



# ANNUAL REPORT

1 January – 31 December 2020





# Providing Pathways to Education and Employment: Key Outputs and Achievements in 2020

## Labour Mobility Support

**525**  **22% FEMALE**  **78% MALE**

SEASONAL WORKERS MOBILISED TO AUSTRALIA

**98%**

OF THOSE MOBILISED  
ATTENDED PRE-DEPARTURE BRIEFINGS



**64**  **19% FEMALE**  **81% MALE**

PACIFIC LABOUR SCHEME WORKERS MOBILISED TO AUSTRALIA

## TVET Strengthening



FIRST HOSPITALITY  
RECOGNITION OF  
PRIOR LEARNING (RPL)  
HUB ESTABLISHED IN  
TIMOR-LESTE IN  
PARTNERSHIP WITH  
INDUSTRY

**60**   
STUDENTS ENROLLED

 **35 FEMALE**  **25 MALE**

**50%** OF SUPPORTED  
TRAINING  
CENTRES  
DELIVERED OR DEVELOPED  
A NEW TRAINING PRODUCT

3 NEW FACILITIES COMPLETED



CAFÉ  
MANATUTO  
COLLEGE



WATER  
FACILITIES  
BAUCAU  
CDC



FENCE  
SUAI  
TRAINING  
COLLEGE

**31** 

TVET TEACHERS HAVE  
IMPROVED SKILLS

**14** TVET TRAINERS OBTAINED A  
CERTIFICATE IV IN TRAINING  
AND ASSESSMENT

 **5 FEMALE**  **9 MALE**

**17** WERE TRAINED TO IMPROVE  
THEIR ENGLISH LANGUAGE  
SKILLS

 **11 FEMALE**  **6 MALE**

## Australia Awards



**26**

STUDENTS ON AWARD

 **11 FEMALE**  
 **15 MALE**

PEOPLE WITH  
DISABILITIES

  **1 FEMALE**  
 **3 MALE**

**15**

AAS AWARDEES, INCLUDING  
1 AWARDEE WITH A  
DISABILITY, GRADUATED  
FROM AUSTRALIAN  
UNIVERSITIES IN 2020.

**1**

UNDERGRADUATE

 **1 FEMALE**

**1**

PHD

 **1 MALE**

**13**

SCHOLARSHIPS  
AWARDED

 **7 FEMALE**  **6 MALE**



**13**

MASTERS

 **6 FEMALE**  **7 MALE**

 **1 PERSON WITH A  
DISABILITY**

## Timor-Leste Australia Alumni Association

**333** 

 **42% FEMALE**  **58% MALE**

**ALUMNI**

 **1 PERSON WITH A  
DISABILITY**

**10**

ALUMNI IN SENIOR  
GOVERNMENT  
ROLES

MINISTER | VICE MINISTER | SECRETARY OF STATE  
COMMISSIONER | EXECUTIVE DIRECTOR

PROCURED BY TL3A TO SUPPORT GOTL COVID-19 PREVENTION:



**55**  
BOXES OF  
HAND SOAP



**100**  
HYGIENE  
BUCKETS



**20**  
WATER  
TANKS



**7**  
MEGA-  
PHONES



**1500**  
CLOTH  
MASKS



**200**  
PACKS OF  
GLOVES



**1200**  
COVID-19  
POSTERS

## GESI Highlights



**15**

TVET WOMEN MANAGERS COMPLETED  
LEADERSHIP ACROSS

**11**

TVET  
CENTRES

**2**

ATTENDEES  
PROMOTED



**16** FEMALE PUBLIC  
SERVANTS

**19** PEOPLE WITH  
DISABILITIES

COMPLETED ENGLISH LANGUAGE  
TRAINING SHORT COURSES



**54% FEMALE**  
AUSTRALIA AWARDEES  
(2021 INTAKE)

**70%**

OF MOBILISED  
SEASONAL  
WORKERS  
WERE FROM  
RURAL AREAS



INCLUSIVE ACCESSIBILITY AUDIT  
AND ALTERATIONS COMPLETED  
TO PROGRAM OFFICE



INTERN WITH A  
DISABILITY  
RECRUITED,  
INCREASING VOICE  
OF PEOPLE WITH  
DISABILITIES IN THE  
PROGRAM

## Public Diplomacy Highlights



**34**

FACEBOOK POSTS ON  
EMBASSY PAGE



**41**

NEWS ITEMS  
ONLINE, PRINT AND  
BROADCAST



PROGRAM REBRAND  
AND NEW WEBSITE  
DEVELOPED AND  
LAUNCHED



49 PROGRAM  
EVENTS ATTENDED  
BY 3,311 PEOPLE

## COVID-19 Adaptation



14% OF BUDGET  
PIVOTED TO  
COVID-19



TV SHOW ON IMPACT OF  
COVID-19 ON VULNERABLE  
COMMUNITIES



NEW COVID RESPONSIVE  
STRATEGY & TOC  
DEVELOPED



COVID-19 PREVENTION TRAINING  
PROVIDED BY ALUMNI FOR 101  
HEALTH PROFESSIONALS & JUNIOR  
DOCTORS AT 7 HEALTH CENTRES

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# Abbreviations and Acronyms

AAS	Australia Awards Scholarships
APTC	Australia Pacific Training Corporation
CDRP	COVID-19 Development Response Plan
CMB	Christian Blind Mission
CNEFP Tibar	Centro Nacional de Emprego e Formação Profissional Tibar
DFAT	Department of Foreign Affairs and Trade
DNEE	Direccao Nacional Emprego Exterior
DNAFOP	National Directorate for Vocational Training Policy
DPO	Disabled Persons Organisation
ELT	English Language Training
ETDA	East Timor Development Agency
EOPOs	End of Program Outcomes
GESI	Gender Equity and Social Inclusion
GfD	Governance for Development
GoTL	Government of Timor-Leste
IELTS	International English Language Testing System
INDMO	The National Institute for Labour Force Development
LSU	Labour Sending Unit (SEJT/SEFOPE)
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MELP	Monitoring, Evaluation and Learning Plan
OASIS	Online Australian Scholarships Information Systems
PDB	Pre-Departure Briefing
PHD	Partnership for Human Development
PLF	Pacific Labour Facility
PWD	People With Disabilities
QIP	Quality Improvement Plan
RPL	Recognition of Prior Learning
RHTO	Ra'es Hadomi Timor Oan
SAS	Scholarships and Alumni Support
SDE	Skills Development and Employment
SEFOPE	Secretariat of State for Vocational Training and Employment Policy
SoE	State of Emergency
STVJ	Sentru Treinamentu Vokasional Juventude
SWP	Seasonal Worker Program
TL3A	Timor-Leste Australia Alumni Association
ToC	Theory of Change
TVET	Technical and Vocational Education and Training
WDPTL	Workforce Development Program Timor-Leste
WRP	Work Ready Pool

# Executive Summary

This Annual Report covers the period January – December 2020 and includes key program achievements, summary assessments against Investment Monitoring Reporting criteria, lessons learnt, recommendations, challenges and management responses.

The Workforce Development Program Timor-Leste (WDPTL) commenced in its roughly current form in 2016 and is delivered by Palladium International. WDPTL is the Australian Government's primary investment in Timor-Leste skills development and employment with a 2020 budget of approximately AUD3 million and a contract end date of June 30 2021. WDPTL sits under the 'economic recovery', pillar of the Embassy's 2020 launched Timor-Leste COVID-19 Development Response Plan (CDRP) aligned closely with the Government of Timor-Leste's post COVID-19 Economic Recovery Plan. The program works collaboratively with other Australian programs including the Governance for Development (GfD) program, the Market Development Facility and the Pacific Labour Facility (PLF), and is mindful of the regional work of the Australia Pacific Training Coalition.

The goal of WDPTL is to contribute towards a skilled workforce to support Timor-Leste's COVID-19 economic recovery.

This goal is pursued through four activity areas. Australia Awards Scholarships (AAS) address high level skill gaps via tertiary education opportunities in Australia, while alumni support provides leadership opportunities for a network of influential graduates. Technical and Vocational Education and Training (TVET) strengthening supports Timor-Leste's TVET system to increase

the quality and quantity of training products available for a rapidly growing young population and a skills hungry marketplace. Aligned with TVET, and responsive to the Government of Timor-Leste's (GoTL) employment priorities, WDPTL increases employment for Timorese through improved implementation of Australian labour mobility programs in Timor-Leste.

Throughout 2020, the Governments of Timor-Leste and Australia focused their efforts on COVID-19 response and recovery. This shift in focus and accompanying government plans provided the rationale for the development of a revised program strategy to guide WDPTL over the period July 2020-June 2021. This new strategy allowed for context and evidence responsive activities including thinking and working more politically in TVET and labour mobility, COVID-19 mitigation opportunities for alumni and a cross program focus on disability inclusion.



*Hospitality workers showcase their skills at the launch of Timor-Leste's first Recognition of Prior Learning Scheme.*

## Key Achievements

The program's four activity areas and overarching gender equity and social inclusion (GESI) work are relatively on track, despite the need to adapt to overcome the evolving effects of COVID-19 in Timor-Leste, Australia and globally. Key achievements are outlined below by area with outputs and results detailed in the infographic at page 4.

### 1 Scholarships and Alumni Support (SAS)

2020 was defined by flexibility and adaptation as COVID-19 affected awardee movement across borders, gatherings, events and selection activities. A key achievement was the program's ability to continue the 2021 and 2022 selection processes, while managing an incomplete 2020 mobilisation. While scholarship numbers were reduced for the 2021 intake, selection and promotion continued, allowing the run of more than 20 years of AAS in Timor-Leste to remain uninterrupted. Notably, for the second year running more scholarships were awarded to women than men, continuing historical progress toward application and alumni equity.

### 2 Timor-Leste Australia Alumni Association (TL3A) Support

The TL3A demonstrated its capacity as a high performing association during the response to COVID-19. Alumni took on key roles in the GoTL COVID response including as Director of the National COVID-19 testing facility and in the training of frontline COVID-19 workers. The TL3A also contributed practically to the COVID-19 response, funding hygiene buckets, water tanks,

personal protective equipment and a television talk show highlighting the needs of vulnerable groups.

### 3 TVET Strengthening

Quality improvement investments at ten targeted training centres continued to progress, albeit more slowly than anticipated. Highlights included; the certificate level training of 31 trainers and TVET managers, the completion of an income generating training restaurant in Manatuto and water access and greenhouses facilities in Baucau. These projects and other WDPTL investments have enabled five of the ten supported training centres to apply for accreditation of higher-level qualifications or develop new training products by the end of 2020. Working closely with government the program also supported the launch of Timor-Leste's first 'recognition of prior learning' hub with an initial 60 enrolments in a hospitality qualification.

### 4 Labour Mobility

In January 2020 the Timor-Leste Seasonal Worker Program (SWP) was heading for its biggest year with job assignments more than 300% higher than in January 2019, but by March, COVID-19 had paused all Australian Labour mobility mobilisations. A focus on staff training and systems from April to October, while challenging, resulted in clear outcomes by December. Notably, the ability of Direcção Nacional Emprego Exterior (DNEE) staff to deliver updated pre-departure briefings relatively



independently and the growing ability of the new female coordinator to manage the whole 20 staff team. This capacity was firmly tested during an intense 4-week period in November, when WDPTL worked closely with the Pacific Labour Facility (PLF) and Australian government partners to support the first restart mobilisation of 156 workers to Tasmania.

#### GESI

2020 was a strong year for GESI with a focus on inclusion of people with disabilities and rural Timorese in response to 2019 lessons learnt. Key achievements across the year included multiple AAS and career pathway English short courses for people with disabilities, a Women in TVET leadership short course, an increase in the facilities and capacity of rural training centres supporting rural students and the TL3A driven support to rural COVID-19 responses. By December, the aim of increasing the access and voice of GESI groups within WDPTL programming began to gain traction with program office accessibility modifications and the employment of a new intern with a disability.



### Assessment against DFAT quality criteria

This section assesses the program against the quality criteria required for Investment Monitoring Reporting (IMR) and includes; effectiveness, Gender, Equity and Social Inclusion (GESI), efficiency, relevance, monitoring & evaluation (M&E), sustainability and risk management. A brief summary and a key challenge for each quality area are highlighted below. Risks and performance/quality issues are linked to a summary table at **Annex 4** with relevant management responses.

In addition to its learning dialogue and Monitoring, Evaluating and Learning (MEL) plan, the program assessed progress with some additional tools including; the CBM Disability inclusion Review, the TVET Mini Review, short course focus groups, the 'Coalition Approach to Unemployment' political economy analysis, the mid 2020 completion report, the 2020 strategy development consultation workshops and the annual Embassy M&E stocktake.

#### Effectiveness

COVID-19 related restrictions impacted the achievement of targets for End of Program Outcomes (EOPOs) 2 and 4, however, with adaptations, the program still achieved good progress. Progress against EOPO 1 is assessed as delayed and EOPO 3 too early to tell below. Details of EOPO progress against targets and other analysis is found in Section 3 of the main body of the report. The majority of outputs were delivered in accordance with the underlying theory of change and against agreed workplans, with progress detailed in **Annex 2**.

End of Program Outcome (EOPOs)	Rating	Key Challenge
1: The Government of Timor-Leste effectively manages Australian mobility schemes	Some delays	Multiple state of emergency rules impacted capacity development work while budget delays put pressure on operations throughout the labour mobility cycle
2: Training institutions deliver accredited, high-quality training courses (for local and international work) in collaboration with industry	On track	GoTL State of Emergency rules shut down training centres and travel, affecting the implementation of infrastructure building, training, and networking activities
3: The Government of Timor-Leste policies and plans prioritise activities and budgets to create effective employment pathways for Timorese women and men.	Too early to tell	Activities not yet implemented. New strategic coalition approach behind this outcome still going through extended consultation and approval process
4: Timorese women and men utilise their skills, knowledge, work experience or income.	On track	COVID-19 driven constricting labour market put pressure on alumni employment while travel and event restrictions decreased the implementation of alumni development activities

#### GESI

Evaluation Question	Rating	Key Challenge
To what extent has the program benefited women, people with disabilities, and people from rural areas?	On track	Inclusion of people with disabilities and their voices in TVET, Labour Mobility and Australia Awards activities received attention in 2020 but remains an ongoing challenge

Opposite page photo: English language short course student receives her completion certificate from DFAT's Charge d'affaires.



Efficiency

Assessment
Overall, the resources allocated led to solid progress against outcomes, though 2 of 5 outcome areas are experiencing delayed progress. A mid year strategy update and team restructure led to cost savings and productivity gains.
Key Challenge
COVID-19 altered working conditions and delayed activities, leading to decreased expenditure and lower than planned activity execution.

Relevance

Assessment
2020 was characterised by adaptation to the global COVID-19 pandemic. In mid 2020, the program developed a strategy in direct response to this unfolding context, but also relied on experienced Timorese staff and healthy stakeholder relationships to maintain relevance as COVID-19 drove activity pauses and pivots.
Key Challenge
With cross border travel stopped for all or some of Timor-Leste Australia Awardees and Labour Mobility workers, the program needed to regularly modify, pause and redevelop activities to ensure progress. This constant change placed cumulative pressures on staff, stakeholders & beneficiaries.

Monitoring & Evaluation (M&E)

Assessment
The 2020 M&E House Stocktake of DFAT’s bilateral investments in Timor-Leste rated all elements of the program’s MELP and 2019 annual report as satisfactory or higher (scores 4-6), with the exception of some disability inclusion assessments. The system provided required information for a range of reporting needs and data for the Embassy’s evolving Performance Assessment Framework (PAF).
Key Challenge
Disability inclusive M&E has become a focus in response to the M&E stocktake report identifying this as an area to improve. This focus aligns with an overall program effort to improve inclusion of people with disabilities in activities, beginning with a greater voice in planning and programming.

Sustainability

Assessment
Ownership of and capacity to implement labour mobility work improved slowly through 2020, with a new organization structure and DNEE coordinator showing promise. Sustainability of TVET work continued to be strong under effective Government of Timor-Leste leadership, including ownership and funding of hospitality outreach training, RPL and complementary investments in training centres. The enduring effects of scholarship and alumni investments are evidenced by extremely high rates of alumni employment and the high percentage of alumni in leadership positions.
Key Challenge
The government of Timor-Leste’s labour mobility and other workforce development entities ability to win the attention and resources necessary to implement the national employment strategy and other key government plans remains a challenge.





Risk Management

Assessment

2020 was a year of rapid change and active risk management. The program risk matrix and register were the basis for regular informal and quarterly formal risk conversations between Palladium corporate and program staff. Monthly reports to Embassy include a risk section that describes risks and mitigation actions. In addition, the program’s live COVID-19 business continuity plan details operational and program risks and adaptations which support WDPTL’s continued ability to deliver.

Key Challenge

With two of four WDPTL activity areas reliant on travel between Australia and Timor-Leste, one focused on face to face training and the fourth (alumni support) including gatherings and events, COVID- 19 remains the primary risk to WDPTL’s operations and achievement of outcomes.

Lessons Learnt and Recommendations

1 Flexibility and adaptation to COVID-19 has underpinned the program’s ability to deliver results in 2020.

Recommendation 1: Continue to develop new risk management tools including live COVID-19 impact activity tracking and continue investing in Timorese staff leadership to increase flexibility and speed of program adaptation.

Recommendation 2: Develop plan B and C approved activities which can be implemented rapidly to maintain outcomes as rolling COVID-19 effects impact original WDPTL workplan.

2 Pathways for GESI target groups into scholarships and employment (including labour mobility) take time to deliver results

Recommendation 3: Invest more in the GESI pipeline in the medium to long term, leveraging WDPTL municipal TVET investments and partnerships .

3 Working collaboratively across Australian programs, government stakeholders and other donors shows promise.

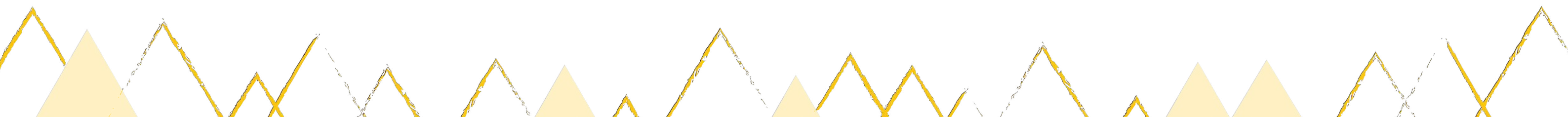
Recommendation 4: Consider embedding strategic themes and cross program collaboration in the current design/re-design of programs

4 Engaging with DPOs, and other partners, surfaced the underpinning challenges of inclusive, rights-based disability-inclusive programming.

Recommendation 5: Work with DPOs and the Partnership for Human Development’s disability lead to analyse the situation and possible solutions.



Labour mobility staff attend training to prepare for work in Australia.





*Labour mobility workers wave goodbye at Nicolao Lobato Airport before flying out to work on fruit farms in Australia.*





# 1. Introduction

The Workforce Development Program Timor-Leste (WDPTL) has been operational in multiple iterations since 2014 and is delivered by Palladium International. WDPTL is the Australian Government's primary investment in Timor-Leste skills development and employment sectors with a 2020 budget of approximately AUD3 million and a contract end date of June 30 2021. WDPTL's goal is to contribute to a 'skilled workforce to support Timor-Leste's post COVID-19 economic recovery'. This goal is pursued through the following four activity areas.

Australia Awards Scholarships address high level skill gaps via tertiary education opportunities in Australia, while alumni support provides professional and leadership development opportunities for a network of increasingly influential graduates. Technical and Vocational Education and Training (TVET) strengthening supports Timor-Leste's emergent TVET system to increase the quality and quantity of training products available for a rapidly growing young population and a skills hungry marketplace. Aligned with TVET, and responsive to the Government of Timor-Leste's (GoTL) employment priorities, WDPTL increases employment and skills for Timorese young people through improved implementation of Australian labour mobility programs in Timor-Leste.

These integrated work areas aim to achieve four end of program outcomes (EOPOs), updated in June 2020;

(i) The Government of Timor-Leste effectively manages Australian labour mobility schemes;

(ii) Training institutions deliver accredited, high-quality training courses (for local and international work) in collaboration with industry;

(iii) The Government of Timor-Leste policies and plans prioritise activities and budgets to create effective employment pathways for Timorese women and men; and

(iv) Timorese women and men utilise their skills, knowledge, work experience or income.

All program activities support the Australian Embassy in Timor-Leste's (the Embassy) overarching priorities of empowering women and girls and supporting disability-inclusive development.

WDPTL sits under the 'economic development', and to a lesser extent 'stability', pillar of the Embassy's 2020 launched Timor-Leste COVID-19 Development Response Plan<sup>1</sup> (CDRP) aligned closely with the Government of Timor-Leste's post COVID-19 Economic Recovery Plan. As part of Australia's suite of programs targeting economic recovery, WDPTL works closely with the Governance for Development (GfD) program around labour market data and policy and political economy analysis and, to a lesser extent, with the Market Development Facility on entrepreneurship and employment pathways. WDPTL has played a significant role in supporting the Australian government's roll out of regional labour mobility programs in Timor-Leste and currently works closely with the Pacific Labour Facility (PLF). Within skills and training, WDPTL

is mindful of the work of the regional Australia Pacific Training Coalition (APTC), particularly of APTC's attempts to support labour mobility and skills compacts and coalitions.

This Annual Report covers the period January – December 2020. As agreed with the Embassy, this Annual Report is more succinct than previous Annual Reports and includes summary assessments against the quality criteria required for Investment Monitoring Reporting, lessons learnt, challenges and management responses.

## A year of contract and strategy change

### January – June 2020

Palladium's previous contract for delivering the program ended on 30 June 2020. At that time, the program had three End of Program Outcomes (EOPOs) which were aligned with Australia's development cooperation objectives in Timor-Leste.<sup>2</sup> These three EOPOs were: (i) Improved policy and systems for workforce development; (ii) People are workforce ready; and (iii) Program beneficiaries utilise their skills, experience or income.

A completion report providing an overview of program achievements and lessons from implementing the program over the six years, July 2014 to June 2020, was provided to DFAT in July 2020.

### July – December 2020

In June 2020 Palladium was awarded the contract to deliver the program for a further one-year

period (July 2020-June 2021), with the option to extend for up to 12 months.

Over 2020 a critical moment emerged with the Governments of Timor-Leste and Australia focusing their efforts on COVID-19 response and recovery. This current iteration of the program is enabling the Embassy to build on the achievements and learnings from the program, ensuring Australia's workforce development investments are maintained, whilst adapting to the demands of Timor-Leste's COVID-19 economic recovery and the opportunities and threats of a maturing youth bulge.

The significant changes in the Government of Timor-Leste (GoTL) and Australia's priorities and plans, and the current operating context, provided the rationale for the development of a revised program strategy to guide the program over the period July 2020-June 2021. The strategy was developed over July-September 2020, and included eight multi-stakeholder planning workshops, consultations and feedback from the GoTL, the Embassy and others, and a rigorous internal testing process.

Under the new strategy the goal of the Workforce Development Program Timor-Leste changed from contributing towards a 'Skilled workforce for a prosperous Timor-Leste' to contributing to a 'Skilled workforce to support Timor-Leste's COVID-19 economic recovery'. For the period July-December 2020, the EOPOs were also updated to align with Australia's Timor-Leste COVID-19 Development Response Plan, the VIIIth Government's COVID-19 plan and rationalised to reflect the one-year contract timeline.

<sup>1</sup> Reflecting DFAT's 2020 launched 'Partnerships for Recovery' Strategy

<sup>2</sup> These objectives were: improving livelihoods and economic development; enhancing human development; and strengthening governance and institutions.



The updated Theory of Change, articulating the goal and outcomes that the program aims to achieve in 2020-2021, is contained in **Annex 1**.

## Managing COVID-19 and Political Challenges

2020 was a year split by the effects of COVID-19 with January and part of February operating as normal then March-December including a shifting variety of COVID-19 impacts and rules. With two of four WDPTL activity areas reliant on travel between Australia and Timor-Leste, one focused on face to face training and the fourth (alumni support) including gatherings and events, WDPTL was highly exposed to COVID-19 border closures and GoTL state of emergency rules. This unique year tested WDPTL's adaptive capacity and ability to deliver, but also highlighted the strength of an experienced team, in particular its Timorese leaders, to absorb change and find new opportunities to progress workforce development objectives.



The TL3A President hands over COVID-19 prevention materials to representatives at the Ministry of Health.



## 2. Key Achievements

Achievements are discussed by each of the four work areas: labour mobility support, TVET strengthening, Australia Awards Scholarships (AAS) and alumni support (referred to as the Timor-Leste Australia Alumni Association or TL3A), followed by gender and social inclusion and a final reflection on internal program changes and adaptation.

In January-February 2020, WDPTL and the Pacific Labour Facility (PLF) continued to support the restructure and resourcing of the Direccao Nacional Emprego Exterior (DNEE) Australian labour mobility team. The program was shaping up for a big year of mobilisations. January Seasonal Worker Program (SWP) job assignments were 204, a more than 300% increase on the 66 assignments in January 2019, which was already Timor-Leste's biggest year to date with 1,763 work assignments. But in February, COVID-19 began effecting mobilisations and in March 2020, Australian Labour mobility was paused. With no mobilisations, WDPTL's March- October focus shifted to three areas.

First, the program supported Timor-Leste's labour mobility team (DNEE) with tools to help them function during COVID-19, set up offices and work from home. This allowed the DNEE to keep operating when many other government departments shut down. Second, program staff were active in bringing together the DNEE leadership and in-Australia team to manage the impact of the COVID-19 pandemic on Timor-Leste workers in Australia. While complex and challenging, this collaborative effort resulted in a range of information tools, customised responses to Australian employer and worker needs and eventually, the supported repatriation

of at-risk workers. Third, WDPTL and PLF focused on DNEE staff training which, while challenging, resulted in some clear outcomes highlighted during the first labour mobility restart mobilisation in late 2020. Notably, the ability of DNEE staff to deliver four updated pre-departure briefings relatively independently, the capacity of the medical/visa team to absorb system changes and process 140 plus medical checks in under 3 days and promisingly, the growing capacity of the new female DNEE coordinator to manage the whole 20 staff team.

In October, Timor-Leste signed on for the Australian labour mobility restart and WDPTL worked closely with PLF and Australian government partners, using flexible funding to support a mobilisation of 156 workers (53 females) to Tasmania under an almost impossible timeline. While the amount of WDPTL resources dedicated to this mobilisation were not sustainable and the media backlash against DNEE was significant, it proved an important test for the last two years of Embassy investment in DNEE facilities, team structure and training was vital in highlighting a viable Timor-Leste recruitment pathway for Australian employers.

Under linked TVET strengthening work, activities were also interrupted by GoTL COVID-19 State of Emergency (SoE) rules but solid progress occurred. Training centre Quality Improvement Plan (QIP) highlights included the certificate level training of 31 trainers and TVET managers, the completion of an income generating training restaurant in Manatuto, water access and greenhouses facilities in Baucau and smaller projects in Covalima and Dili training centres. QIP projects and other WDPTL investments

have enabled five of the 10 target training centres to apply for accreditation of higher-level qualifications or develop new training products in 2020.

Under TVET institutional/system support, the first recognition of prior learning (RPL) hospitality hub and systems were established in Timor-Leste in partnership with the National Institute for Labour Force Development (INDMO) and the National Directorate for Vocational Training (DNFP). The first 43 enrolments in RPL Certificate III Hospitality occurred at the end of 2020 and included a number of returned hospitality seasonal workers aiming to have their Australian honed skills recognised.

An important longer-term project crossing both TVET and labour mobility, the Labour Mobility Preparation Course was approved in concept by key government stakeholders and is nearing implementation. This activity seeks to embed quality preparation of labour mobility workers in the TVET system by building an accredited training course that can be delivered at a cost affordable to SEFOPE and workers. If successful, the course can be scaled across multiple regional training centres to eventually include the 11,000 plus workers already in the labour mobility work ready pool (WRP) and to act as a filter for any future WRP recruitments.

For scholarships and alumni, 2020 was defined by flexibility and adaptation as COVID-19 affected movement across borders, gatherings, events and training and selection. A key achievement was the response to the Embassy's directive to continue the 2021 and 2022 selection processes, while managing an incomplete 2020

mobilisation. Working closely with the Embassy and using a range of responses including flexible timelines, online meetings and adapted English testing, the concurrent management of three selection cycles has been achieved with limited negative impact to current and future awardees. COVID-19 also affected the inaugural WDPTL English language short courses for public servants and people with disabilities, shifting them online and limiting the projected increase in AAS applications from the target groups. However, this adaptation was an important achievement for the program, with students able to continue the courses through COVID-19 lockdown, leading to other positive outcomes including graduates gaining employment, promotion, confidence and developing a strong future PWD pipeline for AAS applications.

Under the direction of a committed Board, and with dedicated support from its Secretariat, the TL3A demonstrated its capacity as a high performing association during the response to COVID-19. Alumni took on key roles in the GoTL response to COVID-19 including Endang Soares da Silva, the Director of National Laboratory responsible for all national COVID-19 PCR testing and results and Armandina Gusmao, PHD's health program lead, supporting the MoH response team and front line workers to combat COVID-19. The TL3A also contributed practically to the COVID-19 response funding hygiene buckets, water tanks and a television talk show highlighting the needs of vulnerable groups. Alongside sectoral activities including a youth employment initiative, two small grant projects were implemented supporting a rural nutrition initiative and developing disability inclusive



language materials, respectively.

2020 was a strong year for GESI with increased focus across all four work areas, particularly on PWD inclusion in response to 2019 lessons learnt. Key achievements across the year included multiple AAS and career pathway English short courses for PWDs, a Women in TVET leadership short course, gender sensitive career planning for AAS, an increase in the facilities and capacity of rural training centres supporting rural students and the TL3A driven support to rural COVID-19 response mentioned above.

At mid-year, WDPTL's new context responsive approach of 'pathways to education and employment' was launched, aiming to increase pathways and the AAS pipeline for Timorese while Labour mobility and AAS flows to Australia were restricted. An important part of this approach is increasing pathways for GESI target groups: women, people with disabilities and rural Timorese, plus increasing the voice of GESI groups within WDPTL operations and programming. Key progress since July includes modifying the WDPTL office to provide access for people with physical disabilities, employing an intern with a disability (December) and the development (but not yet implementation) of a TVET PWD inclusion support package in line with SEFOPE's aims under the national disability action plan.

The program's public diplomacy content continued to play well via the Embassy facebook page and was complimented throughout the year by enhanced coverage across broadcast and print media. The launch of new branding

and a program website during the last quarter of 2020 helped signpost education and employment pathways in Timor-Leste, highlighting the programs contribution to their delivery and supporting awareness.

Internally, 2020 required WDPTL to respond to COVID-19 driven remote management, shifting local working arrangements and contractual changes. The team showed exceptional commitment and teamwork to manage both COVID-19 activity adaption and the development of a new strategy, workplan and internal roles. While not without its costs, key achievements included the development of a new program strategy, team structure and leadership team model.



Minister of Public Works with his team.



### 3. Program results against the DFAT quality criteria

This section provides summary assessments against the quality criteria required for Investment Monitoring Reporting (IMR) and includes; effectiveness, efficiency, relevance, GESI, monitoring & evaluation (M&E), sustainability and risk management.

In addition to its learning dialogues, the program assessed effectiveness with some additional tools in 2020 including; the CBM Disability inclusion Review, the TVET Mini Review, the 'Coalition Approach to Unemployment' political economy analysis, the mid 2020 completion report, the 2020 strategy development consultation workshops and the annual Embassy M&E stocktake.

COVID-19 related restrictions impacted the achievement of targets for EOPO 2 and 4 as detailed below. However, with adaptations, the program achieved good progress in these two areas. Progress against EOPO 1 and 3 are assessed as delayed and too early to tell, primarily for underlying GoTL capacity and approval process reasons. Progress in GESI is assessed as on-track with some promising new responses to the lessons learnt in 2019.





Outputs were delivered in accordance with the underlying theory of change and against the agreed workplans. A summary of workplan progress is contained in **Annex 2**. Activities postponed as a result of COVID-19 related restrictions include mobilisation of some 2020 awardees, and selection and mobilisation of Australia Awards Scholarship awardees for

the 2021 intake, AAS outreach activities to the municipalities, TL3A sectoral group activities and the mobilisation of labour mobility workers to Australia.

*Risks and performance/ quality issues identified in each section are linked to a summary table at **Annex 4** with relevant management and Embassy responses.*

#### Effectiveness

This section provides a summary of evidence against each of the EOPOs and an assessment of progress towards achieving each EOPO using the following rating scale:

-  **On track:** our progress towards achieving the EOPO is on track, at this stage of the program
-  **Some delay:** progress is less than expected, at this stage of the program. Close performance monitoring is recommended
-  **Major delay:** progress is significantly less than expected. The EOPO is unlikely to be met
-  **Too early to tell:** It is too early to tell if we are on track. The activities have not yet commenced, or only just commenced.

#### EOPO 1:

##### The Government of Timor-Leste effectively manages Australian labour mobility schemes.

*Some delay*

*Progress towards July 2020 - June 2021 targets:*

With 156 men and women mobilised to Tasmania in December, the program is on track to meet the SWP target of 200 by June 2021. While some workers in Australia under the SWP have transferred to the PLF, new mobilisations are yet to occur to meet the PLF target of 40 by June 2021.

Pre-departure briefing (PDB) targets were met, with all seasonal workers (100%) having attended PDBs, and 92% of the participants agreeing (14%) or strongly agreeing (78%) that the PDB materials have increased their knowledge about their responsibilities when living and working in Australia.

38% of returning workers attended reintegration workshops to date, which is well-short of the 80% attendance target. See analysis below.

No work-ready skills training was undertaken during the period, but the labour mobility preparation course is on track to be delivered by June 30

GoTL is demonstrating varying capacity across the labour mobility cycle, with some functions, such as medical and visa processing, and basic pre-departure briefings being fully implemented by the DNEE teams.

#### Evidence and Analysis

- The absorption of COVID-19 effects further tested the emergent capacity of GoTL to manage Australian labour mobility schemes through 2020.
- However, GoTL responded at critical times in 2020 to ensure the welfare of workers in Australia and performed well to mobilise workers in January and February, then a further 156 (53 women / 103 men) workers in December. Encouragingly, the October restart sign-on has led to more cross ministerial involvement in labour mobility and the December mobilisation encouraged faster capacity growth by forcing all DNEE staff into an extreme practical test of their skills and teamwork. There are early signs of the new 2020 team structure leading to increased effectiveness.
- GoTL is demonstrating varying capacity across the labour mobility cycle, with some functions, such as medical and visa processing, and basic pre-departure briefings being led by the DNEE teams in December.
- Adequate preparation of workers ahead of mobilisation to Australia is improving toward the end of 2020 but reintegration support continues to be deprioritised against other time-sensitive priorities related to recruiting and mobilising workers.
- Looking more closely at progress in the DNEE team's capacity to deliver core labour mobility functions, one of the main aims of WDPTL's support. Two linked factors affected this work in positive and negative ways. First, COVID-19. The new DNEE structure



was approved at the start of 2020 and then in mid February COVID-19 arrived. WDPTL initially felt that with no mobilisations, DNEE could focus on training. This was somewhat true but state of emergency rules around GoTL staff attendance and the lack of mobilisation urgency led to slow progress. However, the restart of mobilisations kick started capacity in interesting ways. For PDB, medical/visa and document teams, the extreme urgency of the November Tasmania mobilisations forced them to finalise their training in new processes and deliver at high volume, usefully embedding new skills.

- Support for reintegration was also a challenge in 2020. Approximately 80 workers returned to Timor-Leste, a small number due to COVID-19 border rules. As noted above however, only 38% attended a reintegration workshop, below the target of 80%. Only 1 reintegration workshop was held in 2020, in December, and many workers had already returned to their municipalities, were working or busy with cultural activities. There was also limited progress in supporting DNEE to implement the agreed higher-level recommendations in the reintegration review report.

## EOPO 2:

### Training institutions deliver accredited, high-quality training courses (for local and international work) in collaboration with industry.

*On track*

*Progress towards July 2020 - June 2021 targets:*

Further outreach training, scheduled for delivery in early 2021, will see the program meet its outreach training target by June 2021.

The program is on track to meet the target of preparatory training (and PDBs) delivered by TVET centres (3 by June 2021).

The program is likely to exceed the targets for the number of students (20) completing the RPL hospitality course. Current enrolment in RPL is 43.

It is not clear when TVET centres will be in a position to deliver rural English and Agricultural training, and it is possible this target may not be met by June 2021. However, alternative pathway activities are planned to replace this activity.

#### *Evidence and Analysis*

- COVID-19 had a significant impact on TVET centres, with closures during the State of Emergency and delays in delivery of WDPTL funded equipment delivery and infrastructure construction.
- However, the program adapted and worked well with training centres and TVET stakeholders to ensure the majority

of planned activities were delivered and outcomes were maximised in 2020

- By the end of 2020, five (of 10) QIP training centres have either delivered or are developing/ applying for a new training product: two of the STVJ training centres (Comoro and Camea) delivered GoTL funded outreach hospitality training (learnt through WDPTL funded Bobonaro project) in Lospalos and Manufahi; CDC Baucau has re-applied for accreditation of the Certificate II in Agriculture (leveraging updated equipment); STVJ (Comoro and Camea) are working together to apply for accreditation in CI and II in English; STVJ Gleno commenced delivery of CI in Agriculture utilising the resources and trainers of other QIP centres; and ETDA commenced delivery of CIII Hospitality to 60 students using the RPL model.
- In early 2020, a mini-review of QIP's support to TVET centres showed early-stage signs of improvement in all 10 targeted training centre's capacity resulting from mid-2019 commencement of QIP investments.
- Outreach training was delivered through STVJ training centres at the beginning of 2020, with INDMO, DNAFOP and the Hotel Owners Association connecting to implement the training to local hospitality industries (restaurant and guest house services) in Bobonaro leading to increased skills of 10 hospitality workers (5 women/5 men) across the municipality. The second planned outreach training to Suai was repeatedly delayed by GoTL due to budget constraints
- The first RPL hospitality hub was established in Timor-Leste via a partnership with INDMO,

DNAFOP, ETDA and the program. This was the culmination of program support and collaborative efforts between TVET centres, the hospitality industry and the GoTL since the commencement of the program. It is now possible for people who are working in the hospitality industry to have the skills they have learned on-the-job (and in Australia through labour mobility) recognised with Timor-Leste qualifications. In 2020, representatives from 12 industries attended the briefing session on RPL conducted by ETDA. Two briefing sessions were also conducted with 23 returned seasonal workers (9 women/14 men). In 2020, 43 students (22 women/21 men) commenced in RPL, Certificate III in Hospitality, and are due to complete in 2021.

- Arrangements for the delivery of the seasonal worker preparatory course were advanced in 2020, with GoTL concept note approval and four TVET QIP centres (CDC Baucau/ CTID Baucau, CTC Salele and CNEFP Tibar) flagged to deliver the courses from 2021 (this will be a new training product).
- Most training centres have been highly engaged in progressing their QIPs and a second round of QIP support focusing on business plan mentoring, industry engagement and PWD access is scheduled for late January.
- However, the program is yet to assess TVET QIP support's impact on higher level training centre outcomes, such as increased enrolments, better graduate outcomes and better industry engagement (See **Annex 4**; Risk/Issue & Management Response 11).



**EOPO 3:**  
**The Government of Timor-Leste policies and plans prioritise activities and budgets to create effective employment pathways for Timorese women and men.**

*Too early to tell*

*Progress towards July 2020 - June 2021 targets:*

Activity yet to commence.

This is a newly-introduced EOPO, agreed to in September 2020 in the updated strategy and annual plan. A concept note for the 'Coalition approach to unemployment in Timor-Leste' was developed through June - November and presented to Embassy staff and targeted stakeholders in November with positive feedback from all. The approach will be formally activated with final Embassy feedback due in early 2021

**EOPO 4:**  
**Timorese women and men utilise their skills, knowledge, work experience or income.**

*On track*

*Progress towards July 2020 - June 2021 targets:*

15 scholars had graduated at the end of 2020 making progress on track with 19 AAS awardees are expected to graduate between July 2020 – June 2021.

Half of those returning scholars participated in reintegration workshops, which is below the target of 80% participation. The remaining 50% declined to participate as they already had employment on return and did not require the services in the workshop, though they will access TL3A services.

*Evidence and Analysis*

As at June 2020, 89% of alumni were in employment in Timor-Leste, on track for a target of 90%.

The majority of AAS alumni (89%) are employed and utilising their skills. A range of evidence indicates alumni have a wide range of technical skills and knowledge and they are influencing and contributing to the development of Timor-Leste. In the 2020 Alumni Reintegration Survey 45 alumni (88% of survey respondents) reported using skills and/or knowledge gained during their studies in Australia in a variety of areas such as policy development, strategic planning and review, monitoring and evaluation

(M&E), information technology (IT), media and communications, project management, research and business development. They also report using some soft skills acquired in Australia such as leadership skills, interpersonal skills, problem solving, critical thinking, writing and research skills, teamwork, communication, planning and coordination. Common barriers faced by alumni in applying their skills and knowledge in the workplace included difficulty finding relevant work (35%), difficulty in adjusting to new work and people (26%), and political or system level challenges (17%).

*Examples from 2020 of alumni using their skills and knowledge include:*

- As mentioned above, alumni played pivotal roles in the GoTL COVID-19 response including; Endang Soares da Silva, Director of National Laboratory at HNGV, responsible for all PCR testing and results, Armandina Gusmao - PHD Health program team lead, supporting the Ministry of Health response team and front line workers to combat COVID-19 & Dr Raimundo do Santos, working at the National Hospital Department of Surgery who redirected his 2019 Alumni of the Year award prize to provide training for frontline COVID-19 health professionals at 7 health centres in Dili
- Implementation of two Alumni small grants (awarded in late 2019):
  - a. Two female alumnus who studied for Bachelor of Nutrition Science and Bachelor of Nutrition and Food Science respectively delivered a nutrition gardening project and established a women's nutrition group

focused on school feeding programs in the Bobonaro Municipality.

b. One male alumnus with a Master of Disability Policy and Practice focusing on the development of a non-discriminatory language brochure and booklet for people with disabilities in Luro, Lospalos Municipality.

- One showcase on women's sexual and reproductive health delivered by alumni with a Master of International Public Health and a Master of Health and International Development, respectively.
- Two alumni reintegration events with alumni guest speakers sharing careers advice including one with a Master of Business Administration and one with a PhD in Education.
- Alumni sectoral group activities (expanded from 5 to 7) to include a new media and communications group led by an alumnus with a Master of Media and Communications and a sport sector group led by an alumnus with a Master of Health Science - Occupational Health and Safety
- Alumni supported the GoTL's COVID-19 response funding hygiene buckets, COVID-19 awareness materials, water tanks and delivered a television Talk show on groups vulnerable to COVID-19.

*Factors affecting program effectiveness*

On the positive side:

- the continuity, adaptability and quality of the program's experienced Timorese staff and solid processes enabled ongoing delivery,



albeit with some delays

- flexible delivery options, supported by Embassy (extending deadlines /varying activities/ types of funding) in response to COVID-19 SoE restrictions. Examples include; online mock IELTS test for AAS candidates, ELT short courses moved online when training institutions were forced to close, small grant delivery deadline extended, Alumni showcase rescheduled from June to December, flexible funding to enable the December seasonal worker mobilisation to Tasmania (See Lesson Learnt 1 and Recommendation 2)
- the time and resources invested into nurturing partnerships, relationships and engaging with stakeholders
- engaging at the right level in the Timor-Leste bureaucracy allowed the program to continue progressing labour mobility and TVET outcomes regardless of ministerial, parliamentary and/or budgetary changes; and
- listening to stakeholder feedback and learning from implementation experiences enabled the program to improve how activities were supported, delivered and monitored. For example, ELT short course hours per day were reduced.

*Barriers to effectiveness included:*

- COVID-19 impacted effectiveness from February in a number of ways including:
  - a. travel restrictions severely impacted the achievement of program targets for Timorese men and women working and

studying in Australia

- b. no registered IELTS test providers in Timor-Leste and none able to enter, affecting AAS selection timeline
- c. limits to gathering size affecting events, training and meetings
- d. labour mobility pause March-October limiting achievement of work assignment targets
- e. changing quarantine rules in Australia and the cancellation of flights with limited notice affecting returning alumni and seasonal workers
- f. challenges that PWD and Public Servant short course participants faced moving to online learning, affecting AAS application targets
- g. TVET training centres decreased ability to implement their quality improvement plans due to SoE rules and centre closures
- Budget issues continued to underpin the financial difficulties of TVET centres and DNEE. First, a lack of overall approved budget (DNEE in particular not receiving enough to cover operations) and second that the 2020 budget was not approved by parliament until November meaning all government operated under the restrictive duo-decimal system.

## Efficiency and expenditure

Overall, the resources allocated in 2020 led to solid progress against outcomes, though 2 of 5 outcome areas are experiencing delayed

progress (discussed in effectiveness section). WDPTL made a range of changes to maintain progress in a rapidly evolving 2020 context. These included:

- Supporting TL3A to retarget funding to support GoTL COVID-19 mitigation responses
- Retargeting labour mobility funding to measures that kept the DNEE unit open
- Pivoting a range of SAS and TVET activities to keep each area progressing under COVID-19 restrictions; detailed below in relevance section

Operationally, in response to an unstable 2020 delivery context, WDPTL established processes to better manage program expenditure to align with forecasted budget. The Operations Manager, in coordination with component managers, meet monthly to discuss activity budget forecasts and timelines to ensure greater accuracy in budgeting, while providing flexible support to each component to deliver or adjust planned activities.

The program's staffing functions and performance, as well as the program's overall staffing profile, were reviewed in mid-2020. Efficiency was achieved by combining the finance and other operations functions under one operations team. Along with staff cost savings, this shift has streamlined communication and data sharing, which has contributed towards improvements in overall program financial management plus operational tasks, including forecasting and payroll.

Another important change was the establishment of the program's Leadership Team which provides technical, operational,

and local context analysis to inform timely decision making. Examples of improvements to efficiency include: improved management of staff communications, improved program health insurance policy and improved joint management of activities such as English language short courses and municipal outreach. (See Lesson Learnt 1, Recommendation 1)

The program also aims to achieve enhanced impact by working with other Australian implementing partners and donors and has made some deliberate moves to increase collaboration in 2020. One key partnership is with the PLF. WDPTL leverages the shared Palladium relationship to co-plan with senior management of PLF and at the country level supports cross program planning, risk management and shared approaches to minimise duplication. Importantly, WDPTL and PLF are working closely to ensure a smooth handover of labour mobility support, historical experience and social capital from WDPTL to PLF in mid-2021.

The WDPTL led 'coalition approach to employment' aims more ambitiously to leverage the relationships and work of other Australian and external organisations to enhance the momentum behind the key workforce development challenge of unemployment. The activity is a partnership with GfD, with lesser planned roles for MDF, PLF and non-Australian donors, however as explained above a final version of the plan was only submitted to the Embassy in early 2021 and so the activity has not yet received final approval from the Embassy.

WDPTL's overall approach was also reviewed in mid-2020, including a firm interrogation of



historical delivery modalities against evidence of progress and lessons learnt. What emerged was a new strategy which aims to better utilise historical program (and leverage other Australian program) relationships and knowledge, working together (networks/coalitions) to attract political will and leadership to workforce and economic development issues. (See Lesson Learnt 3, Recommendation 5)

However, there was one clear efficiency and effectiveness challenge in 2020. COVID-19 altered working conditions and delayed activities, leading to decreased expenditure and lower than planned activity execution.

For July - December 31, 50% of the current 2020/21 financial year, the program is at 40% budget execution. This is due to:

- savings from international staff working remotely, including allowances and housing
- savings from a leaner local team due to mid-year restructuring

These savings represent efficiency gains. However, delayed activities due to COVID-19 restrictions and other political/approval challenges have also led to lower than expected activity execution. Each remaining activity has been carefully reviewed and rated as to its exposure to future delay. While WDPTL is confident the majority of activities can be delivered by 30 June 2021, it has prepared multiple contingencies to ensure that any delays, plus the savings noted above and the 70% remaining in WDPTL's flexible HRD fund can be

<sup>3</sup> Where the program is not dependent on complex procurement or government approval processes

<sup>4</sup> Partnerships for Recovery

<sup>5</sup> Coalition approach to unemployment in Timor-Leste, citing other research and program lessons

effectively expended in the pursuit of achieving our EOPOs.

This will be done by scaling existing successful activities where possible and investing in new high impact/ high strategic value and implementation controlled<sup>3</sup> activities in the first half of 2021. These activities have been identified and costed and will be presented to Embassy in a separate briefing paper (See **Annex 4**, Risk/ Issue & Management Response 13).

## Relevance

The work of the program over 2020 is characterised by adaptation to the global COVID-19 pandemic, DFAT's Partnerships for Recovery strategy and related COVID-19 Development Response Plan (CDRP) and the GoTL's Economic Recovery Plan and State of Emergency rules. The program had a unique opportunity to develop a strategy and plan responding to this unfolding context in mid-2020, but also relied on experienced Timorese staff and healthy stakeholder relationships, especially with GoTL, to maintain relevance throughout 2020.

WDPTL, aligned with GfD, MDF and PLF, sits under the 'economic recovery' pillar of the Australian Government's COVID-19 response strategy<sup>4</sup> and linked Timor-Leste CRDP. WDPTL argued<sup>5</sup> in recent papers that with COVID-19 contracting Timor-Leste's economy and driving job losses and a youth bulge rapidly maturing

to employment age, the rationale is strong for Australia to continue its investment in jobs and employment pathways in Timor-Leste. On the Australian side, (as WDPTL also supports the GoTL to provide Australian employers with labour) the demand for labour mobility workers by Australian agricultural employers facing COVID-19 affected labour shortages, has also never been higher.

Looking at relevance to GoTL, there are significant workforce development policies, plans and mechanisms in place and employment and training goals feature firmly in the COVID-19 economic recovery plan, the VIIIth Government of Timor-Leste's plan and the ambitious National Employment Strategy (NES). In 2019, the government established a Secretariat (National Employment Strategy Secretariat or NESS) to coordinate their employment strategy, with a goal to support 60,000 new jobs annually. The

program offers an opportunity for the GoTL and SEFOPE to multiply the value of donor and internal investments in workforce development by supporting coordination either through mechanisms like the NESS or through a new coalition as proposed.

The recent unemployment paper submitted to the Embassy provides a detailed background to the sector, detailing relevant workforce development government entities and their leadership (Section 3.2, page 10), plans and policies (Section 3.1, page 8) and a history of donor interventions and lessons learnt (Section 2.2, page 7). This research fed into WDPTL's updated 2020 strategy and new delivery modalities mentioned above in the efficiency section and again below. As the strategy was approved in September 2020, the impact of new approaches to relevance and program effectiveness have yet to be proven.



Australia Awards alumni teaches electronics to students at a technical college in Baucau.



Context changes during the year are discussed in earlier sections and WDPTL made a range of activity level adaptations in response. These included:

- Supporting TL3A to retarget funding to support GoTL COVID-19 mitigation responses: water tanks, training, hygiene packs
- Retargeting Labour mobility funding to measures that kept the DNEE unit open; hygiene packs, phone and internet credit, support to organise workspaces and customer service etc
- Pivoting a range of SAS and TVET activities to keep each area progressing under COVID-19 restrictions; including online workshops and information sessions, online learning and mentoring and provision of IT and internet resources to enable connectivity
- Adoption of new internal structures which promote local leadership, while international staff are working remotely
- Adopting additional strategies to focus on emergent Australian and GoTL priorities; approach to unemployment, pathways to employment and education
- Leading collaboration with other Australian programs to find strategic gains. (See Lesson Learnt 3, Recommendation 5)

## Gender and Social Inclusion (GESI)

### On track

*Progress towards July 2020 - June 2021 targets:*

The program achieved its target related to employing an intern with a disability, and is on track to meet the targets related to increasing the voice and involvement of GESI groups in WDPTL programming

Work continues to increase access for GESI target groups to scholarships (via short courses) and into training. Work to establish a WDPTL GESI advisory group has paused as WDPTL employed new staff, a PWD intern and AAS Graduate with expertise in disability policy and practice, and is working to develop their voices and advice into programming

Further work is needed to increase access for GESI target groups to labour mobility schemes, but a TVET and labour mobility access project is planned for early 2021 (See Lesson Learnt 2, Recommendation 3)

The program is committed to expanding skills development and work opportunities for women, PWD and people outside Dili by collectively identifying and acting on barriers to participation and through inclusive outreach and promotion.

The program intensified its focus on GESI this year. In early 2020 program staff attended training facilitated by CBM Australia to review the program's inclusive programming approaches for PWDs. Recommendations from this review were combined with GESI evidence and lessons learnt from the 2019 Annual and mid-2020 Completion

reports, translating into a new GESI strategy, a 5-point action plan, new PWD staff role, updated GESI principles in the program theory of change and significant budget increase. Progress against the GESI workplan is contained in **Annex 3**.

Evidence highlighted that while the program had done well on progressing towards achieving our GESI objectives overall in terms of gender equity initiatives, there were some shortcomings, specifically; progress in attracting people with disabilities and rural applicants in AAS applications, inclusion of people with disabilities in TVET and Labour mobility pathways and inclusion of PWD voice in programming decisions. Program staff regularly reflected on lessons learned to improve targeting and access opportunities across all program areas at monthly team management meetings and as part of the six-monthly learning dialogues. The team took a deeper dive into GESI during the mid-2020 strategy development and changes and highlights of the year include:

- Supporting DNEE to complete municipal work ready pool recruitments led to a higher pool of rural workers available for selection in 2020 (although mobilisations were paused from March-October, so the impact on actual mobilisations will be felt more in later years)
- With the sector dominated by male leaders, a TVET Women in Leadership short course was delivered in early 2020 for 15 women resulting in two managers being promoted at their training centre.
- Helping Timor-Leste maintain a high rate of participation of female workers in SWP compared with other participating countries,

though to note, Timorese women were less than a quarter of the workers selected in 2020, so more work can be done..

- Trialling a short course for academic English at LELI as an application pathway for Australia Awards for two target groups: one of which was PWD, directly responding to historical decreases in PWD applications. 16 people with a disability (8 men/8 women) completed the training, however only 2 went on to apply for AAS (See Lesson Learnt 2, Recommendation 3)
- Continuing to achieve gender parity through the 2021 intake scholarship selection process: shortlisted applicants 119 (55 women/ 64 men), applicants selected for interview 25 (12 women/ 13 men).
- Developing a comprehensive scholarship outreach plan to invest in targeting rurally-based scholarship and training applicants, including those with disabilities to directly promote training and scholarship pathways in all 13 municipalities. To be activated in 2021.
- In November five on-award female scholars joined an online career planning session examining barriers to women's progression in the workplace and the need for effective collaboration between men and women to achieve gender equality in the workplace.
- Demonstrating achievements of female alumni, seasonal workers and TVET managers via a series of Embassy Facebook page posts, events and the new program website.
- Responding to the need for greater PWD



voice at WDPTL, the program undertook the following activities to have greater involvement of people with disabilities and disabled people's organisations (DPOs) in planning, implementation and monitoring and evaluation:

- Input from the disability lead of Australia's Partnership for Human Development in Timor-Leste and two DPOs on short course promotion and arrangements for people with disabilities.
- Focus group discussions were conducted with 16 people with disabilities (8 women/ 8 men) who participated in the first round of the English language short course. The

focus group discussions enabled people with disabilities to directly inform the next academic English short course planning and implementation. Separate focus group discussions were conducted for women with disabilities and men with disabilities to ensure all voices were equally heard.

- Refitted WDPTL office for to provide access for people with physical disabilities in October- November
- The recruitment in December of an intern with a disability to support disability awareness and issues within the program. The successful applicant will commence on 11 January 2021 for a period of 6 months.



People with disabilities start their English Language short course.

- The recruitment of an alumnus with a disability as part of the graduate internship program (GIP) to support more strategic thinking on PWD inclusive work, specifically around TVET and labour mobility inclusion
- Regular meetings with the Partnership for Human Development Disability Lead and DPOs to seek advice and discuss inclusion in WDPTL activities.

Areas for ongoing work include working with SEFOPE and their disability action plan to include more PWD in TVET courses and labour mobility recruitment pathways, a targeted municipal outreach for AAS 2022, with a new session for PWD co-delivered with the WDPTL graduate intern and ongoing work with DPOs to plan a pathway for people with more severe disabilities into future AAS selection cycles. (See Lesson Learnt 2, Recommendation 3)

## Monitoring and evaluation

The program's monitoring, evaluation and learning (MEL) system evolved over 2020, in line with the changes to program outcomes and implementation. The program continued to provide data for DFAT's Performance Assessment Framework (PAF) management information system, and provided inputs as requested into indicators and targets for the PAF for DFAT's COVID-19 Development Response Plan.

Through 2020, the Embassy phased out M&E house support and WDPTL worked closely with M&E house to plan and ensure ongoing M&E performance. This change coincided with WDPTL's development of a new program strategy

and M&E approach. In the new approach, WDPTL built in additional M&E resources and processes to balance M&E house's departure and changes to Embassy processes. This included; significantly higher M&E adviser inputs and partial inclusion in a newly developed program leadership team. Additional M&E roles for two newly created leadership team positions for component managers and a high performing staff member shifted into M&E to replace an underperforming staff member. Additional M&E budget was also allocated to fund activities like learning dialogues, which combined with staff changes brought M&E investment up to a healthy and recommended level of roughly 7% of overall budget in the 2020-21 financial year.

Key program M&E activities in 2020 included:

- The annual alumni reintegration survey: the purpose of the reintegration survey is to gain understanding and evidence on the experiences of AAS alumni on return to Timor-Leste after studying in Australia. It is used to identify improvements that can be made in program implementation
- A mini review of QIP support to TVET centres: learnings from the review were used in the development of the updated Strategy and Annual Plan
- Developing a story of significant change on labour mobility
- Submission of the completion report providing an overview of program achievements and lessons over the six years, July 2014 to June 2020
- Quality assurance and consolidation of program data from 2014 into a new database



- Updated Theory of Change for 2020-2021 and an updated Monitoring, Evaluation and Learning Plan (MELP) which specifies what will be assessed, by whom, when, and how
- Focus group discussions with program beneficiaries (including people with disabilities): as noted previously, feedback from these discussions was used to make changes to the English language short course
- Support to component teams to collate and analyse monitoring data
- Six-monthly learning dialogues which reviewed the program's evidence against the MEF key evaluation questions, made judgements about progress towards outcomes and identified management responses and/or follow-up actions

The Australia Awards MEL system, supported by OASIS, continues to be robust and based on the MEL requirements of the global Australia Awards. MEL of TVET and labour mobility activities was not as robust where it relied on data collection and reporting by government partner agencies. Data collection from these agencies is primarily limited to beneficiary participation and satisfaction rates.

The program's MEL system captures data that is sufficiently disaggregated to monitor where women, people with disabilities and people from rural areas are (and are not) participating in and benefitting from program activities.

With the exception of EOPO 3, which is a recent inclusion to the program, comprehensive baseline data exists for the program. A robust

<sup>6</sup> National Directorate of Vocational Training

quality assurance process of the program's data for 2014-2020 was undertaken when writing the Completion Report. Baseline data is captured in the program's M&E database, and included in the MEF.

The 2020 M&E Stocktake of DFAT's bilateral investments in Timor-Leste rated all elements of the program's MELP and 2019 annual report as satisfactory or higher (scores 4-6), with the exception of some disability inclusion assessments. In response, this annual report has been written to ensure the inclusion of all disability disaggregated data and to mention where people with disabilities and/or DPOs were involved in the program. (See **Annex 4**, Risk/ Issue & Management Response 14)

## Sustainability

Implementation of the program is grounded in the following principles to enhance the likelihood of sustainable outcomes:

- promoting Timorese leadership, ownership and sustainability by including GoTL in planning and goal-setting, and by supporting partnerships and networks
- coordinating and collaborating by proactively consulting and engaging with our key stakeholders and beneficiaries, sharing successes and problem solving together.

These principles are applied differently across WDPTL's work areas and underpin a mid-2020 strategy update that includes additional

evidence-based approaches to encourage sustainability (coalitions, outsourcing capacity) and more pragmatic GoTL capacity development goals. WDPTL analyses sustainability in two ways.

First, by considering the local ownership and enduring benefits of WDPTL investments in supporting government departments and systems (TVET and Labour mobility). Then, by examining the enduring benefits of investments in individual skills, knowledge and income (scholarships, alumni and labour mobility).

Looking at linked labour mobility and TVET strengthening work, sustainability involves government and other stakeholders' ownership of, and ongoing capacity to manage two complex bureaucratic areas, both anchored in SEFOPE. This work contributes to EOPOs 1 and 2, aiming respectively for the government (DNEE) to effectively manage Australian Labour mobility and for the GoTL and others to develop quality qualifications and implement the TVET system.

While 2020 involved adding process changes (quarantine, new visa process etc) to a DNEE team already struggling to deliver, the pause in mobilisation in 2020 offered additional time to invest in capacity. PLF and WDPTL concentrated their efforts on embedding the 2020 launched DNEE organisation structure and intensively mentoring staff at management and coordination level. At the end of 2020, the DNEE team had a new coordinator assessed as capable (with ongoing mentoring and support) of managing the DNEE team and 3 of 5 focal points (next level of coordinator) being able to deliver against elements of their role with limited support.

An interesting accelerator of capacity efforts (and sustainability) was the November Tasmania

seasonal worker recruitment. The short lead in time forced DNEE teams to be ready for, and then implement, a large recruitment. This was especially true for the PDB delivery team whose absorption of new PDB content had been dragging out over many months.

An important sustainability initiative is the establishment of a labour mobility preparation course, embedded as an accredited short course in the TVET system. This supports DNEE to leverage the training skills and centre resources of the fellow SEFOPE Directorate of DNFP and INDMO to deliver ongoing worker preparation at the scale, quality and cost that is currently far beyond the capacity of DNEE to deliver and support programs to fund. While still going through a complex approval process if established this would be a long-term sustainability and effectiveness win for DNEE and WDPTL.

Evidence of GoTL ownership in TVET is stronger. Examples in 2020 include the firm GoTL ownership of the RPL hospitality hub, an objective of the TVET system for some time. Plus, ongoing ownership of hospitality outreach training, one of three priorities within DNFP's<sup>6</sup> 2020 100 day and 2021 plan, evidenced by DNFP funding two additional outreach trainings in 2020 and promisingly, utilising STVJ training centres who had been supported by WDPTL to deliver their first outreach training in Bobonaro in 2020.

Training centres are also showing encouraging ownership and ability to leverage WDPTL QIP and other 2020 investments. Of the 10 supported training centres, five have used new skills, equipment or infrastructure to deliver or develop a new training product, two of these involving



application for accreditation of a new Certificate level. In line with WDPTL's work over the last two years, training centres are an important part of sustainability efforts, as the centres are more flexible and innovative than GoTL TVET organisations and are incentivised by enrolments and income growth.

However, budget in TVET remains a challenge. WDPTL believes that continuing to focus on industry-TVET connections (centres need products industry wants to buy) and training centre development, including through business plan mentoring for centre managers to increase income generation, provides a modest path to continue sustainable development of TVET resources and growth in higher level certificates.

At a more strategic level, WDPTL pursues sustainability through a new approach articulated by EOPO 3. This work aims to bring together key people in coalitions and networks, to advocate to higher levels of GoTL for increased workforce development budget, priority and leadership.<sup>7</sup> Work in this area also includes developing collaborations with other Australian funded programs (GfD, PLF and MDF in 2020), seeking to increase sustainability and effectiveness of activities by embedding them across multiple programs. (See Lesson Learnt 3 & Recommendation 5).

Focusing on EOPO 4, for Australia Awards Scholarships, alumni and labour mobility support sustainability is understood as the enduring effects of the activities on Timorese lives and their ability to utilise the investments for positive change.

There is evidence of significant on-going benefits

for Timorese men and women who have participated in the Seasonal Worker Program. Evidence from program monitoring and external research<sup>8</sup> demonstrates the personal gains and development benefits to Timor-Leste derived from the large numbers of seasonal worker assignments. Workers report using savings for building houses, educating their children, funding cultural activities and starting a business, though program support to enhance these outcomes has been slow in 2020 due to COVID-19 and other mobilisation priorities.

The sustainability of Australia Awards is viewed in terms of the capacity of alumni to use and transfer their new knowledge, and for their skills to be used effectively by their employing organisations. As noted in the effectiveness section, there are high levels (89%) of employment of alumni, with evidence<sup>9</sup> indicating that the majority are applying the skills and knowledge gained in Australia in their workplace and communities, often from influential positions in government and civil society.

TL3A plays an important role in assisting alumni to use their skills and experience to contribute to development in Timor-Leste. Looking specifically at the COVID-19 response, alumni have been instrumental, as noted in sections above. The activities (show cases, talk shows, grant projects) undertaken by the TL3A also showcased ongoing alumni capacity to benefit individuals & communities and contribute to national conversations on important development issues in 2020. TL3A is becoming an increasingly active and well-organised association. The governance structure is sound, with the TL3A Board and Secretariat functioning well and providing strong

oversight and ownership of the work of TL3A, evidenced by regular minuted Board meetings. The most significant issue affecting sustainability is that TL3A is solely funded by the Australian Government. Without an alternative source of funding, the work of the association would be unlikely to continue. Exploring options, including membership fees, for additional sources of funding will be a key consideration in 2021 and beyond.

Finally, a brief note on the sustainability of DFAT investments during the transition of labour mobility support from WDPTL to PLF. The extended cross-over period between WDPTL and PLF has been useful, providing adequate time for long term WDPTL staff knowledge and WDPTL led activities like the labour mobility preparation course, reintegration support and the coalition thinking to be embedded in PLF work and future plans. In 2020, WDPTL supported this transition with the development of a clear plan at the PLF senior management level, plus regular coordination work at the country level.

## Risk management

2020 was a year of rapid change and active risk management. Program risks were managed in several ways. The program risk matrix and register were the basis for regular informal and quarterly formal risk conversations between Palladium corporate and program staff. (See most recent detailed Risk Register sent to Embassy in October 2020.) Monthly reports to DFAT include a risk section that describes and

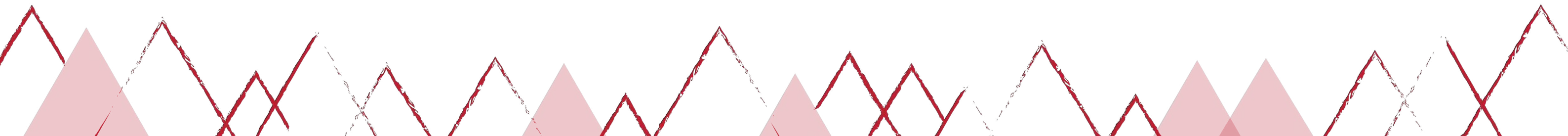
provides analysis on emerging and current risks and mitigation actions. In addition, the program has been updating the COVID-19 business continuity plan which details operational and program risks and adaptation to support WDPTL's continued ability to deliver (most recent version submitted to Embassy October 2020).

<sup>7</sup> Note this coalition building activity is planned and almost approved but not yet commenced as at December 31

<sup>8</sup> Wigglesworth, A and Boavida dos Santos, A. (February 2018). Timorese migrant workers in the Australian Seasonal Worker Program



Labour mobility staff attend training to prepare for work in Australia.





## 4. Lessons Learned and Recommendations

This section lifts analysis above the level of program risks and responses detailed above and in **Annex 4** and analyses evidence to identify six high level lessons and eight strategic recommendations that emerged from 2020.<sup>9</sup>

### 1. Flexibility and adaptation to COVID-19 has underpinned the program's ability to deliver results in 2020

COVID-19 impacted WDPTL operations and activities throughout 2020. Activities were delayed, regular budget resets were necessary as political focus, rules and the Australian and Timor-Leste context changed. In responding, program staff demonstrated creativity, flexibility and determination. This was supported by a new leadership team with two high performing Timor-Leste nationals, plus additional risk management processes and tools.

#### Recommendation 1:

Continue to develop new risk management tools including live COVID-19 impact activity tracking and continue investing in Timorese staff leadership to increase flexibility and speed of program adaptation.

#### Recommendation 2:

With Embassy, develop plan B and C approved activities which can be implemented rapidly to maintain outcomes as rolling COVID-19 effects impact original WDPTL workplan.

### 2. Pathways for GESI target groups into scholarships and employment (including labour mobility) take time to deliver results

The PWD AAS pathway short courses, while COVID-19 affected, delivered a smaller number of PWD applications than hoped (2 applications), contributing to a decrease in PWD interviews for 2021. Rural applications and female/rural PWD applications were also very low (2% of submitted applications). While this is expected as education and English levels tend to be lower in the municipalities, more can be done. Findings in the 2020 Completion Report also identified TVET and employment pathways for GESI as an area that needs improving for WDPTL. Combined, this evidence indicates that a more considered longer term, cross program approach is needed to increase the number and mix of GESI cohorts able to access WDPTL's higher level education and employment opportunities.

#### Recommendation 3:

Invest more in the GESI pipeline in the medium to long term, leveraging WDPTL municipal TVET investments and partnerships (in line with WDPTL's 'pathways to education and employment' updated 2020 strategy).

Specifically, continue investing in GESI targeted short courses, but include a more accessible level (e.g. pathways for people with lower-level English and education levels). Improve municipal pathways into TVET/Labour mobility (in line with

preparation courses) and AAS by increasing PWD access at key QIP training centres, and possibly include regionally placed disability friendly AAS hubs. Leverage the work of other Australian programs (Partnership for Human Development and possibly PARTISIPA) to identify quality GESI group AAS candidates to join WDPTL pathways at different levels.

### 3 Working collaboratively across Australian programs, government stakeholders and other donors shows promise.

With multiple new Australian program design or re-design phases underway or coming up, an opportunity emerges to embed cross program thinking and seek strategic opportunities to leverage other programs' work and political capital.

#### Recommendation 4:

Consider embedding strategic themes and cross program collaboration in the current design/re-design of programs (e.g. theme of employment/youth pathways for economic development across TOMAK, PARTISIPA, GfD and WDPTL).

### 4. Engaging with DPOs, and other partners, surfaced the underpinning challenges of inclusive, rights-based disability-inclusive programming.

The program, due mainly to the limited options in Timor-Leste for high quality ELT support (LELI), and border closures limiting use of external suppliers, is unable to support ELT training for certain people with disabilities, including those

with severe sight or hearing impairment. This impacts the programs ability to include all people with disabilities equally in AAS pathways and selection processes with concern expressed by a DPO partner about this during the 2020 selection cycle. The AAS policy on 'reasonable adjustment' for people with disabilities provides some guidance though it is generally not applied to AAS preparatory or pathway programs. The situation will be difficult to resolve in the short term, but it is important to explore what other countries are doing and that a plan is put in place to expand inclusion over time.

#### Recommendation 5:

Work with DPOs and the Partnership for Human Development's Disability Lead to analyse the situation and possible solutions. Utilise WDPTL graduate intern alumni who is a disability expert to write a paper mapping the situation, outlining barriers and proposing future options and recommendations. Seek advice/support from CBM.

<sup>9</sup> Reintegration Surveys, showcases, small grant implementation and sectoral group activities





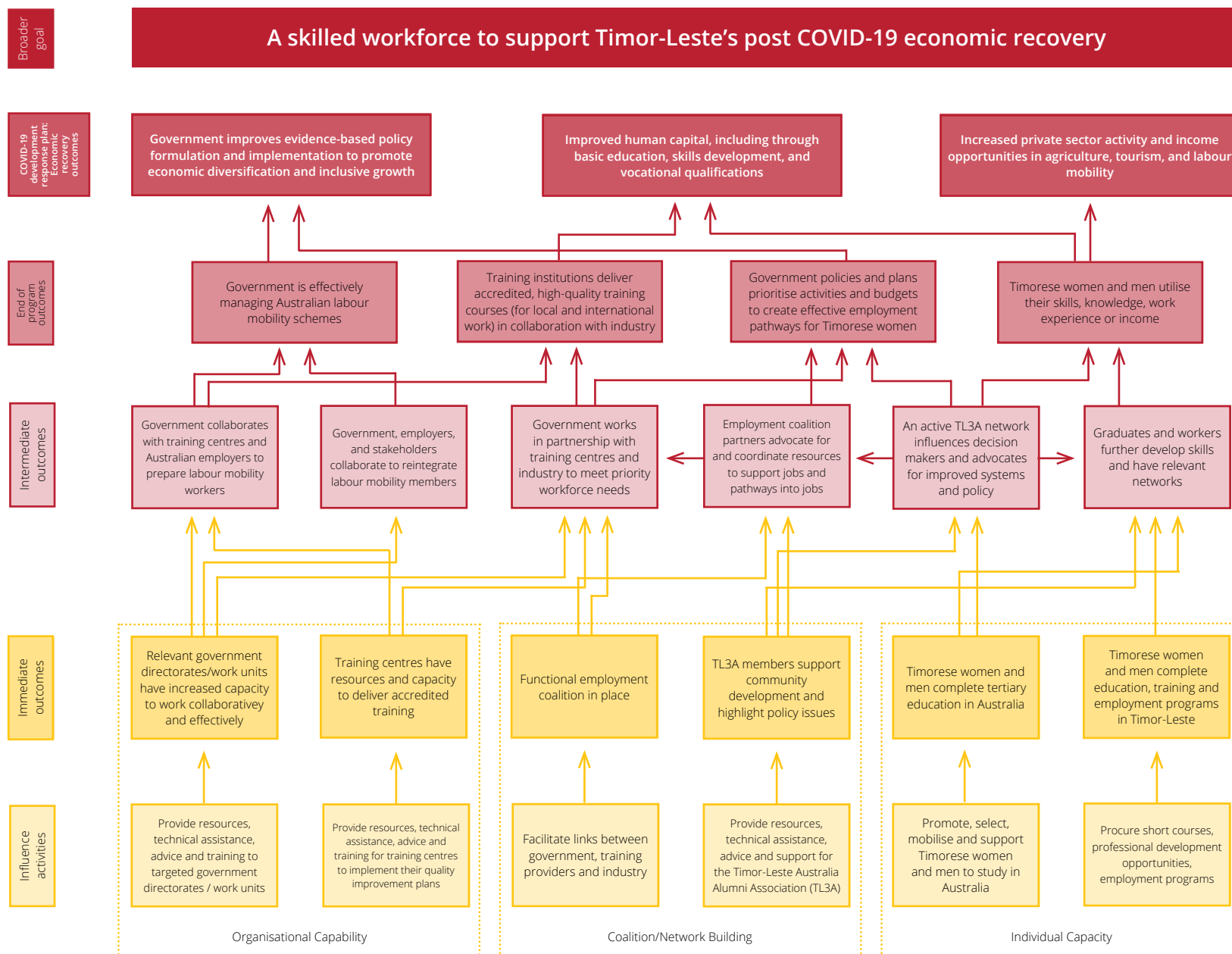
Program staff review the program strategy.



WDPTL's graduate intern and program adviser for people with disabilities.



# Annex 1: Theory of Change



## Our principles in action:

We respond to and address government and industry priorities and needs by ensuring TVET Centres, training courses and scholarship priorities match Timor-Leste workforce development objectives.

We promote timorese leadership, ownership and sustainability by including GoTL in planning and goal-setting, and by supporting partnerships and networks.

We coordinate and collaborate by proactively consulting and engaging with our key stakeholders and beneficiaries, sharing successes and problem solving together.

We expand skills development and work opportunities for women, people with disabilities and people outside Dili by collectively identifying and acting on barriers to participation and through inclusive outreach and promotion.

## Annex 2:

### Summary of progress against workplans

Completed	Planned activity for the period completed	▲
On track	Progress towards achieving the EOPO is on track at this stage of the program	▲
Some progress	There have been some delays or challenges towards achieving the EOPO	▲
No progress	The activity was not commenced as planned	▲

Activity	Sub Activity	Status	Outcome
Component 1: Scholarships and Alumni Support			
1.1 Australia Awards Scholarships			
1. Mobilisation	Medical and visa arrangement	▲	Delay due to border restriction
	Mobilisation	▲	Delay due to border restriction
	Arrange award offer	▲	Delay due to border restriction
	Pre-departure briefing	▲	Delay due to border restriction
	Farewell	▲	Delay due to border restriction
2. Selection Process	Establish Scholarships Advisory Group (SAG)	▲	Deferred in agreement with Embassy due to time constraints. To be implemented as part of new program.
	SAG meeting to set priority sector	▲	SAG was not established. Priority sectors agreed with Embassy Post for 2022 intake.



Activity	Sub Activity	Status	Outcome
	Online application opening	▲	Completed AAS 2021 intake
	Eligibility and compliance check	▲	Completed AAS 2021 intake
	Deliver PELT test	▲	Completed AAS 2021 intake
	Shortlisting assessment	▲	Completed AAS 2021 intake
	IELTS preparation	▲	Completed AAS 2021 intake
	IELTS-Like test	▲	Completed AAS 2021 intake
	Identify interview panel	▲	Completed AAS 2021 intake
	Interview workshop to candidate	▲	Completed AAS 2021 intake
	Interview briefing to panel	▲	Rescheduled to mid Jan 2021 due to breach code of conduct by GoTL interview panel representative.
	Conduct interview process	▲	Rescheduled to mid Jan 2021 due to breach code of conduct by GoTL interview panel representative.
	Provisional candidate result	▲	Rescheduled to 22 Jan 2021.
	Course discussion with course advisor	▲	Delay due to rescheduled interview process. To be actioned from late Jan 2021.
	OASIS placement	▲	On track
	Deferral process	▲	On track
3. Promoting and targeting 2022 intake	Develop AAS 2022 timeline	▲	Revised timeline awaiting DFAT confirmation
	Revise explainer video	▲	Completed
	Revise advertisement video	▲	On track

Activity	Sub Activity	Status	Outcome
	Develop promotion tools (posters, flyers, post cards)	▲	On track
	Printing promotion tools	▲	On track
	Planning for AAS socialisation	▲	On track
	Socialise AAS in municipalities	▲	On track
	Provide briefing to targeted groups and general briefings	▲	On track
4. On award support	Online monitoring	▲	Implemented as timeline via online
	Arrange award variations if required	▲	Implemented as timeline via online
	Mid and final award career planning	▲	Implemented as timeline via online
	Career planning review	▲	Implemented as per timeline via online
5. AAS Alumni support	Reintegration survey	▲	Completed
	Reintegration workshop	▲	Completed
	Welcome home dinner	▲	Completed
	Alumni showcase	▲	Completed. Due to COVID-19 the program only able to implement one showcase in health
6. Short course	Develop timeline	▲	Completed
	Develop promotion tools, e.g. flyers	▲	Completed
	Promotion and briefing sessions	▲	Completed
	Briefing sessions	▲	Completed



Activity	Sub Activity	Status	Outcome
	Screening application	▲	Application deadline extended to 4 January 2021
	Mock test	▲	Application deadline extended to 4 January 2021
	Result announcement	▲	On track
	Courses start	▲	On track
1.2 TL3A Support			
1. Provide secretariat support to Board	Prepare and support TL3A Board meetings and communications	▲	On Track
	Assist Board in organizing an Annual General Meeting	▲	AGM conducted in early January
	Provide monthly report to the Board	▲	On track, regular monthly meeting, and updates provided
	Provide admin, finance and logistic support to TL3A activities	▲	On track
2. Implement sound administrative systems	Establish/maintain effective administration systems	▲	On track
	Develop SOP for TL3A	▲	Delayed - additional support required for Secretariat
	Provide regular reports to DFAT and WDPTL	▲	On track, sent regular monthly report
	Returning home TL3A info package	▲	On track, shared with alumni during reintegration workshop

Activity	Sub Activity	Status	Outcome
3. Increase TL3A membership	Promote the association to newly returned alumni add into the TL3A FB page	▲	On track, alumni activities updated on facebook
	Consider strategic plans to broaden membership	▲	On hold, need more time to introduce membership idea to mitigate discouragement of participation
4. Contribute to development of Timor-Leste through sectoral activity	Support TL3A sectoral groups to plan	▲	Sectoral group activity plan and proposal guidance completed in September and October
	Support implementation and monitor TL3A sector group activities	▲	In progress, waiting for funding disbursement, implementation will start in January 2020
	Identify lessons learned and disseminate information	▲	Start of sectoral groups delayed due to COVID-19 SoE. Lessons from activities will be captured and shared in 2021
5. Implement Alumni networking activities	Planning Day	▲	Completed in July
	Alumni of the year award event	▲	Nomination of Alumni of the Year award Completed, Panel assessment for winner selection is completed in Dec 2020
	Support the welcome home dinner	▲	On track
	Contribute to showcase/seminar	▲	Collaborated with SAS team conducted Alumni Show case in November 2020, completed. Organized follow-up presentation to CARE int. based on request after Alumni Show case in November. Follow-up presentation conducted on 16 Dec 2020.



Activity	Sub Activity	Status	Outcome
	Support reintegration workshop to returning alumni	▲	Support SAS team organised 2 days reintegration workshop, 2 <sup>nd</sup> day workshop hosted by TL3A and senior alumni
	Support INAP to provide professional skills exchange as part of alumni professional development	▲	Delayed due to COVID-19 SOE restrictions. Will start discussion in January 2021.
	Support any other TL3A or relevant DFAT or WDPTL activities	▲	On track
6. Small Grant	Administrative support	▲	On track
	Finance and logistic support	▲	On track
	Assist in selection process	▲	On track
7. Sectoral Group Activity	Sectoral Group meeting for annual activity planning	▲	Conducted sectoral group meeting after alumni planning day held in Early August 2020. 2 new sectoral group created were M&C and sport group
	Sectoral Group Proposal – call for proposal	▲	2020 sectoral group activity “call for proposal” open from Sep 1 <sup>st</sup> to 31 <sup>st</sup> Sep and extended to 16 of October 2020. Received 8 proposal from 7 sectoral group
	Proposal Review and Panel assessment	▲	Panel review conducted in November 2020, currently in the process of getting agreement letter approve
	Agreement letter and sectoral Group fund disbursement	▲	Sector groups to sign agreement letters in January 2021 for dispersal of funds.









Activity	Sub Activity	Status	Outcome
	Sectoral group Monitoring and report	▲	Will conduct monitoring once the activity is implemented.
8. Implement M&C plan	Newsletters and bulletins	▲	Delay for 1 quarter news, will start again in January 2021
	High profile promotion	▲	On track, interviewed 4 alumni
	Development of the Strategic Communication Plan	▲	Delay, waiting for M&C sector group to start planning
9. Implement M&E plan	Alumni database records	▲	On track, work closely with SAS and M&C
	Success story of High-profile alumni	▲	On track, promoted success story in FB page
	Establish monitoring plan for TL3A activities	▲	Delayed
10. Graduate Internship Program (GIP)	Prepare Concept note for DFAT approval	▲	Concept note submitted to DFAT and approved
	Introduce GIP program to Newly return alumni	▲	Introduce during reintegration workshop in November 2020
	GIP discussion with placement institutions	▲	Discussion started in November 2020
	GIP contract with intern	▲	Contract signing to conduct in January 2021
	GIP placement	▲	GIP placement will start in January 2021
Component 2: Training and Employment			
2.1. Training			



Activity	Sub Activity	Status	Outcome
1. WDPTL Phase II preparation	Prepare government engagement strategy	▲	The government institutions are engaged and supportive of the plan and strategy proposed.
	Engage with the government and other stakeholders: development agencies and private sector	▲	Meetings are being held and documented
	Develop the inception plan for WDPTL Phase II	▲	The plan is presented to DFAT and approved
	Coordinate with stakeholders on the inception plan and coalition	▲	The stakeholders were engaged and supportive with the plan and the concept
2. Training and employment system strengthening	Recognition of Prior Learning (RPL) Implementation at ETDA	▲	Is approximately 50% complete. Behind schedule as the implementing partner (ETDA) was delayed partially by COVID-19 and partially by ETDA's struggles with the complexity of the project
	Remote mentoring from William Angliss Institute (WAI)	▲	This activity was cancelled as there is an international adviser available at ETDA to support the trainers and assessors during the RPL implementation. Activity may be reactivated in 2021 if borders open
	RPL gap training	▲	Has commenced but is behind schedule as per explanation above









Activity	Sub Activity	Status	Outcome
	Support INDMO for salary framework and trainers career regime	▲	Has commenced. The first discussion was held but further action is with INDMO who are focused on other priorities
3. Continuation of Quality Improvement Plans (Training Centre Strengthening)	Monitor resto building in Manatuto	▲	The is already completed and inaugurated by SEFOPE and DFAT
	Monitor water drilling at CDC Baucau and launching ceremony	▲	The is already completed and inaugurated by SEFOPE and DFAT
	Agriculture equipment to CDC Baucau and CTC Salele	▲	Equipment provided. The handover ceremony at CTC Salele will be completed in early 2021
	Hospitality equipment support for STVJ Gleno	▲	Equipment provided and in use.
	Business develop support for Manatuto, under the QIP	▲	Business Development Person has been employed. Work will commence in early 2021
	Follow-up visit to training centres	▲	Ongoing and well-coordinated
4. Industry and Labour Market Information integration to TVET system	Provide ongoing expert advice regarding qualifications development including Certificate IV hospitality qualifications	▲	This advice has not been relevant in 2020
	Industry – TVET events, Labour Market Information sessions for Training Centres	▲	Planned but will be implemented next year. First event 26 January 2021



Activity	Sub Activity	Status	Outcome
5. Outreach Training	Second phase of Outreach Training by STVJ Comoro		Delayed by GoTL as the second location has not yet been agreed by GoTL
	TNA and mobile training in Atauro and other municipalities, Suai.		delayed due to government not having budget to support their staff attending. Planned by end of January 2021
6. Training and Employment, unemployment coalition development	Initial consultation with DFAT and government stakeholders around the feasibility of forming a coalition		Consultation occurred with both DFAT and stakeholders
	Develop coalition concept paper		The concept is developed and shared with the stakeholders
	Implement coalition activities		Implementation was paused by DFAT as they focused on other priorities, but got conditional green light to proceed in December
7. Flexible support	On demand support, qualification and additional QIP support, coalition activities, etc		Some QIP supports have been provided but no coalition or on-demand qualification support. QIP forum scheduled for January 2021, which will include additional QIP supports
2.2 Employment			
1. SWP candidates testing and selection	Support DNEE for candidate profile in Liquiça and Oecusse		Completed in July
	Support DNEE for SWP candidate selection for Dili		Physical testing has been completed, but English testing delayed due to SEFOPE capacity to deliver. WDPTL standing by to support once decision made to do English

Activity	Sub Activity	Status	Outcome
	Candidate Profile (scanning and documentation)	▲	Activities are on track and ongoing
	Deliver workshop to promote SWP to the industries and training centres	▲	Delayed due to other priorities in 2020. First workshop with training centres scheduled for end of January 2021
2. SWP preparation and mobilisation of workers	Translation of SWP training materials	▲	Completed, but ongoing as new modules are created (eg. COVID-19)
	Contextualisation of the PDB materials to Timor context	▲	Completed, but ongoing as new material is created
	Familiarisation of the PDB training to the trainers and LSU staff	▲	Completed with all LSU staff able to deliver new material at basic level. Training is ongoing
	Produce SWP training materials	▲	Completed but ongoing
	Restart the delivery of Pre-Departure Briefing	▲	Underway. The first 3 PDBs were delivered in November
	Development of the preparatory course proposal/plan (covering soft skills, English skills for work and PDB units)	▲	Completed. The concept has been developed and shared with the stakeholders but still waiting for official approval by the secretary of state
	Implementation of the preparatory course	▲	Delayed. Due to SEFOPE prioritizing other tasks and late approval of the proposal



Activity	Sub Activity	Status	Outcome
3. Reintegration of Labour mobility Workers	Implementation of the reintegration program/workshop		The first workshop was held in December but implementation of the broader reintegration program has been delayed as SEFOPE has focused on other priorities
4. LSU strengthening and capacity building	Contribute to the development of DNEE-LSU 10 days plan		Completed. Provided feedback and input
	Contribute to the development of DNEE-LSU 2021 FY Plan		Ongoing. WDPTL is continuing to support DNEE in planning 2021 LSU activities
	Capacity building flexible		Various types of capacity building are being provided to the staff including; mentoring to the Director, coordinators, focal points, training (eg. In recruitment cycle), planning support, briefing notes etc
5. DNEE-LSU Facilities and Operational Support	Communication support		Ongoing and on schedule
	Stationery and Operational support		Ongoing and on schedule
Gender Equity and Social Inclusion			
1. Increase GESI voice, analysis and consultation	Barrier analysis		Formal barrier analysis will be actioned in 2021. Barriers for some PWD including those with severe sight and hearing conditions remain as education providers lack specialist teaching facilities and specialist staff.
	Strengthen GESI commitment in revised TOC and principles		Updated theory of change includes GESI commitment.

Activity	Sub Activity	Status	Outcome
	GESI incorporated into Employment Coalition TOR		Civil society organisation including women's organisations and rural training centres are included and will be consulted for the coalition activities
	Formalise consultation with a DPO on a quarterly basis as a 'critical friend'		RHTO consulted on PWD program office adaptations. ADTL providing input on short courses. PHD disability lead consulted to inform GESI strategy.
2. Further GESI access for scholarships, training courses, labour mobility schemes and internships	Continue to provide academic English training and reserve a scholarship place for PWD		New ELT short courses are in progress for PWD and 1 PWD candidate is to be interviewed as part of the 2021 intake.
	Set up Scholarship Advisory Group		Deferred in agreement with Embassy due to time constraints. To be implemented as part of new program.
	Provide specialist support if required to support the reintegration of PWD after award completion		PWD alumni offered place on Graduate Internship Program. Program reintroduced in November in recognition of the challenging job market.
	Ensure awardees with a disability are well supported during mobilisation and on-award		PWD on-award received the following support occupational therapy, hire/purchase mobility equipment, transport allowance, maintenance of mobility equipment, return freight for mobility equipment and on campus accessible accommodation. Hearing assessment and devices



Activity	Sub Activity	Status	Outcome
	Introduce a new PWD internship position at WDPTL and building adaptations	▲	An intern with a disability has been recruited to support disability issues within WDPTL (due to commence 11 January 2021). Adaptations to WDPTL office completed.
	Expand scholarship promotion activities in rural areas	▲	Outreach plans developed but their activation is subject to the lifting of COVID-19 SOE restrictions. Scholarship briefing to be filmed for online promotion in rural areas as a temporary work around.
	Increase TL3A contribution to the development of Timor-Leste by extending sectoral group activities to the rural areas	▲	Sector Groups have identified activities for rural areas including Liquisa. However, COVID-19 SoE restrictions are delaying implementation.
	Prioritise people with disabilities and from rural areas for TVET access and labour mobility training	▲	Disability inclusion in TVET concept note will be developed to improve access and trainers understanding on accommodating people with disability in their classes. Regional preparatory course will be piloted in three regions, east, south, and west for 60 people from the rural areas.
	Ensure program events are accessible for PWD and are inclusive Proactively engage with Australian employers on disability inclusion and ensure that communication about	▲ ▲	Blanket purchase agreement with venue secured (Timor-Plaza), which has fully disability access so event are inclusive. COVID-19 challenges and issues with seasonal workers in country meant that this activity could not be progressed in 2020. However, SEFOPE have a plan in place and are

Activity	Sub Activity	Status	Outcome
	and eligibility for labour mobility schemes includes recognition of the diversity of disability		committed to increase disability inclusion in the seasonal worker program.
3. Support women to be active agents for change, promoting their participation and leadership in decision making and policy	Achieve gender balance target for 2021 and 2022 intake selection	▲	Selection processes on-going for 2021. Twenty-five candidates selected for interview (12F/13M). Eighty candidates initially shortlisted (37F/43M).
	Continue offering and promoting Undergraduate Awards which provide more access for female candidates	▲	Undergraduate awards included in Country Profile for AAS 2022 intake.
	Prioritise women for TVET access and LM training		Women TVET leaders' workshop and marketing to increase women's participation in the labour is planned early 2021.
	Continue to support female TVET leaders into leadership positions	▲	Follow up workshop for female TVET managers who completed leadership short course in planned for early 2021.
	Develop online career planning for on award students, introducing new women only sessions exploring the barriers women face securing employment in high level positions.	▲	Online and women-only career planning sessions conducted by specialist STA career adviser for 27 awardees (14F/13M) including 4 PWD (1F/3M). Eight female on award scholars also joined the women-only session including one PWD.








Activity	Sub Activity	Status	Outcome
4. Ensure GESI best practice in M&E	Disaggregate participation of men and women in activities by disability and by location.	▲	All data collected by WDPTL is disaggregated by gender, disability and location. For the most part, stakeholders are able to provide disaggregated data.
	Include relevant gender equality and social inclusion priorities in the Theory of Change and track progress towards them.	▲	Progress towards GESI priorities is assessed through the learning dialogue process and captured in the evidence matrix
5. Further integrate GESI into public diplomacy content	Ensure communications are accessible, inclusive and do not reinforce stereotypes. Present positive representation of women, men, PWD and people from rural areas. Focusing success stories and public diplomacy opportunities on women, people with disabilities and those living in rural areas.	▲	Program and AAS website, facebook posts and promotional materials feature PWD and women in active settings and positively portray activities in rural areas.
	Ensure program communication products, channels, and events meet accessibility standards	▲	New website conforms to current web accessibility standards. Program events held in accessible venues. Short courses for PWD moved to SENAIT college from previous venue (LELI) to ensure full accessibility.

Activity	Sub Activity	Status	Outcome
	Promote the achievement of women, PWD and people from rural areas as part of program communications.	▲	The achievements of PWD and women alumni, seasonal workers and TVET students are promoted through a series of facebook posts, website success stories and media mentions.
Communications and Public Diplomacy			
1. Raise the profile of WDPTL, developing a new program website, logo, branding and key messages to promote success and coalition building for employment	New program logo development	▲	New logo developed and in use.
	New website – design/build/content development	▲	New logo and website developed and launched. On-going content development.
	Messaging templates completed for SAS, T&E, TL3A key projects	▲	Clear and consistent messaging about key projects available to inform public diplomacy outputs
	Appoint graphic designer and develop program infographics	▲	Infographics developed for new website by website designer.
2. Showcase the social and economic impact WDPTL programs highlighting outcomes and relevance to economic recovery (supports GESI and demonstrates the	Develop two Facebook posts every month for the Embassy FB page	▲	34 facebook posts have been published exceeding the 2 per month target total reactions 39.3K, Comments 1.3K and Shares 1.6K
	Ensure communications do not reinforce stereotypes and present positive representation of women, men, PWD and people from rural areas	▲	Program communications ensure that men, women, PWD and people from rural areas are represented in active setting which demonstrate their achievements and avoid stereotyping.



Activity	Sub Activity	Status	Outcome
relevance of each component to Timor-Leste's current & future economic development, reinforce effective use of aid budget.	Produce monthly media and communications calendar to keep track of opportunities to promote the program and to share with DFAT post	▲	Monthly calendar produced and activities shared with DFAT Post via the program monthly report.
	Take photographs at events for the website, Facebook and reporting purposes	▲	A portfolio of good quality images of events and activities is being secured on an ongoing basis, reflecting beneficiaries, stakeholders., partners and our program achievements
	Promote the achievement of women, PWD and people from rural areas as part of program communications.	▲	
	Promote the women's Health Alumni showcase and brand presentations	▲	Stories of success covering PWD, female alumni and TVET students featured on AAS and program websites and via Facebook posts.
	Promote ELT short course opportunities in 2021	▲	Women's Health Alumni Showcase positively received securing two national television news features and three positive online new stories.
	Produce WDPTL PWD internship case study	▲	ELT short courses promoted via media, online and through F2F briefing sessions. Applications received total 28 PWD and 117 Public Servants.
			PWD Intern appointed in 2020 but commences work on 11 Jan 2021. Case study and Facebook post to be produced in May 2021.

Activity	Sub Activity	Status	Outcome
	Support the promotion of events in the municipalities to widen interest in scholarships and training and to identify a scholarship application pipeline	▲	Municipal outreach for scholarship promotion needs to be re-scheduled due to COVID-19 SoE.
	Interview and write features on high profile women (alumni and TVET centre managers)	▲	High profile alumni including Civil Service Commissioner. TVET Centre Manager feature to be progressed
3. Build communications capacity internally enhancing the quality, relevance, inclusiveness and timeliness of communications content, developing a communications champion in each team and bespoke communications plans/messaging.	Appoint communication champion for each team	▲	To be actioned
	Support the AAS team to develop marketing and communication plans for scholarships, short courses and events.	▲	Explainer video revised, 2022 intake promotion film produced, Flyers, posters and post cards designed and to be printed.
	Support the TL3A Secretariat with Facebook post content and ensure the work of the sector groups, especially on economic recovery is promoted	▲	Three FB posts produced and one television talk show covering TL3A contribution to COVID-19 response/supporting economic recovery. Current Sector Group implementation work delayed due to COVID-19 restrictions. Small grant work on nutrition promoted via facebook.

Activity	Sub Activity	Status	Outcome
4. Foster a collaborative work culture with external partners between WDPTL staff, DFAT staff, Government counterparts and other key stakeholders to be able to develop, secure and place quality content and support beneficiary networking and employment opportunities.	Promote conversations with key stakeholders and opinion formers with a vested interest in training and employment via media talkshows, op-eds, article events		Awaiting coalition work authorisation. New brand/program messaging 'pathways to education and employment' support this.
	Lead on media scanning and reporting		Daily media monitoring completed and disseminated.
	Issue media releases to promote program activities and events to key stakeholders		Two media releases published one promoting the alumni showcase and one calling for short course applications resulting in calls for more information and an increase in website traffic to the page containing short course information.



## Annex 3:

### Progress against recommendations

Recommendation	Status	Progress
WDPTL Completion Report (July 2020)		
Recommendation 2: Facilitate the emergence of a coalition of state and non-state actors to support the government's National Employment Strategy objectives for youth employment, incorporating labour mobility growth and TVET employment pathways.	Partially actioned and on-going	<ul style="list-style-type: none"> <li>A coalition has been designed and being discussed with key stakeholders and waiting for final Embassy feedback</li> </ul>
Recommendation 3: Create 1-2 partnerships with key organisations to increase the voices of people with disability, women and rural beneficiaries in WDPTL programming decisions, and act as 'critical friends' at key WDPTL planning and learning point. Organisations such as Ra'es Hadomi Timor Oan (RHTO), the national Disabled Person's Organisation in Timor-Leste, could be considered for increasing the voices of people with disability, and Rede Feto the umbrella organisation for women's groups in Timor-Leste, to support better planning for gender access and rural promotion of WDPTL programs.	Actioned and on-going	<ul style="list-style-type: none"> <li>An intern with a disability has been recruited to support disability awareness and issues within WDPTL. He will commence on 11 January 2021 for a period of 6 months.</li> <li>Implementing partner Disability Expert from PHD provided input into new strategy</li> <li>RHTO advised on Program Office adaptations to accommodate PWD.</li> <li>PWD alumni to provide consultancy support funded through GIP program to review inclusion challenges and develop recommendations.</li> </ul>
Recommendation 4: Increase support to the TL3A to become a more effective and influential organisation and provide additional flexible funding for COVID-19 mitigation and recovery projects.	Achieved	<ul style="list-style-type: none"> <li>GIP reintroduction with broader placement including DFAT implementing partners and local universities</li> </ul>

Recommendation	Status	Progress
		<ul style="list-style-type: none"> <li>• Redirected activities in April 2020 to respond to COVID-19. Handed over COVID-19 prevention materials to Ministry of Health and Water and Sanitation Directorate</li> <li>• TV talk show on impact of COVID-19 on Education, Religion, and PWD aired in June 2020</li> <li>• The winner of Alumni of the Year Award 2019 redeemed the prize and delivered training on COVID-19 prevention</li> <li>• Alumni sector groups enhanced increase from 5 to 7 sectors. The Sectoral Group proposal guidelines amended to respond to COVID-19 prevention and economic recovery plan</li> <li>• Small Grants guidelines also amended to address COVID-19 and economic recovery. An activity on COVID-19 prevention and hygiene water for consumption for PWD in rural areas is planned for this year.</li> </ul>
<p>Recommendation 5: As a prelude to Recommendation 2, convene a group of Australian Aid programs to test the feasibility of a shared focus on a coalition to support youth employment /employment as a driver of COVID-19 economic recovery. Specifically, and initially G4D (political economy analysis, leverage key advisers), PLF (labour mobility resources and regional leverage), MDF (understand the private sector).</p>	<p>Achieved</p>	<ul style="list-style-type: none"> <li>• Collaboration/ partnership with GfD is in place.</li> <li>• PLF are on board with the Coalition approach embedded in their annual plan</li> <li>• MDF discussions have taken place and they are interested but seeking more detail on their role in the coalition</li> </ul>

Recommendation	Status	Progress
Recommendation 6: Cultivate greater stakeholder engagement in purposeful, regular learning discussions, supported by real-time data, and linked to decision-making processes.	Actioned and on-going	<ul style="list-style-type: none"> <li>• Planning consultations for the updated Strategy and Annual Plan included engagement with a range of stakeholders (GoTL, DFAT, other Implementing Partners) whose input influenced the planning decisions.</li> <li>• M&amp;E processes such as the focus group discussion with PWD participants in the English language short course, and the TVET mini-review, have supported stakeholders' views and experiences to influence program decision-making.</li> <li>• The WDPTL M&amp;E system was updated and approved in October with a greater emphasis on regular learning discussions with external stakeholders. Informal discussions happen on a regular basis, but formal structures are yet to be established.</li> </ul>
WDPTL 2019 Annual Report		
Recommendation 1. Continue the flexible support fund and mechanism for labour mobility	Achieved	<ul style="list-style-type: none"> <li>• HRD flexible fund established and continues through current contract, utilised in December to enable successful Tasmania recruitment</li> <li>• Flexibility in labour mobility support activities continues in consultation with Embassy</li> </ul>
Recommendation 2. Maintain strategic and programming links between Australian Aid TVET and Labour mobility investment	Achieved	<ul style="list-style-type: none"> <li>• WDPTL continues to have programming oversight of TVET and Labour mobility in current contract</li> </ul>



Recommendation	Status	Progress
<p>Recommendation 3. Support the expansion of the Alumni Association (TL3A) with the development and implementation of a media and communications plan and organisational development plan.</p>	<p>Actioned and on-going</p>	<ul style="list-style-type: none"> <li>• The Program supported the TL3A with a wide range of media and communication activities throughout 2020. These included events, Facebook posts, TV Talk shows and success stories, which raised awareness of the TL3A as change leaders. Events such as the Second Alumni of the Year and participation in Football tournaments widened engagement with other Australian Alumni, from the Ministry of Finance and industry.</li> <li>• The Association set up a media and communications sector group in August, however progress was limited by group members work priorities and COVID-19 restrictions.</li> <li>• The sector group is set to develop a media and communications plan for 2021 supported by the M&amp;C Coordinator and TL3A Secretariat.</li> <li>• Progress developing the TL3A Organisational Development plan was impacted by staff changes and the need to prioritise the Association's COVID-19 response work. The plan is due to be developed by an alumnus who is being contracted via the Reconstituted Graduate Internship Program in early 2021.</li> </ul>



## Annex 4: Issues and Management Responses

Risks and performance/ quality issues identified throughout 2020 and across activity areas are summarised in the table below with relevant management and Embassy responses detailed.

Risk/ Issue	Activity Area	Management/ Embassy Response
1. COVID-19 effects on office and activity delivery. Range of risks and issues identified in the WDPTL COVID-19 Business Continuity Plan, updated regularly through 2020.	All	Timelines for key WDPTL activities were altered, budget was re-programmed and enhanced safety measures and protocols were introduced to keep program staff and beneficiaries safe
2. Border Closure- Australia Awards Scholarships Range of risks detailed and managed throughout the year. Included awardees not being able to return to Timor-Leste or mobilise to Australia	AAS	Multiple responses including; adjusting mobilisation timelines, scholarship variations and visa extensions where necessary.
3. Border Closures – Labour mobility The regular changes to the Timor-Leste and Australian internal borders created challenges for repatriating and sending workers. This included helping employers prioritise Timor-Leste recruitment in the restart in October.	LM	Multiple responses including; supporting the labour attache/ DNEE team to develop worker risk management tracking, funding support for workers stranded by changing border rules, supporting DNEE to develop marketing tools to promote Timor-Leste in the restart, intensive support to help the Tasmania recruitment succeed.
4. Welfare of Timorese women and men working and studying in Australia. During 2020, COVID-19 restricted travel from Australia to Timor-Leste, which meant that labour mobility workers could not initially return and AAS options were limited.		Supported DNEE with arrangements to support and return high-risk workers, when possible, throughout the year. Variations to scholarship terms, communication tools and pastoral care for Timorese studying in Australia working with, the Embassy, DFAT in Canberra and Australian Tertiary Institutions.



Risk/ Issue	Activity Area	Management/ Embassy Response
This led to varied welfare issues including mental health, health and family challenges.		
5. GESI challenges. Rural inclusion in AAS and PWD access to TVET and Labour mobility. Detailed in Lessons Learnt 2 and Recommendation 3	All	Responses detailed in TVET disability access paper (completed) and AAS municipal hubs concept paper (to be developed).
6. Labour mobility recruitment risk- Northern Territory Access. Timor-Leste workers have been unable to move through the Northern Territory, limiting options for recruitments through Australia and risking likelihood of contracts being awarded to other Pacific countries. However these is promising progress on this in early 2021.	LM	PLF led discussions with the NT Government are in progress to seek a workable solution that could allow seasonal workers to transit through the NT.  Through the interministerial group encourage clarification of the situation and preparation by different ministries to meet any conditions of opening  Through the labour attache team encourage NT employers to submit recruitment plans and test the process
7. Absconding labour mobility workers. At almost 200 workers (15+% of those in Australia) this is a major issue for DNEE as it creates in reputational damage and causes employers to recruit from other countries.  With 408 visas in Australia soon running out, there are reports much greater numbers of	LM	A range of approaches are being supported: <ul style="list-style-type: none"> <li>• Pursuing the labour mobility preparation course, with a firm focus on helping workers avoid absconding</li> <li>• Supporting the interministerial group and SEFOPE to develop a cross GoTL plan to mitigate this</li> <li>• Supporting the development of communication materials (1 factsheet/ some Facebook posts in 2020)</li> </ul>



Risk/ Issue	Activity Area	Management/ Embassy Response
Timorese will choose to abscond rather than return to Timor-Leste.		This needs focused and resourced support from SEFOPE, PLF and WDPTL. Program will attempt to help SEFOPE set up a team to take this on as a medium/ long term project.
8. Labour mobility implementation risk. There is a risk that the key activities of the labour mobility preparation course and the reintegration program will not be implemented by June 30 2021. Both are ambitious projects that will become embedded in the GoTL system or at least governed by GoTL if outsourced. The challenge is GoTL capacity to absorb these reforms while managing general LM cycle requirements. The preparation course has been instructive in the time it takes to get buy in and approval (up to 12 months) and DNEE's reluctance to cede control via outsourcing these activities.	LM	Focus on labour mobility preparation course first as it has a higher strategic value, higher current need (worker challenges in Australia) and momentum.  Next, downgrade ambition of the reintegration program for both PLF/ WDPTL. The review paper from 2019 provides a clear pathway but the GoTL structural work will be significant. Shift to smaller scale/ target, capable of being delivered by DNEE team by June 30- see separate paper pending- reintegration approach.  Also, ensure PLF is working closely with WDPTL on both of these for post June 30 continuity.



Risk/ Issue	Activity Area	Management/ Embassy Response
9. Limited progress in access for PWD to TVET or labour mobility pathways. Also, challenges in growing rural applications for AAS and within that PWD and female applicants.	TVET & LM	TVET Disability Access paper prepared and presented to Embassy, including significant investment in training centre access and staff. Project will be part of Quality Improvement Plans Part 2, but will also link to labour mobility preparation courses by providing access to preparation and the WRP though not yet demand for PWDs by employers. For AAS access, TVET Centres may be part of future AAS Municipal Hubs, providing for rural PWD applicants and a safe ongoing space for female AAS enquiries.
10. COVID-19 driven risk to full activity and budget execution, detailed in efficiency section.	All	Develop a small number of high value/ high impact, scalable options that can be used to absorb savings and delayed activities delayed while keeping progress to outcomes on track. See Embassy Budget Briefing paper, already presented to Embassy.
Recommendations arising from M&E Stocktake Report		
11. Improvements suggested for WDPTL M&E. Ensure all reporting includes disability disaggregated data and mentions where people with disabilities and/or Disabled Persons' Organisations were involved in the program.	All	Database updated; tools (including evidence matrix) updated. Improved reporting, including this one with clear focus on PWD analysis.





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