AAP), irrespective of whether the course is delivered to a government agency or a private entity. It is understood that INAP trainers who lead fee-based training courses receive an incentive payment in addition to their normal salary to conduct training. This has created a

² The new organic law attempts to legalise this practice even though it remains illegal in terms of the Civil Service Act which is a Parliamentary as opposed to a CoM decree law. Any such attempt to legalise by CoM decree law is in itself illegal.

perverse incentive for INAP to pursue fee paying courses, rather than focus on their primary mandate (i.e. development of core skills of civil servants). There has also been a tendency for senior managers within INAP to monopolise fee based training opportunities. The impacts of this are two-fold:

- a. First, senior managers have less time to devote to managing the agency; and
- b. Second, more junior staff that has been specifically trained to deliver the training programs is now under-utilized.

PSCDP advisory efforts have supported the development of 7 modules of Administrative Assistants Program and 7 modules of Senior Management Program (SMP) – these modules are the preferred modules for courses being delivered in districts and Dili, although the SMP has the potential to be rolled out more broadly as a consolidated Program consistent with outcomes expected in the Strategic Development Program, and designed to address a number of requests from line Ministries.

3. Opportunities and future considerations

3.1 Opportunities for building on success in 2011

The 2010 M&E Report saw 2011 (until 14th July 2011) as a period of transition, necessitating ongoing adjustment. With an extension of the Program of some 11 ½ months until 30th June 2012 and the re-introduction of a ‘flexible fund’ to provide maximum flexibility when responding as necessary to emerging needs, and support the design of future support, this is exactly what has transpired.

In saying that, the Report nominated certain outcomes and outputs that might reasonably be achieved in 2011. These are listed in Annex 5 with a commentary detailing the real life achievements.

The Program also reviewed public administrative reform initiatives included in the Strategic Development Plan 2011-2030 launched by the Prime Minister in the reporting period, and provided commentary and suggestions for the Governance for Development proposed support, and where AusAID might consider providing support for the remainder of the Program (See Annex 6).

In addition, a further lengthy email was forwarded to AusAID to highlight a number of issues that were ongoing and unresolved including the lack of an overarching civil service reform strategy and the lack of co-operation/cohesion between CSC and MOF. This recommended what AusAID might sensibly support in the CSC in the short to medium term (See Annex 7).

ANNEXES

Annex 1 – Basis of Information

The report follows the methodology outlined in the PSCDP PMF. The analysis was made possible thanks to an ongoing data collection and reporting effort in-country carried out by the PSCDP Team, which has resulted in the monitoring matrix 2011 presented in Annex 3. In particular, the following documents have formed the basis of information for this report:

- Six-monthly Adviser reports submitted to PSCDP in August 2011;
- Counterparts Reports on PSCDP Advisers performance;
- PSCDP briefing notes on Program assistance modalities.

In addition, the analysis builds upon discussions with PSCDP advisers and team members facilitated by the PSCDP AM&CD Adviser. These consultations involved the following staff and advisers:

Name	Position
Sue Smith	Human Resources Development Adviser, CSC
Jenny Asman	Senior Policy & Management Adviser, MoSATM
Simon Fenby	Policy Adviser, Office of Prime Minister
Barry Greville-Eyers	Management & Organisation Development Adviser, INAP
Lisa Clearly	Human Resources Management Adviser, CSC
Katrina Doherty	HRM Outreach Adviser, MoSATM & MoSS

Due to several recent PSCDP reviews and design missions, Program counterparts have already been consulted extensively on matters related to PSCDP's performance and future focus. The M&E report therefore relies on other sources of information, many of which are also based on extensive counterpart consultations, rather than conducting further counterpart interviews specifically for this report. It is noted that counterparts' opinions are duly taken into account through reports generated from the routine interviews by PSCDP liaison officers.

Annex 2 – PSCDP Activities in 2011

ACT No.	Activity Description	Name of person	Type of employee	Role / Position Title	Institution	Requested by	Contract Start date	Contract End Date	Time engaged (days)	Contract Status
INAP										
ACT028A	Support to Implementation of Civil Service Regulations & OD & Management support (INAP)	Nuno Granadeiro	National Adviser	National Curriculum and Training Adviser	INAP	PSCDP	01-Jul-09	14-Jul-11	743	Completed
ACT028A	Support to Implementation of Civil Service Regulations & OD & Management support (INAP)	Xisto Soares	National Adviser	National Curriculum and Trainer Adviser	INAP / CSC	PSCDP	12-May-08	14-Jul-11	1158	Completed
Office of the Prime Minister										
ACT039	Senior Adviser to the Prime Minister	Simon Fenby	International Adviser	Senior Policy Adviser	OPM	AusAID	25-Feb-08	31-Dec-11	1405	Ongoing
ACT039	Adviser to the Prime Minister	Domingos Monteiro	National Adviser	Public Sector Reform National Adviser	OPM / ACC	PSCDP	12-May-08	31-Dec-11	1328	Ongoing
Ministry of Agriculture and Fisheries										
ACT047	Corporate Services Support	Nivio Magalhaes	National Adviser	National Adviser	MoAF	PSCDP	08-Feb-10	07-Feb-11	364	Completed
National Priorities Secretariat and Aid Effectiveness										
ACT050	Post ACCRA Agenda and Aid Effectiveness Directorate	Helder Da Costa	International Adviser	National Priorities Secretariat & Aid Effectiveness Adviser	MoF	GoTL	09-May-10	31-Dec-11	801	Ongoing
Civil Service Commission										
ACT051	Civil Service Commission - National Adviser	Alberto Piedade	National Adviser	National Adviser	CSC	PSCDP	01-Dec-10	31-Dec-12	781	Ongoing
ACT051	Civil Service Commission - National Adviser	Xisto Soares	National Adviser	HR National Adviser	CSC		15-Jul-11	31-Jan-12	200	Ongoing
ACT051	Civil Service Commission - National Adviser	Felisbela Guterres	National Adviser	HRM National Adviser	CSC	PSCDP	01-Aug-09	13-Jan-12	885	Ongoing
ACT051	Civil Service Commission - National Adviser	Dionisio Da Cruz Pereira	National Adviser	HRM National Adviser	CSC	PSCDP	8-Feb-10	07-Feb-11	364	Resigned
ACT051B	Human Resource Development Adviser	Suzanne Elizabeth Smith	International Adviser	Human Resource Development Adviser-CSC	CSC	PSCDP	24-Aug-09	23-Aug-11	729	Completed
ACT051C	HRM Outreach Adviser	Jose Avelar Borges	National Adviser	HR National Adviser	Line Ministries	PSCDP	10-Sep-09	30-Jun-12	1024	Ongoing
ACT051C	Support to CSC	Jonathan Broadley	AYAD	HR Adviser (volunteer)	Line Ministry		16-May-11	15-May-12	365	Ongoing
ACT051C	Human Resource Management Adviser	Lisa Cleary	International Adviser	HRM Adviser	CSC	PSCDP	07-Mar-11	08-Mar-12	365	Ongoing
ACT051C	HRM Outreach Adviser	Abilio Belo	National Adviser	National Adviser	Line Ministries	PSCDP	10-Jan-11	09-Jan-12	364	Ongoing
ACT051C	HRM Outreach Adviser	Katrina Doherty	International Adviser	HRM Adviser - Line ministry outreach	Line Ministries	PSCDP	07-Jan-11	08-Dec-11	333	Ongoing
ACT051C	Support to CSC	Paul Wilcox	AYAD	HR Adviser (volunteer)	CSC	PSCDP	24-Jul-10	24-Jul-11	365	Completed
ACT051D	Internal Governance Adviser	David Meehan	International Adviser	Internal Governance Adviser	CSC	PSCDP	09-Aug-09	08-Aug-11	729	Completed
ACT051E	Legal and Disciplinary Adviser	Jose Luiz Reali	International Adviser	Legal & Disciplinary Adviser	CSC	PSCDP	08-Sep-09	09-Aug-11	700	Ongoing
ACT051F	HRM Outreach Adviser	Fay Williams	International Adviser	HRM Outreach Adviser	MoAF	PSCDP	10-Oct-11	09-Oct-12	365	Ongoing
Ministry of State and Territorial Administration										
ACT052	Support to develop and review legislation for Ministry of State Administration and Territorial Management	Mara Goncalves	International Adviser	Legal Adviser - MoSATM	MoSATM	GoTL	10-Aug-09	16-May-11	644	Completed
ACT052	Legal Adviser	Marta Pereira	International Adviser	Legal Adviser	MoSATM	GoTL	19-Sep-11	22-Dec-11	94	Ongoing
ACT054B	Strategic management and governance policy support to the OSATM	Jenny Asman	International Adviser	Governance Adviser	MoSATM	GoTL	14-Mar-10	09-Nov-11	605	Ongoing
INAP										
ACT056C	INAP Trainer	Jacob da Silva Araujo	Locally Engaged Staff	Junior Trainer	INAP		01-Jul-11	30-Jun-12	365	Ongoing
ACT056C	INAP Trainer	Aires Braz da Costa	Locally Engaged Staff	Junior Trainer	INAP	40844	11-Apr-11	10-Apr-12	365	Ongoing
ACT056C	INAP Trainer	Policarpo Boavida	Locally Engaged Staff	Senior Trainer	INAP	11-Apr-11	11-Apr-11	10-Apr-12	365	Ongoing
ACT058D	Support to Implementation of Civil Service Regulations	Nuno Granadeiro	National Adviser	National Adviser	INAP		15-Jul-11	30-Jun-12	351	Ongoing
ACT058D	Organisational Development Management Adviser	Barry Greyville-Eyres	International Adviser	Management and Organisational Adviser	INAP		28-May-11	25-May-12	365	Ongoing

ACT No.	Activity Description	Name of person	Type of employee	Role / Position Title	Institution	Requested by	Contract Start date	Contract End Date	Time engaged (days)	Contract Status	
Government Graduate Internship Program											
ACT067A	GGIP - MoSATM	Esperanca dos Santos	Graduate Intern	Government Graduate Internship Program	MoSATM		01-Aug-11	31-Jul-12	365	Ongoing	
ACT067A	GGIP - MoTCI	Mariana da Costa	Graduate Intern	Government Graduate Internship Program	MTCI		01-Aug-11	31-Jul-12	365	Ongoing	
ACT067A	GGIP - MoAF	Cornelio Ase	Graduate Intern	Government Graduate Internship Program	MOAF		01-Aug-11	30-Sep-11	60	Resigned	
ACT067A	GGIP - MoH	Raimundo dos Santos	Graduate Intern	Government Graduate Internship Program	MoH	PSCDP	01-Feb-11	31-Jan-12	364	Ongoing	
ACT067A	GGIP - MoI	Grazela Maria Albino	Graduate Intern	Government Graduate Internship Program	MoI	PSCDP	01-Feb-11	31-Jan-12	364	Ongoing	
ACT067A	GGIP - MoTCI	Ermelinda Maria Ximenes	Graduate Intern	Government Graduate Internship Program	MoTCI	PSCDP	01-Feb-11	31-Jan-12	364	Ongoing	
ACT067A	GGIP - MoSATM	Mario Pinheiro	Graduate Intern	Government Graduate Internship Program	MoSATM	PSCDP	07-Feb-11	09-Sep-11	214	Resigned	
ACT067A	GGIP - MoAF	Mario da Costa Pereira	Graduate Intern	Government Graduate Internship Program	MoAF	PSCDP	01-Feb-11	31-Aug-11	211	Resigned	
ACT067B	GGIP	Pedro Dias de Araujo	Graduate Intern	Legal Intern to CSC	CSC	PSCDP	01-Feb-11	24-Feb-11	23	Resigned	
Office of the President											
ACT060	Office of the President	Michael Stone	International Adviser	Project Manager - Presidential Creative Events Unit	OPR		29-Apr-11	29-Apr-11	05-Oct-11	159	Terminated
Ministry of Finance											
ACT061	Infrastructure Specialist	Felisbertina Marques	National Adviser	Infrastructure Project Specialist	MPS - MoF	GoTL	01-Jun-11	31-May-12	365	Ongoing	
ACT061	Infrastructure Specialist	Domingos Pinto	National Adviser	Infrastructure Project Specialist	MPS - MoF	GoTL	16-May-11	15-May-12	365	Ongoing	
ACT061	Infrastructure Specialist	Maria Viana	National Adviser	Infrastructure Project Specialist	MPS - MoF	GoTL	16-May-11	15-May-12	365	Ongoing	
ACT062	Procurement Adviser	Rolito Rillo	International Adviser	Procurement Specialist	NPC - MoF	GoTL	18-Jul-11	31-Dec-11	168	Ongoing	
ACT062	Procurement Adviser	Romeo Chigawa	International Adviser	Procurement Specialist	NPC - MoF	GoTL	22-Aug-11	31-Dec-11	131	Ongoing	
ACT063	Infrastructure Economist	Peter Goodwin	International Adviser	Infrastructure Economist	MoF	GoTL	3-Oct-11	2-Oct-12	365	Ongoing	
ACT063	Major Projects Adviser	Werner Schneider	International Adviser	Major Projects Adviser	MoF	GoTL	8-Oct-11	7-Oct-12	365	Ongoing	

Annex 3 – PMF Monitoring Matrix 2011

The following matrix contains information that covers PSCDP implementation from January 2011 to November 2011.

Relevance	Efficiency	Effectiveness	Sustainability
Civil Service Commission			
<p>CSC is the key institution to lead the reform in the public administration with the aim to professionalize and establish an effective and efficient civil service, with the following key priorities:</p> <ol style="list-style-type: none"> 1. Lead Civil Service management and performance 2. Improve the employment management framework of the Civil service 3. Develop and sustain the capacity of Civil Servants 4. Build the capacity of the CSC <p>PSCDP is committed to continue support CSC to achieve its reform agenda as it aligns with program mandate</p>	<p>PSCDP program support has helped to deliver a significant number of activities in its second year of operations:</p> <ol style="list-style-type: none"> 2. Draft of decree-law proposals as well as policies and submissions related to the CSC competence: <ol style="list-style-type: none"> a. Policy on conversion of temporary to permanent public servants and relevant amendment of the recruitment Decree Law to capture policy – approved by CoM b. Strike decree-law - approved by CoM c. Amendments to existing HRM legislation and approved by CoM regarding: <ol style="list-style-type: none"> i. Leaves regime ii. Performance evaluation regime iii. Recruitment regime iv. Career regime d. Training & Development decree-Law – pending final deliberation from CoM e. Policy defining the merit selection process for management positions – guidelines developed and approved by CSC f. Standing orders for the organic structure of the secretariat as well as two amendments regulations prepared. The new structure better aligns with directorate and department functions and supports the Commission's strategic objectives and legal mandate - approved by CSC. g. 124 legal opinions submitted to CSC President and DG on different matters related to Civil Service – one legal trainee recruited and trained especially in disciplinary procedures 	<p>The implementation of the Policy on Conversion of Temporary to permanent public servants saw from 1 July 2011 the swearing in of approximately 13,000 new public servants, increasing the total no. of permanent public servants to approximately 24,000.</p> <p>The HR practitioners group is a mechanism for CSC to provide HR Officers in line Ministries with the knowledge and skills they need to perform their roles effectively. These meetings are opportunities for CSC to brief HR practitioners in the government about the current legislations, changes to it (if any) and new policies emanated from CSC. There is already evidence that the relationship between CSC and line Ministries is improving. The Adviser has observed HR staff from line Ministries now regularly attending CSC to seek correct advice and support for the work they are doing in their Ministries. The co-shared monthly meetings between CSC and relevant line Ministry send a strong message to participants that line Ministries and CSC need to work in partnership to implement civil service HRM reforms.</p> <p>Develop the capacity of the CSC as a strategic HRM policy and compliance body - Provide advice, development assistance and build the capacity of the CSC Directorates</p> <p>The release of the Civil Service Commission five year Strategic Plan and two Annual Reports to National Parliament have been major initiatives supporting good governance</p>	<p>CSC staff allocated to coordinate and oversee HR group and all National Directors and staff are engaged to make these monthly meeting truly beneficial for participants - important achievement from an ownership and sustainability perspective.</p> <p>Currently a heavy reliance upon Adviser support at this time. This is to be expected given the infancy of both the CSC and HRM as a recognised profession within the civil service. Although still a long way before CSC staff can perform these tasks alone, they willingness to learn and increased interest for adequate advise and guidance is present.</p> <p>The likely continuation of the HR Practitioners group is high if the graduated capacity development approach which is founded in 'local ownership' is continued. The idea is that Advisers will gradually step back from designing and facilitating the meetings as CSC capacity to do these increases, which is the case now as there is a dedicated and enthusiastic team of CSC staff that is assigned with the planning and organisation of sessions with the relevant ministry/agency. National Advisers are now taking a step back and act more as mentors and support elements.</p> <p>Significant capacity building of counterparts in the preparation of the annual report (basic project management, interview and consultation, analysis of qualitative and quantitative data, procurement and managing of printing services as well as project governance techniques) and greater ownership of report due to report being written in Portuguese and Tetum, then translated into English.</p> <p>The development of procedures is now led by the</p>

Relevance	Efficiency	Effectiveness	Sustainability
	<p>3. Establishment of the Government HR Practitioners Group. To date, four meetings of the HR group have been held (July/August/September/October) and they covered topics like recruitment, leave, allowance, etc. The feedback from the participants was very positive, for example sessions were relevant, well organised and learning activities very interesting.</p> <p>4. Development of a Capacity Development Framework for CSC, which will outline a range of activities to simultaneously develop CSC people, systems and processes.</p> <p>5. Initiated discussions to develop and disseminate a HR Manual – targeting official launch by late November 2011. A proposed model for developing the HR Manual has been prepared - use of cross-directorate working group proposed</p> <p>6. Support CSC Directorate and budget planning processes - Supported National Directors with development of activities for Annual Action Plan 2012</p> <p>7. 253 disciplinary cases submitted to the Directorate of Discipline and 98 disciplinary decisions taken by CSC. All 98 disciplinary decisions taken by CSC were implemented by Secretariat.</p> <p>8. Tailored process and systems in place with over 46 templates in use across the Commission and Secretariat.</p> <p>9. Implemented governance system for regular meetings and a proper mechanism to issue decisions and guidelines in accordance with the law. The Commission has met 34 times and made 277 published decisions since being established in August 2009</p> <p>10. Formal reporting structures are in place for both the Commission and the Secretariat, including monthly, quarterly and annual reporting. However, verbal reporting continues to be the preference with written reports tending to be completed only for the quarterly reports.</p> <p>11. 16 Internal operation procedures have been completed with the Commission and Secretariat.</p> <p>12. Simplification of the performance</p>	<p>and contributing to supporting civil service reforms, accountability, transparency and the performance and actions of the Civil Service Commission.</p> <p>The review of Performance evaluation process linked process to relationship building between supervisor and staff (through meetings to set and monitor targets) establishing links between organizational functions and goals, managers and individual employees, and staff development activities. Requires continued support to ensure completion of guidelines and dissemination</p> <p>The Commission, and Secretariat, has slowly (over the 2 year input and as a result of all PSCDP adviser input) begun to realize the critical role that consultation and needs analysis plays in good policy development. A number of consultation and dissemination and information sessions have been held in Dili and Districts and dissemination planning has improved. An inter-agency Consultative Committee on training and development, including representatives from all ministries, was established and met 5 times in 2010 to collaborate on the development of the T&D Framework. (T&D matters will now be addressed through the monthly HR Practitioner meetings). 5. The National Director and Chiefs of Department of the T&D Directorate staff are able to explain the role of the directorate and its three departments as well as the broader training and development issues, plans and strategies, to a range of stakeholders.</p> <p>The Training & Development Decree-Law The promotes an annual T&D planning process (by all ministries), induction, core training and provides clarity and guidance on a range of T&D matters including administration of scholarships, management development and introduction of an innovative study assistance scheme. When approved by COM and</p>	<p>Director of Finance and Administration and to promote sustainability is linked to the Director's change project associated with the Director's Public Sector Management studies with the Swedish International Development Agency. Socialisation of procedures has had limited success – to be supported by an information session in August.</p> <p>The Secretariat structure and functions were developed by the Director General and the Five National Directors. The restructure process was led by the executive group and involved and incorporated feedback from all Chiefs of Departments and other key staff within the Secretariat.</p> <p>Noticeable increased ability of the Commission and Secretariat to respond to issues. Commissioners and majority of secretariat staff are able to explain the functions and responsibilities of the Commission and the different responsibilities of the Commission and Secretariat. Staff can present information on the CSC Law, explain the implications and changes in practice and answer questions "correctly".</p> <p>Challenges/Risks/Issues:</p> <p>The capability to translate legislation into operational procedures and guidelines is non existing skill in CSC currently. Significant Adviser support will continue to be needed in this area, with relevant strategies to increase this important skill.</p> <p>The CSC does not currently have the change management leadership skills required to implement complex HR reforms and change.</p> <p>For sustainability issues and better management of uncontrolled growth of the civil service, CSC needs to seriously consider the development of a policy that sets the ceiling for Civil Service growth. It's currently a concern that requires serious and urgent attention.</p> <p>CSC's apparent lack of influence in the Council of Ministers (COM) is a significant risk – fully dependency</p>

Relevance	Efficiency	Effectiveness	Sustainability
	<p>Evaluation process, to ensure completion of activities to prevent delays in salary increments; and thereby allowing time for a more consultative review of the proposed changes to the decree law.</p> <p>13. A Standard Operating Procedure on dissemination was developed with counterparts and approved by the Executive. The SOP introduces several tools:</p> <ul style="list-style-type: none"> • Summary of Dissemination Materials • Directorate Request Form • Dissemination schedule • Dissemination sessions database • Dissemination Evaluation Form <p>14. Supported the Disciplinary Unit with needed equipment to conduct investigation work, such as computers, printers, cameras, small generator and tape recorders.</p>	<p>implemented there will be a legal mechanism for the government to that clarifies the role and responsibilities of all government T&D related activities, by</p> <ul style="list-style-type: none"> ○ Promoting better access, targeting, approval, monitoring and transfer of skills to the workplace ○ Improving T&D planning and coordination <p>Challenges/Risks/Issues:</p> <p>Hierarchical structure, Protocol and timing is important – counterparts will not act without permission or instruction of supervisor or director which often delays and lead to losing momentum in relation to introduction of new policies and practices.</p> <p>HRM practices are not standardized as they are split across 3-4 units within agencies; and supervised by Director Generals or National Directors of Administration and Finance</p>	<p>on Prime Ministers support to push things forward – what will happen if there is a change in government leadership? Influence and credibility based on individuals and not in best practices and good reforms.</p> <p>Lack of access to CSC counterparts. In particular, the National Director of Human Resources is regularly absent from work</p> <p>There is an overload of ongoing investigations and there is a lack of both investigators and administrative support affecting this work. The biggest challenge in the duplication of roles and not clear demarcations/delegations or lack of understanding about the role of line ministries vis-à-vis CSC Disciplinary Directorate.</p> <p>Secretariat still not prepared to draft legislation and execute in full CSC decisions</p> <p>Capacity development initiatives have been limited to advisers developing alternatives for review, without engagement of counterparts. This is a long term investment that needs adequate and appropriate strategies.</p> <p>Planning capacity is still limited and CSC advisers continue to take the lead in developing annual plans and project plans and then working with counterparts to implement and monitor.</p> <p>More broadly, the Government of Timor-Leste has identified several key reform priorities, but is yet to develop a broader strategic policy on civil service reform. Within such a policy, there is a need for government to consider the fundamental role of some agencies and how they are best placed to support the broader civil service reform agenda. For example, should the CSC continue to function as an implementing agency or shift towards more of a policy/regulatory and oversight role?</p>
Various Line Ministries - HRM Outreach			
The importance to link CSC work with line ministries is critical for the	<ul style="list-style-type: none"> • Workforce Planning workshop and mapping 	<ul style="list-style-type: none"> • Initiates restructure of MoSS HR Unit • Initiated development of MoSATM 	<p>Challenges/ Risks/Issues:</p> <ul style="list-style-type: none"> • Limited HR staff capacity, absorption rate and

Relevance	Efficiency	Effectiveness	Sustainability
effectiveness of Administrative reforms currently taking place in the Timor-Leste public sector. Well functioning HR units will ease the implementation of HR policies and regulations emanated from CSC.	<ul style="list-style-type: none"> Functions analysis and job descriptions audit 1st draft of Standing Operating procedures completed for Archiving, Management of Communications and Training Nominations Orientation sessions on relevant CSC legislation: leave, recruitment, allowances, etc. Support ministries HR staff participation in the Human Resources Practitioners meetings lead by CSC 	<p>Workforce Planning.</p> <ul style="list-style-type: none"> Orientation sessions in line ministries prove to be an effective way to increase staff awareness and understanding and as a result increase engagement between CSC and line ministry. 	<p>understanding of current HRM issues</p> <ul style="list-style-type: none"> Lack of authorised delegation to take actions and involvement Lack of integrated planning Lack of clear commitment from ministries and defined needs, inputs and outcomes for part-time outreach activities.
Ministry of Finance – National Priorities Secretariat and Aid Effectiveness			
Support the Ministry of Finance with the implementation of the g7+ agenda and Post Accra Aid Effectiveness principles	<p>The NP Secretariat collated inputs and submitted as part of the background information on Timor-Leste Development Partners Meeting (TLDPM) which was successfully implemented on 12-13 July 2011.</p> <p>Supported the Ministry of Finance in several international Aid Effectiveness and +g7 meetings, e.g. preparation of the 2nd International Dialogue on Peacebuilding and Statebuilding; Summit of Heads of State ofg7+; International Dialogue in Kinshasa and Freetown</p> <p>Represented the ministry in several aid effectiveness working parties: Aid Effectiveness Executive Committee and CD/Aid Instruments/ Planning Process and Political Dialogue on International Dialogue in Peacebuilding and Statebuilding in Paris.</p> <p>Development Partners Meeting (TLDPM) was successfully organized and executed with the release of Strategic Development Plan (SDP) and the endorsement of Dili Development Pact by key stakeholders (Government, Development Partners, Private Sector and Civil Society).</p> <p>The National Priorities Secretariat is now assisted by a dedicated team comprising AusAID/PSCDP, World Bank, UN and MoF and is fully resourced under the direct leadership of the Minister of Finance;</p>	<p>Government of Timor-Leste profile and standing internationally is high related to the work conducted in relation to the +g7 and other important initiatives, for example Peacebuilding and Statebuilding Conference in Monrovia.</p> <p>Development Partners recognize the TLDPM 2011 as a starting point for aligning their programme following the release of Strategic Development Plan (SDP) by the Prime Minister on 12 July 2011. Given the importance of this event as some representatives from 45 countries, heads of agencies, 14 g7+ countries and civil society participated in the event.</p> <p>With the release of Strategic Development Plan (SDP) by Prime Minister, Development Partners are now attempting to align their development program with that of SDP. In addition, Timor-Leste participated in two Surveys of Paris Declaration and Fragile States Monitoring Surveys in 2011, both reports are now being finalized by the OECD to be presented in Busan in December 2011.</p>	<p>The NP Program is now fully owned and led by the Government. It is becoming the only planning and coordination mechanism for the Government and Development</p> <p>In April 2011, the PM led the Yellow Road Workshop for 2012, where five Priorities were identified as national Priorities for 2012: Basic Infrastructure; Enhanced Local production; Services for the Public; Human Resources Development and 2012 year preparation.</p> <p>Significant progress has been made over the past six months within the Ministry of Finance's National Directorate for Aid Effectiveness (NDAE). The hard work displayed by NDAE staff as a TEAM has proven to be beneficial to Ministry staff through provision of intellectual inputs, events organization and report preparation of high quality.</p> <p>Challenges/Risks/Issues:</p> <ul style="list-style-type: none"> Low basis capacity of NDAE staff to conduct analytical work, drafting correspondence, preparing briefings, ensuring quality control of project documents from development partners, meeting international commitments of Timor-Leste as chair of the g7+ and overall aid coordination have put immense pressure on the current advisors and limited staff. Lack of proper system to manage and evaluate development partners' assistance at the sector and geographical level precludes NDAE staff to perform effectively.

Relevance	Efficiency	Effectiveness	Sustainability
Office of The Prime Minister (OPM)			
<p>PSCDP support in this area was strongly linked to Prime Minister Gusmão's administrative reform program, announced in 2008.</p> <p>The continuation of PSCDP support now centres in supporting the oversight and monitoring of the enacted reforms as well as Support the Office of the Prime Minister in the development of relevant Government policy.</p>	<p>Reviewed and finalised the draft Strategic Development Plan 2011-2030. This involved extensive internal government coordination and consultation at all levels, policy research, policy development and strategic planning. It included intensive work with the Prime Minister and the development of national long term agenda setting and the crafting of an over-arching public policy narrative and vision. This took into account and required the development and finalisation of social, environmental and economic policy as well as the preparation of a long term macro-economic background and forecast.</p> <p>The activity drafts, or assists with the drafting, of many speeches. Some of these speeches are speeches of significant international and domestic importance. Assistance with key speeches during the reporting period included for the Prime Minister's visit to Washington DC, New York, and London where assistance was given with key speeches including to DIFD, the UN Security Council and Wall Street.</p> <p>The activity has continued its support to the Chamber of Commerce and Industry. This has primarily being undertaken through working with the Victorian Chamber of Commerce and Industry staff and facilitating cooperation with Mr Bracks.</p>	<p>As a direct result of the PSCDP support the Strategic Development Plan 2011-2030 has a section on Public Sector Management and Good Governance which was not previously envisioned in any substantive form. This section reinforces the first phase of governance reforms, including the Civil Service Commission and the Anti-Corruption Commission, as well as setting out a future reform program. This reform program includes:</p> <ul style="list-style-type: none"> • Entrenching civil service performance management • Civil service human resource development and training • A program to improve civil service leadership and management • A focus on workforce planning to drive human resource decision making • The adoption of improved telecommunications to improve service delivery • A review of the structure of the public service to determine whether certain non-departmental authorities are better placed to provide government service delivery • The establishment of an independent National Bureau of Statistics • A suite of good governance reforms including a Code of Conduct for Members of Government, a Freedom of Information Law and a Whistle Blower protection law. <p>With the development of this reform agenda the PSCDP activity has developed a long term public sector reform and good governance program that has been endorsed by the Government, the National Parliament and the President, which is a major achievement in the</p>	<p>Challenges/Risks/Issues:</p> <ul style="list-style-type: none"> • There does not appear to be a strong culture of inter-departmental approaches to policy development and a tendency of the government to operate in 'silos'. • The capacity for national staff in the Office for the development of public sector reform and good governance measures is extremely limited. This is result of a focus on corporate services over policy in the structure of the Office as well as the low base capacity of national staff. • The heavy reliance on the international adviser for the preparation of speeches and liaison with international agencies is mainly due to low skill base of the national staff and language limitations, particularly in English.

Relevance	Efficiency	Effectiveness	Sustainability
		<p>achievement of good government in Timor-Leste into the future.</p> <p>Securing professionals in the area of legal services to provide pro bono commercial advice to the Government of Timor-Leste. During the last 18 months the value of the pro bono legal work is estimated to be in excess of \$750,000 and has included working with the government in critical areas including:</p> <ul style="list-style-type: none"> - Providing advice on the establishment of a Special Economic Zone in Timor-Leste. - The advantages and disadvantages of using a PPP model for the financing of Government projects. - Managing litigation in regard to the Hera Port development. - Managing major contract negotiations and contract disputes under the direction of the Prime Minister. - Provision of commercial advice before the signing of major contracts. <p>The advice provided to government has proved invaluable in protecting the interests of the Government and building a culture in which business and contractual proposals are first passed to a lawyer by government before signing.</p>	
Ministry of State Administration and Territorial Management - Policy & Management Adviser			
PSCDP is helping to support the development and analysis of policy, governance mechanisms and legislation as required by the ministry mandate - including decentralisation, local authorities, electoral laws etc.	<p>District reporting was identified as a priority of the Minister. A process template was designed with consultation across the key directorates of the Ministry and approved by the DG and the minister Including a manual / guide, a training program, and supportive infrastructure (IT systems). The training course for District Officers was delivered to 22district representatives from 12 districts in May 2011. 11 of the 13 districts successfully used the new report format.</p> <p>A process has also been initiated with DNPACE</p>	<p>The most significant achievement was the development and implementation of the district reporting system to improve the quality, quantity and timeliness of management and operational information from the districts.</p> <p>Progress has also been made to establishment the new directorate DNPACE created in the 2011 organic law with support to its functions of reporting, and proposals and implementation plans developed for its future role in whole of Ministry planning and monitoring. Delays in staffing the new National directorate and the</p>	<p>The positive response of the Director of DNPACE and the DG to the district report, as well as their increased exposure during the completion of the first report has motivated DNPACE staff to increase their engagement. The creation of DNPACE provides an opportunity to embed this reporting process into the formal structure of the Ministry, while re-enforcing DNPACE's role as a centre of expertise in monitoring and evaluation.</p> <p>If reporting and management systems are successfully introduced, oversight and accountability will be strengthened; increasing the ability of the DG and Directors to manage their staff and resources and thus</p>

Relevance	Efficiency	Effectiveness	Sustainability
	<p>to prepare a Ministry annual report that compiles all relevant legal guidelines, approved annual plans, financial and activity statistics with an update on annual progress.</p> <p>Internal Administrative management and reporting systems was identified as a priority of the Director General (DG). The first system approached was the management of local travel following the increase to local travel subsidy rates increasing the need for accountability and budget management.</p> <p>Began a Workforce Planning process to produce a Strategic Workforce Plan for the Ministry.</p> <p>Provide advice and support on the establishment of the new National Directorate of Planning, Monitoring and External Coordination as created in the 2/2011 MAEOT Organic Law.</p> <p>Provide advice and support to the Minister on the organisational structure of the National Institute of Public Administration (INAP).</p> <p>Support the development of systems and procedures to enable successful decentralisation reform. The key area of activity is a draft law that would coordinate the Government programs <i>Pakote Desenvolvimento Decentraliza</i> and the <i>Programa Desenvolvimento Local</i> or the replacements through an Integrated District Development Planning mechanism</p> <p>Provide policy advice on the implications and support implementation of government reform through the strategic plan of the Ministry. The Governance adviser worked with the newly appointed Director of DNPACE to design an internal exercise to review and revise a draft Ministry Strategic Plan from 2009. A proposal was prepared and submitted by the Director to</p>	<p>limited number of staff have made it difficult to clarify responsibilities. There is a staffing freeze on recruitment in 2011 that will prevent complete establishment of this new directorate.</p> <p>A Workforce Planning process was initiated to analyse the capacity of the Ministry to implement its responsibilities under its new organic law with its current staffing distribution and capacity.</p> <p>Departure of the Legal Adviser in March 2011 delayed discussion of the draft INAP organic law originally planned for June 2011. INAP have limited capacity to develop legislation, and develop policies in the absence of a clear medium to long term plan. INAP have therefore developed their draft organic law independently. Drafting a law prior to preparing a policy or plan does not usually produce clear outcomes.</p> <p>The combined effect of senior staff departures (National Director in charge of Decentralisation was transferred to DNPACE in April 2011, the Chief Technical Adviser of the UNCDF program also left at the same times as the departure of the PSCDP Legal Adviser) was a shift in focus for several months to maintaining operational activity for existing programs rather than considering new policy issues.</p> <p>Challenge/Risk/Issue: The Ministry does not have an approved strategic plan to guide internal discussions which as a result require the participation of the Minister</p>	<p>increasing the confidence of the Minister to delegate operational and administrative tasks. This will enable the Minister and senior managers to withdraw from minor operational matters and give more attention to strategy and policy.</p> <p>Challenges/ Risks/Issues: Progress has been affected by limited access to the Minister during the current reporting period (March to July). This has led to delays as decision making processes in the Ministry are highly centralized and National Directors and other civil servants are reluctant to progress activities without regular Ministerial input.</p> <p>Currently, the database and reporting system is operated by one volunteer, which is not a sustainable solution for the Ministry. Ongoing efforts are being made with the DG to assign additional staff and permanent civil service staff to the database activity for sustainability / redundancy.</p> <p>The highly dependent capacity building rating is due to the limited number of staff for the work levels in human resources; and the fact that human resources is dealt with as an administrative record keeping role rather than a strategic planning role.</p> <p>There are issues linking the Minister's vision and expectation with available capacity to design and implement responses, and decision making is highly centralised.</p> <p>Difficult to progress organisational reform in an operating environment with a highly centralized management and decision making structure with limited delegation, restricted information sharing and no established process to support policy development, coordination and decision making across the organization.</p> <p>Lack of clarity over central Government policy or reforms will limit the ability of the Ministry to respond strategically to changes in the operating environment. 2012 elections will distract Ministry and Government officials from administration and reform.</p>

Relevance	Efficiency	Effectiveness	Sustainability
	the Minister, but not approved for 2011 due to competing priorities.		<p>The interest and involvement of the Prime Minister in several Ministry programs leads to a Ministry that “responds” rather than strategically plans.</p> <p>There is an overarching issue relating to ambiguity over responsibility for district coordination in the national office.</p>
INAP			
<p>PSCDP is committed to continue to support INAP to strengthen and improve internal leadership and management skills, as well as ensure that adequate training planning and delivery strengthens and improves civil service capacity in general administrative and management areas.</p>	<p>Recruitment and funding of 3 additional trainers to support INAP delivery of training programs, especially the Administrative program.</p> <p>Completed rehabilitation and refurbishment of a new training room at INAP.</p> <p>At the request of AusAID support INAP to development a training program on fundamentals on internal Audit targeting government internal audit officers</p> <p>Supported the National Director Research and Development in the design and development of a Training Monitoring and Evaluation Framework which will be piloted, in selected districts.</p> <p>A number of intra-directorate planning workshops where held, collaboratively with ADB, aimed at promoting dialogue around the planning process; a detailed stakeholder analysis – prioritization of stakeholders; an identification of potential / urgently required research topics that could be addressed by the directorate and then followed up by a final workshop where stakeholders were requested to verify research topics and suggest additional areas for research to be undertaken by the national directorate.</p> <p>As part of the strategy to increase the number of qualified trainers within INAP and government in general, PSCDP in partnership with Sentru Treinamentu Vokasional Juventude (STVJ)</p>	<p>Some noteworthy progress has been made in building further rapport, trust, respect, credibility and teamwork with INAP staff and management alike. PSCDP advisers are now included, increasingly, in INAP activities including strategic and operational meetings, district visits and the design and delivery of pilot training.</p> <p>PSCDP funding trainers have been involved in training delivery at district levels and after 5 months on the job they have participated in 17 training programs targeting approximately 600 participants at the districts. Trainers have used regularly the Administrative program modules and see them as an important tool to ensure effectiveness in the delivery of training.</p> <p>Significant progress has been made in trainers capacity. On joint visits to districts PSCDP advisers were able to observe training delivery and provide real time, direct feedback to INAP trainers on their preparation, delivery and overall training performance.</p> <p>Progress in assessing INAP's training materials is slow although INAP management has now acknowledged that training materials, across the board, are in urgent need of review and revision. The pilot internal audit training initiative represents an opportunity to begin this process in a meaningful way.</p> <p>The intention of the Training Monitoring and</p>	<p>PSCDP has addressed the critical shortage of trainers at INAP by funding the positions of 3 trainers (1 snr & 2 jnr) who have already been recruited and are now adding considerable value to INAP through building capacity of INAP's trainers as well as training out in the field. On joint visits to districts PSCDP advisers/trainers were able to observe training delivery and provide real time, direct feedback to INAP trainers on their preparation, delivery and overall training performance. PSCDP trainers are held in high regard by INAP management and are currently being used strategically to support and capacitate INAP trainers in co-trainer and resource roles.</p> <p>There is now available in the government a pool of accredited trainers with the same foundation skills in training and delivery that can assist with internal induction and dissemination programs. The objective is to link these trainers to the CSC to assist in the dissemination of HRM policies and regulations inside their own ministry.</p> <p>Challenges/Risks/Issues:</p> <p>A key challenge in this regard is ‘demonstrating’ to INAP, the value and importance of a sound policy environment / legislative framework in supporting INAP's mission and goals. Similarly, the ability to ‘leverage’ off these instruments in a meaningful and constructive manner.</p> <p>Whereas many of INAP's trainers have the ability to present ‘classroom-styled’ training there are some fundamental questions around ‘content’ issues – the inability to integrate theory with practice by using interpretation and analysis; broader readings and self-</p>

Relevance	Efficiency	Effectiveness	Sustainability
	<p>Comoro delivered 3 Certificate IV Training & Assessment Programs to 65 civil servants (including 5 NGOs and 7 National Advisers working in key central agencies). All 65 participants have completed successfully the program and have been awarded an international accredited certificate by Australian Swinburne University of Technology.</p> <p>Work in the area of building counterpart capacity especially within the INAP management team has commenced and is considered ongoing - both the international and national adviser are committed to 'modelling' an exemplary work ethic; sharing best national and international practice where relevant and appropriate; adding significant value at both individual and organizational levels; and integrating seamlessly into INAP as a cohesive team. Since much of INAP's work plan is focused on district-based training in the areas of management and administrative support targeting local suco government officials and community leaders, PSCDP's advisers embedded within INAP have been an important part of this <i>district outreach effort</i> to the extent that INAP's Director General has voiced his outward appreciation for support provided on the job - out in the districts where conditions are challenging.</p>	<p>Evaluation Framework is to gather training data from districts with a view to improve INAP's services and provide training that addresses the express needs of INAP's clients. A key suggestion made in the design of the M&E questionnaire was to gauge the enabling or operating environment encountered within the sampled districts and how this constraints districts officials from doing their work.</p> <p>Donor harmonisation progress has been made where PSCDP collaborated with the ADB planning initiative within the National Directorate: Research and Development. A number of intra-directorate planning workshops were held aimed at promoting dialogue around the planning process; a detailed stakeholder analysis – prioritization of stakeholders; an identification of potential / urgently required research topics that could be addressed by the directorate and then followed up by a final workshop where stakeholders were requested to verify research topics and suggest additional areas for research to be undertaken by the national directorate. This initiative was valuable in that it introduced the important concept of planning – in various time horizons – to directorate staff as well as the stakeholder consultative process which is equally important. PSCDP and the ADB Capacity Building project liaise and coordinate the implementation of activities on an ongoing basis to ensure that INAP's developmental needs are addressed in a timely and effective manner. To this end, duplication of effort and miscommunication generally has been significantly reduced.</p>	<p>study; greater research and further development beyond materials provided by donor partners.</p> <p>Revision, design and development of training materials are relatively 'unchartered' waters for INAP with training materials currently in use designed and presented to INAP almost exclusively by external donors / providers.</p> <p>Adviser has repeatedly requested access to twinning agreements and MOU's but suspects that INAP management may not have ready access to these documents themselves.</p>

Annex 4 – Government Graduate Internship Program

Intake No.	Name	Gender	Scholarship Program	Degree Qualification	Internship at	Status
1	Ermelinda Maria do Rosario Ximenes	F	ADS	Bachelor of Tourism Management; Bachelor of Social Science (Honors)	Ministry of Tourism, Commerce and Industry (MTCI)	Ongoing
1	Raimundo Dos Santos	M	ADS	Bachelor Medicine and Bachelor of Surgery (MBBS); Diploma In Public Health. (Dip.PH)	Ministry of Health (MoH)	Ongoing
1	Grazela Maria Albino	F	NZDS	Cert in Intensive English Upper Intermediate and Advance; Cert Foundation Studies in Art and Design; NZ Diploma in Architectural Technology; Cert in Pacific Leadership	Ministry of Infrastructure (Mol)	Ongoing
1	Mario da Costa Pereira	M	NZDS	Bachelor Applied Sciences-Majoring Aquaculture	Ministry of Agriculture and Fisheries (MoAF)	Resigned from GGIP on 31 August 2011
1	Mario da Costa Pinheiro	M	ADS	Bachelor of Government and Public Management	Ministry of State Administration and Territorial Management (MoSATM)	Resigned from GGIP 8 September 2011
2	Mariana Da Costa	F	NZDS	Bachelor of Tourism Studies	Ministry of Tourism, Commerce and Industry	Ongoing

Intake No.	Name	Gender	Scholarship Program	Degree Qualification	Internship at	Status
					(MTCI)	
2	Esperança Santos Reis	F	ADS	ARTS and International Studies at UNSW majoring in Human Resource Management and International Relations	Ministry of State Administration and Territorial Management (MoSATM)	Ongoing
2	Cornelio Ase	M	NZDS	Bachelor of Applied Science – Majoring in Horticulture	Ministry of Agriculture and Fisheries (MoAF) - Horticulture Department	Resigned from GGIP on 30 September 2011

Annex 5 – Achievements against proposed outcomes for 2011

Proposed Outcomes from 2010 M&E Reports	Progress to date
SUPPORT TO THE CIVIL SERVICE COMMISSION (CSC)	
<ul style="list-style-type: none"> Supporting the Secretariat to review and put in place an effective operational structure to meet its mandate. 	<ul style="list-style-type: none"> CSC operational structure reviewed. Adjustments made and implemented to improve service delivery and performance outcomes CSC is meeting its mandate at an operational level but requires ongoing support in addressing high level, strategic workforce issues such as those identified in World Bank report dated 15 June 2011
<ul style="list-style-type: none"> Establishing a consistent employment management framework, including: <ul style="list-style-type: none"> <u>Career Regime</u> <ul style="list-style-type: none"> Revised decree law on career regime approved by CSC and COM, including: <ul style="list-style-type: none"> An agreed process for approving special career regimes Career regime in line with CSC Act and decoupled from mandatory qualifications and subsequent requalification courses Job descriptors (Schedule 2) reviewed and clarified <u>Conversion of temporary to permanent staff</u> <ul style="list-style-type: none"> All eligible temporary employees commence the agreed process to transition to permanent civil servants <u>Conditions of service</u> <ul style="list-style-type: none"> Revised decrees law on recruitment and selection, performance evaluation and leave management are approved by COM HR manual chapters developed, together with an implementation plan for socialisation 	<p><u>Consistent employment management framework developed as follows:</u></p> <p><u>Career Regime</u></p> <ul style="list-style-type: none"> Revised decree law on career regime approved by CSC and Council of Ministers (CoM) and disseminated to all line Ministries Revised law includes an agreed and robust process for approving special career regimes – the application of this process by CoM remains problematic CSC presented discussion paper to CoM highlighting risks associated with proliferation of special career regimes Job descriptors have been reviewed and clarified in schedule 2 of decree law. Further work is required to develop a set of competencies for each career grade <p><u>Conversion of temporary to permanent staff</u></p> <ul style="list-style-type: none"> 13,000 temporary civil servants converted to permanent positions in June 2011, after CoM approval of a CSC policy that outlined a fair and equitable process to assess the eligibility of temporary employees for transition to permanent civil servants. CSC organised and attended conversion ceremonies in Dili and all districts from July to September 2011 <p><u>Conditions of service</u></p> <ul style="list-style-type: none"> New Decree Law on Allowances, DL 20/2010 of 1st

<p><u>Job descriptions</u></p> <ul style="list-style-type: none"> ○ A standard template for job descriptions established for use across government. ○ Common position descriptors developed which are linked to the career regime. <ul style="list-style-type: none"> ▪ Standard position descriptors for Ministry HR functions developed 	<p>December 2010 approved and disseminated</p> <ul style="list-style-type: none"> • Revised decrees law on recruitment and selection, performance evaluation and leave management approved by CoM in July 2011 and disseminated to all line Ministries in October 2011 • Defined process to develop and approve HR Manual completed and to be officially launched in November 2011 <p><u>Job descriptions</u></p> <ul style="list-style-type: none"> • Standard template for job descriptions developed in October 2011. Template yet to be approved by CSC and disseminated to line Ministries through HR Practitioners group • Work on development of common position descriptors has commenced but not yet complete. This is a large piece of work which requires ongoing technical support • HR Outreach is working on the development of standard position descriptors for Ministry HR functions and positions. Once finalised, this work will be reviewed and considered by CSC for use across the civil service
<ul style="list-style-type: none"> • Ensuring policies, guidelines, directions and manuals developed and published in a form accessible to all civil servants and other stakeholders, including: <ul style="list-style-type: none"> ○ Operating procedures and manual are in place for both the Commission and Secretariat by end of 2010 <ul style="list-style-type: none"> ▪ At least 8 out of 16 procedures finalised by end Dec 2010 (eg. Secretariat/ Commission Reporting, Secretariat meetings, Minutes and decisions (including translations), Policy development, Annual Report) ▪ Policy implementation and interpretation precedents established (i.e. standard processes to develop, implement and socialise policies, and ensure CSC Secretariat is capable of providing consistent policy 	<ul style="list-style-type: none"> • A comprehensive internal operations manual containing 16 detailed procedures has been completed and implemented within CSC • CSC and Secretariat meetings, reporting and policy development are occurring in compliance with procedures manual • Minutes and Decisions from Commission and Secretariat meetings are being published • Policy implementation and interpretation precedents have been established. Further work need to be done to implement and maintain adequate records of all policy precedent advice provided to ministries and agencies. • CSC has developed and published a simple policy development cycle for all staff to follow – the cycle was instrumental in the development of the T&D Framework • CSC has developed a standard process for implementing and socialising policies. This process is being used to disseminate the new/amended decree laws to all line Ministries • A monthly HR Practitioners meeting/workshop has been established to raise awareness about public

<p>advice based on the law/policy to all Ministries).</p> <ul style="list-style-type: none"> ○ Increase Secretariat staff awareness of all the relevant public administration legislation ○ CSC supported an increased awareness of all relevant public administration. legislation including the Civil Service Code of Conduct, terms and conditions of service, disciplinary proceedings, and the role of CSC across government <ul style="list-style-type: none"> ▪ Effective implementation and dissemination procedures established, including workshops conducted by Secretariat staff, consultative committee meetings, distribution of brochures, engagement with line ministry HR staff etc 	<p>administration legislation and ensure socialisation of CSC laws within line Ministries. This HR Practitioners Group has met on four occasions with at least 50 participants on each occasion, from a range of government ministries and agencies.</p> <ul style="list-style-type: none"> • Support given to CSC to conduct civil service awareness sessions on topics including administration of allowances, role of CSC, role of HR Managers in line Ministries, managing leave and absences, management of staffing profiles and discipline and attendance • The HR Outreach program reinforces comprehension and application of disseminated laws, assists with the daily interpretation and application of the laws, and strengthens relevant ministries' HR capacities and systems • CSC has conducted four briefing sessions with all DGs during 2011 to update them about changes to laws, policies and employment conditions for civil servants • Engagement between CSC and line ministries is improving. Advisers have noted an increase in the number of line Ministry HR staff coming to CSC to consult and work collaboratively • HR Practitioners Group has significantly raised the profile of CSC and helped to build effective and collaborative relationships between CSC and line ministries
<ul style="list-style-type: none"> • Developing a comprehensive HRD strategy <ul style="list-style-type: none"> ○ Training and development framework finalised and decree law approved and implemented. Operational procedures / templates and implementation plan also developed ○ Scholarships and study leave policies approved and in place ○ Graduate internship program piloted for returning ADS graduates to better capture expertise within the civil service 	<ul style="list-style-type: none"> • Training & Development Decree-Law presented to CoM and waiting final deliberation – CoM instructed CSC, INAP and UNTL to have a final look at the proposed Decree law and present their views before final decision. Team led by Secretary of State for Administrative Reform. • T&D Operational guidelines and procedures drafted and ready for consideration/implementation once Decree law approved. • Two intakes of the Graduate internship program for ADS/NZDS students implemented with very positive feedback from line ministries. PSCDP has initiated discussion with CSC about the possibility of expanding the program to other scholarship programs.
<ul style="list-style-type: none"> • Establishing HRM Units in ministries and agencies <ul style="list-style-type: none"> ○ Standard job descriptions for generic HR units developed ○ Support given to selected line 	<ul style="list-style-type: none"> • HR Outreach program established and operating since July 2011 in four selected line Ministries - Ministry of Agriculture, Ministry of State Administration and Territorial Management, Ministry of Social Solidarity and Ministry of Economy & Development

<p>ministries to establish functional HR units</p> <ul style="list-style-type: none"> ○ Support given to line ministries to implement policy on conversion of temporary to permanent status 	<ul style="list-style-type: none"> • HR units not yet established/consolidated although the HR outreach program is working to raise the profile of HR and support existing HR staff to make the business case for a dedicated HR Unit • MSS is piloting the establishment of a National Director for HR & Admin with eight standard HR job descriptions developed • HR Outreach Program supported line ministries to implement policy on conversion of temporary to permanent status. All four line HR outreach ministries have completed this process • HR Outreach supports line ministry HR practitioners to attend and implement outcomes of the HR Practitioners group, although a few Ministries are non-attendees • The HR practitioners group provides a mechanism for CSC to build capacity of civil service HR functions
<ul style="list-style-type: none"> • Ensuring employee grievance and disciplinary matters are handled in a fair, timely and transparent manner <ul style="list-style-type: none"> ○ Standard templates developed for common disciplinary decisions ○ Establish mechanism to ensure independent appeals ○ Introduce an improved system for investigation and case management 	<ul style="list-style-type: none"> • CSC is hearing appeals on matters relating to discipline and other employment conditions. This process requires further review to determine the level of independence and compliance with natural justice principles • CSC has improved the system for investigation and case management however it is still remains largely inefficient due to the centralised nature of the function and the sheer number of disciplinary matters requiring investigation • PSCDP has provided the Disciplinary Directorate with relevant equipment needed to support the Directorate in their investigations. The equipment handed over includes computers, printers, small generator, cameras and voice recorders.
<ul style="list-style-type: none"> • Ensure that Secretariat is able to draft general dispatches and decisions emanating from the Commission meetings <ul style="list-style-type: none"> ○ Develop a manual of standard decisions and develop templates in the official languages ○ Map out the process to write decisions and socialise with Secretariat staff ○ Identification and placement of a legal intern to assist with drafting of commission decisions 	<ul style="list-style-type: none"> • Work in very initial stages • A table of delegations was prepared based on CSC legislation • Templates developed for consistent advice and decision to answer to inquiries by Line Ministries/Agencies • PSCDP found it difficult to engage legal interns, and the one recruited left shortly after appointment due to family issues.
<ul style="list-style-type: none"> • Support the adequate implementation throughout the government line ministries and agencies of all policies and regulations 	<ul style="list-style-type: none"> • Decree laws on Allowances, Leave and Absences, Career Regimes, Recruitment and Selection and Performance Evaluation translated into Tetum

<p>emanated from CSC, which will require that:</p> <ul style="list-style-type: none"> ○ Policies and regulations are translated into Tetum ○ Preparation of Q&As for all relevant policy & regulations ○ Intensive dissemination sessions and workshops at the central and district level 	<ul style="list-style-type: none"> • Brochures summarising leave and allowances translated into Tetum • Q&A sheets, surveys, scenarios and other practical activities to raise HRM capacity in CSC and line ministries translated into Tetum • Intensive dissemination sessions on temporary to permanent conversion and allowances held in Dili and the districts • CSC travelled to all districts for ceremonies related to temporary to permanent conversion during the months of July, August and September 2011. • CSC used district visits to raise awareness about employment conditions for civil servants. • Four HR Practitioner workshops have been held to disseminate and socialise HR related laws and build capacity of civil service HR practitioners
<ul style="list-style-type: none"> • Improved and strengthened working relations and cooperation between CSC and INAP/MoSATM. 	<ul style="list-style-type: none"> • Regular discussions between CSC and INAP during the development of the T&D framework and Decree Law. • Involvement of CSC and INAP staff in Certificate IV Training & Assessment program
SUPPORT TO THE INAP	
<ul style="list-style-type: none"> • Fund and train up to six trainers (including three senior trainers), with the aim of establishing a qualified pool of permanent trainers within INAP 	<ul style="list-style-type: none"> • 3 trainers recruited (1 senior and 2 trainer). • They have been exposed to a Train of Trainers and receive regular support from the PSCDP INAP team. • In the reporting period, the PSCDP INAP team has participated in 17 training programs targeting approximately 600 clients, 84 of which are public servants (level C to E) and 516 suco administrative staff. 12 INAP staff attended and completed the Certificate IV Training & Assessment.
<ul style="list-style-type: none"> • Expand provision of administration training in the districts, in support of broader decentralization agenda 	<ul style="list-style-type: none"> • Although not directly linked to the decentralization agenda since much of INAP's work plan is focused on district-based training in the areas of management and administrative support targeting local suco government officials and community leaders, PSCDP's advisers embedded within INAP (trainers and advisers) have been an important part of this <i>district outreach effort</i>. • From May to October the 3 PSCDP funded trainers have trained approximately 500 suco staff and the 2 advisers have provided direct support and mentoring in several of these training sessions.
<ul style="list-style-type: none"> • Link the INAP training modules with the CSC Training and Development Framework to help ensure a strategic overall approach to HRD 	<ul style="list-style-type: none"> • The 2 INAP programs (Administration & Senior Management) are the backbone of INAP training programs delivered so far. • All modules are relevant and align with the overall HRD strategy outlined in the Training & Development Decree law, and they will form the basis for the in-service program for civil servants.

<ul style="list-style-type: none"> Assist INAP to bed down the new organic law (once enacted) and strengthen INAP management and planning processes (in collaboration with the ADB) 	<ul style="list-style-type: none"> New Draft INAP organic law finalised and to be tabled for CoM approval in February 2012 Work on building counterpart capacity has commenced and is considered ongoing - both the international and national adviser are committed to 'modelling' an exemplary work ethic; sharing best national and international practice where relevant and appropriate; adding significant value at both individual and organizational levels; and integrating seamlessly into INAP as a cohesive team.
<ul style="list-style-type: none"> Explore options to refurbish and expand training facilities in order to expand INAPs capacity to conduct training. 	<ul style="list-style-type: none"> New Training room rehabilitated and refurbished with the necessary equipment to be fully functional. Official handover of the new facility occurred on 15 July 2011.

Annex 6 – PSCDP proposals in support of civil service reform component of Strategic Development Plan

Area	SDP	PSCDP comment
Performance management – Individual Organizational	<p>Development of clear job descriptions with work-plans, related to ministry work-plans</p> <p>Regular evaluation of performance against workplans</p>	<p>At the org level for performance mgmt recommend a requirement for ministry corporate plans on an annual basis</p> <p>Recommend a requirement for national directorate business plans</p> <ul style="list-style-type: none"> • SDP • Strategic plan at Ministry level <p>- Corporate plans</p> <p>- Business plans linked to budget process and inform the budget (National Directorate Level)</p> <p>- Quarterly matrices : reporting process to CoM where national directorates are reporting on progress on annual business plan and performance measures that were included</p> <p>Introduce requirement to have annual reports to Parliament from each Ministry. To assist the Parliament to understand details on what underlies expenditure (i.e. outcomes). Create Decree law to build requirements and create accountability.</p> <p>Requirement under PFM Act? Requirement under SC Act?</p> <p>Clear job descriptions required – generic / block positions to tailor accordingly</p>
HRD and Training		<p>Training and Development Decree Law to go to CoM mid Aug</p> <ul style="list-style-type: none"> – Provide ongoing support to implementation of Training and Development Framework (scholarships mgmt, assistance for people doing individual training etc – select key points) – CSC to ensure conditions are applied across the board – Implementation to support INAP and in part to CSC also

Area	SDP	PSCDP comment
		<ul style="list-style-type: none"> – Use Ministry staff that have been trained in Cert IV. Use induction module at CSC and trained Ministry staff to rollout induction. May require approach to Ministries to request inputs from trained staff to run induction. CSC and INAP to develop a package and present to CoM to drive the process. <p>Training Centre for MoF – expect this would be supported by PFMCBP or its successor</p> <p>In conjunction with CSC, broaden the GGIP beyond the pilot program of ADS / NZDS and work towards using the Human Capital Development Fund to fund a number of positions managed by CSC but located where their academic skills are an appropriate fit</p>
Leadership and Management	Executive Development Program for all Senior Managers	<p>Distance education program for senior government officials can support the development of leadership to allow flexibility in terms of time available to be away from work</p> <p>Propose whole of government leadership and management development program based on 7 modules that have already been developed</p> <p>Public Sector Linkages Program – look to work more closely with state governments in twinning arrangements (bearing in mind challenges with English language skills)</p> <p>Secondments – rotation of DGs. Amend the CSC Act to provide for secondments.</p>
Workforce Planning		<p>PSCDP did some work on workforce planning: 3-4 years ago. Snapshot of TL civil service existing structure. MRG recommended no further work in this area because the data was limited if not non-existent. Before any workforce planning could sensibly be achieved there needs to be a consolidation of the data on PMIS and payroll – needs resolution.</p>

Area	SDP	PSCDP comment
		<p>The HRM Outreach Adviser in MoSATM is currently assisting the DG to develop a workforce plan for the ministry – this exercise can be used as a pilot and develop a standard workforce planning process that can be adopted by CSC and proposed to ministries/agencies.</p> <p>Focus any support on PMIS and payroll.</p>
IT		Over arching whole of govt strategy – exists at Ministry of Infrastructure. Any proposals to be aligned with this.
PFM		<p>Assume PFMCBP or its successor will take responsibility other than for possible support to the establishment of corporate service units in Ministries to include finance and HR.</p> <p>Consistent job descriptions / responsibilities and having the Finance and HR functions work more closely together than they have previously.</p>
Bureau of Statistics		PFMCBP or its successor
Whistleblower protection	Mechanism for citizens to make complaints	<p>Civil Service Act (8/2004) - Articles 114 – Report against a superior or fellow employees - and Article 111 Protection against abuse - provide certain protections against civil servants and agents of public administration. The Government could socialize these articles much sooner than waiting until 2015 as proposed in the SDP, if they elected to do so.</p> <p>Whistleblower protection legislation will extend protection to citizens other than civil servants and agents of public administration and will no doubt strengthen the protection that currently exists.</p>
Code of Conduct – Members of Government	Declaration of registered gifts over a certain value (gift	Former Deputy Prime Ministry undertook a body of work into developing a Code of Conduct which was submitted to CoM and its reception by CoM

Area	SDP	PSCDP comment
	register) Conflict of interest Commercial activity Ministerial staffing and costs of officers (NB: Ombudsman's office)	was one of the catalysts which saw the DPMs resignation.
FOI		Decree Law 32/2008 Administrative Procedures establishes rights of affected individuals to participation, to a right to be heard and at Chapter IV – Initiative and right to Information – in particular Article 20 – Rights of interested parties to information to be able to access information. Again the Government could socialize these entitlements much sooner than 2020 as proposed in the SDP, if they elected to do so. Strengthening file management and computer storage systems
Central Bank		PFMCBP or successor agency to take the lead responsibility

Annex 7 – Issues to be considered in GoF support

One of the points raised in AusAID's discussion paper on future support is that Ministries are going around CSC with lavish pay and entitlement hikes and core civil service policy issues remain unresolved – those issues (i.e. size of the PS, salary/allowances increases are equally the responsibility of MoF. In fact there are already requirement in law and CoM protocols that require consultation with CSC for public admin matters and MoF where there are budget implications but there is a complete breakdown of discipline around these requirements by SoSCoM.

When the CSC establishment legislation went up to CoM it was proposed that CSC would be responsible for determining CS salaries/remuneration, however CoM amended that responsibility to read:

Advising the Government about remuneration and conditions of employment and relative benefits

CoM is the authority responsible for determining remuneration for civil servants.

Extract from 2010 M&E report:

2.4.1 Overall Public Sector

- One of the most resounding challenges for the effective functioning of the public sector in Timor-Leste is the lack of an overall GoTL strategy on civil service reform: several key reform priorities have been identified but there is yet no broader strategic policy on civil service reform. Within such a policy, there is a need for government to consider the fundamental role of some agencies and how they are best placed to support the broader civil service reform agenda.
- A second structural challenge that characterises the public service in Timor-Leste is the lack of an overarching GoTL HRD strategic framework and the consequential weakness of the HRM and HRD approach within line Ministries. There is no consistency in the approach to resourcing HR functions or in the application of HRM and HRD practices. In particular, issues such as workforce planning, leave planning, management of staff resourcing and vacancies need further strengthening.
- Thirdly, interagency coordination is a major condition for effective public services. It requires clarity of roles and responsibilities and political will to cooperate. While the current context is challenging, due to its interactions with the various agencies, PSCDP continuously supports the coordination and harmonisation of the roles and responsibilities across central agencies. For instance PSCDP supports the interagency consultative committee meetings and encourages cooperation between CSC and INAP (eg. closer integration between the work of INAP on the development of professional training modules and the work of the CSC in developing an overarching Training and Development Framework).

2.4.2 Support to CSC

While much has been achieved in its first year of operations, the CSC faces major challenges:

- The credibility and authority of the Civil Service Commission is still to be established within government. Although some ministries are beginning to understand the role of Commission this is by no means uniform. Many DGs and Ministers are still not fully aware of the CSC's role and mandate, or that some

of their previous powers now rest with the Commission. Moreover, some Government members (Ministers and SoS) are on occasions still performing CSC tasks and insist in considering CSC as an advisory body. The fact that CSC currently issues most of its policy decisions as decree laws also impacts its ability to act independently (as decree laws must be approved by COM). [1]

- More broadly, there is a need for the CSC to clarify structural issues related to its mandate and become a strong voice on public sector reform issues (i.e. providing clear, consistent and unambiguous advice to departments on legal and policy matters regarding human resource management and development). In particular there is a need for the CSC to:
 - Clarify whether it should continue to function as an implementing agency or shift towards more of a policy/regulatory and oversight role?
 - Consider whether it will delegate a range of functions to line ministries (eg. recruitment up to a certain grade), while retaining an overall regulatory role on issues such as merit protection, performance management, discipline etc). Some functions, such as the decision making authority for appointments, promotions and determining disciplinary penalties, may remain the responsibility of the CSC. Delegation needs to be considered within the context of the overall resources available to the CSC.
 - Foster stronger collaboration between the Civil Service Commission and the Ministry of Finance, particularly in terms of reviewing the financial implications and the impact of CSC decisions or policy on the national budget. For example, a recently proposed food allowance is in effect a salary increase and the Commission was planning to recommend it to the Council of Ministers without considering any economic evidence about the need for further salary. The proposed allowance had the potential to add \$6.76 million to the salary budget for civil servants - an increase of 8.4%. Fortunately, the proposal was abandoned following a meeting between CSC, VPM, MoF and MOSATM. Nonetheless, this example illustrates the need for early consultation and more considered analysis of the potential financial implications of CSC policy proposals.
 - The same can be said for a range of proposals that are considered by the CoM without proper consultation with the CSC and MoF – one such example being the recently approved special career regime for Teachers, which significantly increased salaries for teachers, introduced increments three or four times the quantum of other civil servants and arguably illegally delegated certain function assigned by the Parliament to the CSC to the MoE. This CoM decision was made in defiance of a previous CoM decision regarding processing such requests, contrary to CoM standing orders that such matters be consulted and costed and is an example of a lack of discipline and process in CoM procedures.
- In addition, there is a need to strengthen the dissemination and implementation of new CSC policies and decisions, including:
 - Ensuring that key secretariat staff understand new policies and laws, and are able to communicate and provide appropriate and consistent advice with regard to these policies and decisions to line ministries.

[1] Although the CSC Act identifies the areas that CSC can provide decisions and guidance on, it does not adequately define the legal mechanism for such decisions. An amendment to the law to define the appropriate legislative mechanism should help to resolve this problem. However, there is a broader challenge in that any CSC policy which is not issued as a decree law may not be taken seriously by line ministries when it comes to implementation – a common problem across the GoTL.

- Strengthening communications with line ministries and at district level to ensure civil servants are well informed about policies and laws that impact on their work, such as conditions of service, recruitment, operating procedures etc.
- Ensuring greater equity with respect to the development of government allowances (eg. some changes to proposed allowances disproportionately benefited senior managers over more junior staff). Some proposed allowances also equate to a de-facto wage increase, but without any link to improved performance or administrative efficiencies.
- Addressing disciplinary matters in a consistent manner. Before the establishment of the Civil Service Commission ministries (in most cases Ministers) were responsible for dealing with disciplinary cases. With the creation of the CSC this responsibility now resides with the CSC. However, there is still some confusion within ministries about who is responsible for initiating disciplinary cases, what processes should be followed, on which basis decisions should be made, and when matters should be referred to the CSC. CSC staff also currently lack adequate technical skills to conduct disciplinary investigations on more complex issues. There is also no independent appeals mechanism for disciplinary matters (ie. commissioners hear the case, but there is no alternative mechanism for appeals other than to the Courts). There are models in practice in other countries that would address this challenge, without requiring the establishment of a new body.^[2]

^[2] For example, one of the five commissioners could be assigned responsibility for hearing disciplinary matters, and make recommendations (with natural justice mechanisms ensured) to the CSC – at which time the Commissioner would not participate in the decision making of the Commission.

Annex 8 – 2011 Key Achievements against PSCDP Objectives

PSCDP Objectives

1. Central Agencies: Strengthen capacity of personnel, systems and processes of central agencies e.g. CSC, MoSATM (including INAP), MoF, OPM

Key Achievements during 2011

Civil Service Commission (CSC): (1) Revision of CSC structure to better align directorate and department functions and supports the Commission's strategic objectives and legal mandate - approved by CSC; (2) Completion of 16 SOPs to improve internal systems and service delivery; (3) Consistent policy advice, e.g. special career regimes, allowances, recruitment; (4) Development and implementation of a Policy Development Framework; (5) Development and implementation of Policy Implementation Strategy; (6) Mentoring of 10 national staff that completed the Certificate IV Training and Assessment in order to take further responsibilities; (7) Policy on Public Servants involvement in politics; (8) Establishment of Government Human Resources Practitioners Group which conducted 6 workshops on CSC HRM legislation and policies; (9) Supported the conversion of approximately 13,000 temporary to permanent public servants; (10) Support the Disciplinary Unit with needed equipment to conduct investigation work, such as computers, printers, cameras, small generator and tape recorders; (11) 196 decisions were taken by CSC, 61 of which are of disciplinary nature (application of sanctions and recourse).

Ministry of State Administration & Territorial Management (including INAP): (1) Support development and pilot of an Internal Audit pilot program; (2) Recruitment of 3 INAP trainers; (3) Extensive support to INAP District training; (4) Development of Ministry Workforce Plan; (5) Establishment of a Ministerial Diploma for the Office of the Inspector General and the new National Directorate for Planning, Evaluation and External Coordination; (6) Revision of legislation that governs District Administration and recommended improvements; (7) Reviewed and re-drafted the PDID legislation which were approved in early January 2012 by Council of Ministers; (7) Re-drafted the organic law for INAP that will be presented to Council of Ministers in February 2012; (8) Provide policy advice on the implications and support implementation of government reform through the strategic plan of the Ministry; (9) Support the development of systems and procedures to enable successful decentralisation reform. The key area of activity is a draft law that would coordinate the Government programs Pakote Desenvolvimento Decentralizasaun and the Programa Desenvolvimento Local or the replacements through an Integrated District Development Planning mechanism; (10) Completed rehabilitation and refurbishment of a new training room at INAP.

Ministry of Finance: (1) Extensive support to g7+ Secretariat work which concluded with the Busan Conference whereby Timor-Leste Minister of Finance and Australian Minister for Foreign Affairs signed a joint agreement.

(2) Development Partners Meeting (TLDPM) was successfully organized and executed with the release of Strategic Development Plan (SDP) and the endorsement of Dili Development Pact by key stakeholders (Government, Development Partners, Private Sector and Civil Society).

Office of the Prime Minister: (1) Writing of the section on chapter 5 – Institutional Framework that talks about Management and Good Governance in Public Sector; (2) Revision of content and layout of the National Strategic Plan; (3) Assistance with key speeches for the Prime Minister's visit to Washington DC, New York, and London including to DIFD, the UN Security Council and Wall Street; (4)

2. Regulatory Framework: Support the establishment of a regulatory framework for public sector, including human resources advice to build line ministries

CSC HRM Regulations: (1) Revisions to HRM legislation, e.g. General career regime, leave and absence, recruitment, performance evaluation, allowances, approved in Council of Ministers (2) Intensive dissemination sessions on HRM Legislation through GJPRU workshops as well as in individual ministries; (3) Training and Development Decree Law presented to Council of Ministers; (5) preparation of individual dissemination packages for each HRM legislation; (6) All HRM Legislation available in 3 languages: Portuguese, English and Tetum; (7) Increased dialogue and working relations between CSC and line ministries, specially those with PSCDP advisers presence; (8) Strike decree-law - approved by CoM; (9) Policy defining the merit selection process for management positions – guidelines developed and approved by CSC; (10) A Standard Operating Procedure on dissemination was developed with counterparts and approved by the Executive;

HRM Outreach Activities:

(1) *Ministry of Agriculture & Fisheries:* (a) 2 intensive training on CSC HRM Legislation for MoAF HR staff of; (b) 2 Workshops for MoAF Management (148 participants including DG down to chiefs of departments) on CSC HRM legislation; (c) Developed with MoAF HR Chief of Department a draft organisation structure with relevant Job descriptions; (d) Revision of Annual Plans and identified disconnection between what documented in AAP and actual HR activities at directorate levels; (5) Commenced negotiations with DG, National Director Policy and Planning and other donors on possibility to review current MAF strategic planning process with aim to develop and implement a more formalised Governance Framework to improve the organisation planning, budget and outcomes.

(2) *Ministry of Social Solidarity & Ministry of State Administration and TM:* (a) development of workforce planning model (core functional analysis, annual HR activity calendar, workflow mapping, job analysis, draft HR & Admin job descriptions, recommendations for development of HR directorate in MoSS); (b) Introduce Workforce Plan Model to MoSATM; (c) mentoring and supervising interns and HR staff, (d) improve relationships between line ministry and CSC,

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| <p>3. Scholarships:
Enhance the pool of professional skills and knowledge in Timor-Leste through the Scholarship program”</p> | <p>(1)Pilot of the new Government Graduate Internship Program with placements in Ministry of Tourism Commerce and Industry, Ministry of Infrastructure and Ministry of Health; very positive feedback from ministries at the end of the first 6 month placement; (2)Increase on number of scholarships from original number of 8 ADS and 3 NZDS to now 35 ADS (including 5 ALA) and 15 NZDS awards; (3) Increased pass rate of IELTS from 30% to 52% within two years due to change in strategy in regards to IELTS class preparation; (4) Honours offered to 3 students : 2 females and 1 male, increasing the total number of honours under ADS to 7 (6 female and 1 male); (5) 1st ADS PhD award completed since 2000 with thesis in Linguistics; (7) 2 female Prime Minister Awards; (8) Excellent management of 2 ADS/NZDS intakes (2011 & 2012) within one year timeframe.</p> |
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