

Roads for Development (R4D) Phase II

R4D Support Program

Design Update Annex (DUA)



Final Version

Roads for Development Phase II – R4D Support Program	
Start date: 1 January 2017	End Date: 31 December 2020
Total proposed GoA funding allocation: AUD26 million	
Investment Concept (IC) approved by:	IC Endorsed by AIC:
Quality Assurance (QA) Completed: Peer Review and Independent Appraisal	

CONTENTS

Executive summary	iv
1. Program Overview	1
1.1 Program purpose	1
1.2 Context.....	2
1.3 Links to International and National Development Priorities and Outcomes	2
1.4 Changes in the design and implementation approach	4
1.5 Government commitments.....	5
2. Program Theory	6
2.1 Overview and results framework	6
2.2 Outcome 1—Enabling environment.....	1
2.3 Outcome 2—Private sector engagement	2
2.4 Outcome 3—MPWTC performance.....	3
2.5 Outcome 4—Municipal DRBFC Departments performance	4
3. Ways of working.....	6
3.1 Capacity development	6
3.2 Social Protection and Safeguards	7
3.3 Nutrition.....	8
3.4 Environment.....	9
3.5 Alignment with other GoA programs	9
4. Implementation	10
4.1 MPWTC rural roads program	10
4.2 R4D-SP TA team.....	10
4.3 Governance	10
4.4 Monitoring and evaluation	11
4.5 Risks	12
Annex 1. Performance monitoring guidance.....	13
Annex 2. Capacity development guidance	19
Annex 3. Phase II Strategic issues to be Initially addressed	22
Annex 4. Organograms	24
Annex 5. Staffing plan and Detailed job descriptions	26
Annex 6. Budget Summary	37
Annex 7. Results Framework	38
Annex 8. Risk Register: Risks and Risk Mitigation Measures.....	50
Annex 9. Activity Plan.....	57

ABBREVIATIONS

ADB	Asian Development Bank
ADN	National Development Agency
AUD	Australian Dollar
CCI-TL	Chambers of Commerce and Industry in Timor-Leste
DFAT	Department of Foreign Affairs and Trade (Government of Australia)
DUA	Design Update Annex
DGCS	Directorate General for Corporate Services (within MPWTC)
DRBFC	Directorate of Roads, Bridges and Flood Control
ERA	Enhancing Rural Access (EU project)
EU	European Union
GoA	Government of Australia
GoTL	Government of Timor-Leste
ICN	Investment Concept Note
ILO	International Labour Organization
JICA	Japanese International Cooperation Agency
KSTL	Confederation of Trade Unions
M&E	Monitoring and Evaluation
MPS	Major Projects Secretariat
MCIE	Ministry of Trade, Industry and Environment
MoF	Ministry of Finance
MPWTC	Ministry of Public Works, Transport and Communications
MoU	Memorandum of Understanding
NPC	National Procurement Commission
PDIM	Integrated Municipal Development Plan
PNDS	National Suku Development Program
R4D	Roads for Development Program
RRMPIS	Rural Roads Master Plan and Investment Strategy
SEM	Secretary of State for the Support and Socio-Economic Promotion of Women
SEPFOPE	Secretary of State for Employment Policy and Vocational Training
ToR	Terms of Reference

Assumed currency exchange rate, 1 AUD = 0.73 USD

EXECUTIVE SUMMARY

Roads for Development (R4D) is a Timor-Leste Government (GoTL) program which the Australian Government (GoA) supports with technical assistance. R4D works to improve the management and condition of the rural road network in Timor-Leste. Australia's R4D Support Program (R4D-SP) works to strengthen the capacity of the National Directorate of Roads, Bridges and Flood Control (DRBFC) within the Ministry of Public Works, Transport and Communications (MPWTC) to oversee rehabilitation and maintenance of rural roads using private sector contractors.

The first phase of R4D ran from 2012 to 2016. GoA and GoTL have agreed to fund a second phase. This Design Update Annex (DUA) is not a new design for R4D, the scope of the program remains essentially unchanged. The changes encompassed in the DUA are adjustments in the approach to reflect lessons learned, progress made and the evolving context in Timor-Leste throughout Phase I. The original Program Design Document remains the primary design document. The DUA should be used as an annex to the original design. Together, the two documents will direct the program for a second, four-year period, Phase II, from 2017 to 2020. Australia's Phase II support will be known as the Roads for Development Support Program (R4D-SP).

Development objective and outcomes

R4D reflects the joint priority of GoTL and GoA to provide rural Timor-Leste with a functioning and appropriate rural road network. The overarching rationale and goal for Phase II remains unchanged: *Women and men in rural Timor-Leste are deriving social and economic benefits from improved rural road access.*

The Phase II End-of-Program Outcome defines the basis for a functioning and sustainable rural roads sector: *selected rural communities throughout Timor-Leste are connected by rehabilitated and systematically maintained, core rural roads in line with the GoTL Rural Roads Master Plan.* These 'core rural roads' are the 1975 km of existing rural roads that connect rural *sukus* to urban areas, national roads or municipal roads.

The program is structured around four outcomes:

Outcome 1: Relevant GoTL agencies and development partners are collaborating to ensure an enabling environment for rural road asset management.

R4D-SP will work to strengthen the enabling environment for rural roads. It will support MPWTC to coordinate with other agencies that have important roles. The Rural Roads Master Plan and Investment Strategy (RRMPIS) will provide the framework for collaboration across all GoTL stakeholders, at both national and municipal levels. R4D-SP will also support MPWTC's DRBFC to manage collaboration with other development partners through regular meetings of a multi-agency Roads Working Group.

Outcome 2: Local civil works contractors are effectively competing for rural roadwork tenders, and in implementation, are meeting technical and social protection standards and environmental, social, legal, and contractual safeguards.

GoTL will continue contracting private sector contractors to undertake rehabilitation and maintenance of rural roads. R4D-SP will continue to support the development of the technical and commercial capacity of contractors in each municipality to tender for and undertake this work. R4D-SP will provide mentoring for contractors, improving the quality of their construction activities and business practices. Capacity development for the private sector will also be provided by local training organisations. Training will be tailored to the different contracting requirements for rehabilitation and maintenance work. R4D-SP will continue promoting the use of Community Maintenance Groups

Outcome 3: MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan and Investment Strategy.

During R4D-SP, DRBFC will commence its own program of rural road works. R4D-SP technical assistance will help DRBFC—and the Directorate General for Corporate Services within MPWTC—to develop the capacity to manage this program. This will involve DRBFC developing plans and budgets in accordance with the RRMPIS; securing funding from the national government to implement the RRMPIS; managing tendering and contracting packages for rehabilitation and maintenance through the GoTL Infrastructure Fund; supporting Municipal DRBFC Departments to develop their capacity to oversee physical works; and reporting on progress and updating the RRMPIS. To better manage annual workloads, DRBFC will develop a ‘pipeline’ of rural roads activities with pre-approved designs and costs. Within each DRBFC Department, a person responsible for rural roads will be appointed.

Outcome 4: Municipal Public Works staff are ensuring the quality and timeliness of local rural road works.

R4D-SP will build capacity of the municipal DRBFC departments to take on the tasks of basic planning, survey and design work, and supervision of contractors for core rural roads. MPWTC will allocate a team of four staff within each of the 12 municipal DRBFC departments to work on rural roads. R4D-SP’s team of 12 Field Engineering Trainers and four Regional Coordinators will support these municipal DRBFC teams in strengthening their capacities, providing a mix of formal training and coaching and mentoring. Specialist inputs will be provided by the Social Protection and Safeguards Specialist and the Capacity Building Specialist and other R4D-SP staff as required. R4D-SP staff will assist managers of the Municipal DRBFC Departments to improve basic management capacities, including HR, finance and reporting. The RRMPIS will be used as the starting point to help Municipal Administrations to develop municipal-level Rural Roads Plans. This will promote advocacy amongst municipal leaders and strengthen involvement of local government leaders at *Posto Administrativo*, *Suku* and *Aldeia* levels. R4D-SP staff will support Municipal DRBFC staff to oversee these contracts and strengthen systems that enable local leaders—including the women and youth on *suku* councils—to play a role in mobilising communities and supporting communities to hold contractors to account.

Principal changes for Phase II

The main elements and overall approach of the original R4D design are sound. This was affirmed by independent analysis carried out during a Mid-Term Review and an Investment Concept Mission. R4D-SP will build upon the success of the first phase by incorporating several subtle changes:

R4D Support Program. During Phase II DRBFC will take on a clear responsibility for the GoTL program of rural roads improvements. This program will continue to be called Roads for Development. The GoA-funded program of technical assistance will be called the R4D Support Program (R4D-SP).

Renewed attention to capacity development. Capacity development was central to the original R4D design. In practice, during Phase I, the balance of priorities swung towards physical works over capacity development of ministry staff due to ongoing shortages of DRBFC staff and operational funding. Therefore, good progress was made on capacity building in terms of engineering, management and corporate systems and processes. There was also substantial training of contractors. However, capacity building of DRBFC staff was less than adequate. This also meant that the R4D team became seen within MPWTC as a de facto “Rural Roads Department.” Changes to the contracts preparation cycle, as described in Section 2.2, will enable a substantial improvement in the ability of the R4D-SP to support capacity development of MPWTC staff.

Alignment with the Rural Roads Master Plan. Phase II will use the RRMPIS as the basis for prioritising rural roads, giving direction for institutional reform, and setting targets for investment in core rural roads.

Creating a ‘pipeline’ of contract packages. Rather than waiting for annual budgets to be finalised, R4D-SP will support DRBFC to develop a ‘pipeline’ of procurement-ready packages that have been designed, costed and approved in advance of annual budget disbursements.

A greater focus on municipal level activities. MPWTC is in the process of establishing DRBFC Departments within each of its municipal offices. A major focus of R4D-SP will be to support these departments to plan, design and supervise rural road works.

No GoA funding for construction work. Phase I used part of the GoA funding allocation to directly engage private sector contractors to carry out road rehabilitation. During Phase II, only GoTL funding and GoTL systems will be used to implement physical road works. GoA funding will only be used for technical assistance.

Working within the current DRBFC structure. The original design envisaged the creation of a Rural Roads Department within DRBFC. DRBFC decided against this and incorporates rural road responsibilities within various existing departments. R4D-SP will provide support throughout the relevant parts of the existing DRBFC (and broader MPWTC) structure.

Ways of working

Capacity development. R4D-SP will renew the capacity development focus of the original R4D design. R4D-SP will recruit a full-time capacity development adviser. All R4D-SP staff will take on a capacity development role within their particular area of expertise. The R4D-SP Chief Technical Adviser's prime role will be managing successful capacity development outcomes. R4D-SP will have a particularly strong emphasis on municipal capacity, providing training, resources, supervision and mentoring for staff in 12 Municipal DRBFC Departments.

Social Protection and Safeguards. R4D-SP will build upon the success of the first phase in securing benefits for women both as users of roads and directly through work on rehabilitation and maintenance activities. A full-time Social Protection and Safeguards Specialist will continue to oversee gender and social inclusion. There will be a stronger focus on disability through rights-based approaches to inclusion and monitoring and evaluation. The approach will combine ongoing support for DRBFC and contractors in applying the existing Social Protection and Safeguards Framework, with broader use of R4D engagements to promote strategic change for gender and social inclusion amongst stakeholders. Phase II will conform with DFAT and the World Bank usage in which the term 'social safeguards' refers exclusively to matters related to land acquisition, compensation and resettlement.

Nutrition. The Australian Aid Program prioritises nutrition-sensitive programming. R4D-SP will collaborate with other Australian Aid nutrition initiatives to ensure consistency and alignment. Improved access for rural communities will, in part, address some underlying causes of under nutrition including access to food, health services and water. The R4D-SP M&E Specialist will work with the Australian Embassy's Senior Nutrition Specialist in Timor-Leste and GoTL Ministry of Health staff to develop a cost-effective, small-scale approach to testing the likely impact of R4D's work on nutrition outcomes.

Environment. R4D's existing Environmental Safeguards Framework will guide the program's activities and will be reviewed annually. R4D activities will comply with the environmental requirements of the Ministry of Commerce, Industry and Environment (MCIE). Responsibility for securing and overseeing compliance with MCIE environmental licences will be transitioned from R4D-SP staff (as currently occurs) to DRBFC staff and contractors. R4D will support MCIE to encourage other GoTL agencies to also adopt good practice.

Alignment with other Australian programs. The R4D-SP team will seek out opportunities to reinforce the activities of other GoA programs. In particular, they will collaborate actively with PNDS, TOMAK (Farming for Prosperity), Governance for Development (G4D) and the Partnership for Human Development. The RRMPIS will remain the principle guide to prioritising rural road works, but collaboration with other programs will increase awareness of where roads have been or will soon be improved. The Australian Embassy has agreed to a regular forum which brings together key program staff from its major bilateral aid programs. Senior R4D-SP staff will participate in this forum.

Implementation

GoA and GoTL commitments. R4D is a co-funded development program, with commitments both by GoA and GoTL. GoA will commit AUD26 million (approximately USD19 million) over four years for technical assistance through R4D-SP. GoTL will contribute the staffing and funds that MPWTC will require each year to make effective use of the GoA technical assistance. The minimum required staff and budget allocations from GoTL are:

- 10 DRBFC staff at national level and 48 staff at municipal level, allocated to rural roads.
- USD10 million per year, for four years, allocated to MPWTC for contracting of rehabilitation and maintenance work on rural roads.
- USD400, 000 per year, for four years, for operational costs of MPWTC directly related to rural roads.

Compliance with these commitments will be assessed in 2018. The program will only proceed beyond 2018 if the agreed financing and staffing commitments are respected.

MPWTC. Within GoTL, responsibility for roads rests principally with MPWTC. MPWTC, and specifically DRBFC at national level and through its municipal offices, is the main implementing agency for R4D. The Directorate General for Corporate Services (DGCS) will also be an implementing partner in those areas where it influences administrative support to DRBFC's rural road work.

During Phase II, the program of physical works, involving rehabilitation and maintenance of rural roads, will be operated by MPWTC. R4D-SP will refer to the technical advice provided with Australian funding. Communications for the program will make clear that R4D-SP is a program of technical support and that GoTL is responsible for funding and executing its own program of physical works.

R4D-SP team. R4D-SP will field a team of long-term technical advisers. The staff structure will be reviewed on an annual basis by R4D-SP in consultation with DRBFC and GoA. R4D-SP staff will work alongside DRBFC staff at national and municipal levels—aligned with the existing DRBFC structure—and will move progressively towards coaching and mentoring as GoTL systems are strengthened.

Risks. The major risk for the program is that there are inadequate GoTL financial and staffing resources to warrant the technical assistance delivered by the R4D-SP team. The Australian Embassy will seek to address this risk through clear commitments on funding and staffing levels in a subsidiary arrangement with GoTL prior to proceeding with Phase II. The design responds to two additional critical risks:

- Establishment of new MPWTC systems at the municipal level
- Inability to resolve payment delays associated with the National Development Agency (ADN)

1. PROGRAM OVERVIEW

Roads for Development (R4D) is a Timor-Leste Government (GoTL) program which the Australian Government (GoA) supports with technical assistance. R4D works to improve the management and condition of the rural road network in Timor-Leste. Australia will support GoTL's R4D program by strengthening the capacity of the National Directorate of Roads, Bridges and Flood Control (DRBFC) within the Ministry of Public Works, Transport and Communications (MPWTC) to oversee rehabilitation and maintenance of rural roads using private sector contractors.

Within GoTL, responsibility for roads rests generally with MPWTC, and specifically with DRBFC. DRBFC, at the national level and through its municipal offices, is the main implementing agency for R4D. In Phase I, technical advice to MPWTC has been provided by the United Nations International Labour Organization (ILO) who fielded a team of local and international advisers funded by Australia.

R4D was originally conceived as an eight-year program, to operate from 2012 to 2020. The first phase of R4D ran from 2012 to 2016. GoA and GoTL have agreed to fund a second phase. This Design Update Annex (DUA) is not a new design for R4D, the scope of the program remains essentially unchanged. The changes encompassed in the DUA are adjustments in the approach to reflect lessons learned, progress made and the evolving context in Timor-Leste throughout Phase I. The original Program Design Document (PDD) remains the primary design document. The DUA should be used as an annex to the original design. Together, the two documents will direct the program for a second, four-year period, Phase II, from 2017 to 2020. Australia's Phase II support will be known as the Roads for Development Support Program (R4D-SP) and will be delivered by the ILO.

1.1 Program purpose

R4D reflects the joint priority of the GoTL and GoA to provide rural Timor-Leste with a functioning and appropriate road network. The program targets 1975 km of 'core rural roads'. These are defined in the Rural Roads Master Plan and Investment Strategy (RRMPIS) as those roads that connect rural *sukus* to urban areas or to municipal or national roads and have high local strategic social/economic importance and serve large numbers of people (more than 500). These roads should be maintained in a condition that makes them accessible for all traffic types with low risk of service interruption. Other development partners and GoTL investments are targeted at national and district level roads and minor roads or tracks within rural areas classified as 'non-core' rural roads.

The intent of R4D is to support GoTL to develop and oversee an ongoing program for rehabilitation and maintenance of Timor-Leste's core rural roads. The original design describes this as R4D's immediate objective: *GoTL is more effectively planning, budgeting and managing rural road works using labour based methods, as appropriate*. This intent remains unchanged from Phase I. The scope for Phase II, however, is more clearly defined through the priorities and strategies identified in RRMPIS and a renewed focus on strengthening GoTL capacity.

1.2 Context

A detailed analysis of the context is provided in the original design and updated in the RRMPIS. The main elements in the context remain unchanged since R4D was designed:

Improved road access for rural communities is a pressing development need, acknowledged by GoTL and GoA.

MPWTC and DRBFC nominally retain responsibility for roads within GoTL, but significant GoTL funding is channelled through other sources, including Secretary of State for Employment Policy and Vocational Training (SEPFOPE), the Integrated Municipal Development Program (PDIM) and the National Suku Development Program (PNDS).

GoTL intends to pursue decentralisation of government service delivery to the municipal level, including for public works, but it remains unclear how quickly this will occur and what aspects of line ministry responsibilities will be devolved.

Some significant, shifts in context have occurred to which the R4D-SP design responds:

GoTL has endorsed the RRMPIS as the guiding document for rural road development in Timor-Leste. This provides information on the extent, condition and social and economic importance of rural roads and a clear rationale for prioritising rehabilitation work.

Across GoTL generally and particularly within MPWTC, the importance of maintenance is being recognised. Previously, the government's focus was almost entirely on rehabilitation and on building new infrastructure. Funding is increasingly being allocated to maintenance.

GoTL has moved funding for rural roads rehabilitation and maintenance contracts into the Infrastructure Fund, allowing for multi-year contracting and shifting responsibility for procurement from MPWTC to the National Procurement Commission, within the Ministry for Planning and Strategic Investment.

1.3 Links to International and National Development Priorities and Outcomes

Timor-Leste Strategic Development Plan 2011-2030. The Timor-Leste Strategic Development Plan (SDP) 2011-2030 is a key national development plan in Timor-Leste, and serves as the main tool for the operationalisation of the government's strategy. The SDP 2011-2030 has a clear aim to develop core infrastructure of the country as well as human resources. The R4D-SP contribution in the areas of rural infrastructure development, private sector and entrepreneurship, vocational training and employment creation is in full support of the National Strategic Planning objectives and links to:

- TLS 176 - Enhanced rural employment, safety net, and economy through infrastructure investment, livelihoods programmes, and business development support
- TLS 103 - Improved policy formulation and advocacy to support employment and training in the country.

Program of the Sixth Constitutional Government 2015-2017. The Program of the Sixth Constitutional Government 2015-2017 covers four broad areas aligned with the SDP: Social

Development, Infrastructure Development, Economic Development, and Governance Development. R4D-SP is aligned with the Program of the Sixth Constitutional Government. The R4D-SP technical team will support the government to plan and implement its infrastructure program in an effective and targeted manner, encouraging higher levels of private sector activity including the growth and expansion of small and micro business, support training systems in the country and other activities that will contribute to the success of the Program of the Sixth Constitutional Government.

United Nations Development Assistance Framework. The United Nations Development Assistance Framework (UNDAF) 2015-2019 for Timor-Leste is the result of joint efforts by GoTL and the UN System to establish a strategic program framework to support national development priorities as outlined by the GoTL in the Timor-Leste Strategic Development Plan 2011-2030. R4D-SP clearly aligns with and contributes to UNDAF Outcome 2 "People of Timor Leste, especially the rural poor and vulnerable groups, derive social and economic benefits from improved access to and use of sustainable and resilient infrastructure".

Sustainable Development Goals. R4D-SP is in line with the majority of the seventeen (17) United Nations Sustainable Development Goals (SDGs). It dovetails perfectly with five of the goals, namely:

- Goal 1: End poverty in all its forms everywhere.
- Goal 5: Achieve gender equality and empower all women and girls.
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Timor-Leste Decent Work Country Programme (DWCP) 2016-2020. R4D-SP supports GoTL's DWCP priorities and outcomes in particular in the area of improved access to employment services and income opportunities, strengthening national capacity for the adoption of labour-based methods to implement employment-intensive infrastructure programs that also integrate rights, social protection and social dialogue aspects of the Decent Work Agenda. More women and men with emphasis on youth, have access to productive and decent employment through inclusive job-rich growth. The DWCP provides a platforms for dialogue between government, workers and employers organisations on matters concerning the strengthening of an enabling environment for private sector development, for issues related to social protection and working conditions and other insitutiional matters relevant to the development of the rural roads sector, as outlined in the Rural Roads Master Plan and Investment Strategy (RRMPIS).

International Labour Organization Program and Budget 2016-2017. The ILO Program and Budget sets out the strategic objectives and expected outcomes for the Organization's work. The program and budget is linked to the Strategic Policy Framework and the priorities

identified by constituents through the Decent Work Country Programme. The R4D-SP will contribute to the following ILO outcome: More and better jobs for inclusive growth and improved youth employment prospects, indicator 1.4: Institutional development and capacity programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better quality jobs.

1.4 Changes in the design and implementation approach

The main elements and overall approach of the R4D design are sound. This was affirmed by independent analysis carried out for the Mid-Term Review¹ and Investment Concept Mission.² To build upon the success of the first phase, and take advantage of the changes in context, the Phase II design will include a number of changes. These are highlighted below and explained in detail in Section 2.

R4D Support Program. During Phase II, DRBFC will take on a clear responsibility for the GoTL program of rural road improvements. This program will continue to be called Roads for Development (R4D). Communication about the program will make sure that it is strongly linked to GoTL and acknowledges that GoTL is providing the investment in road rehabilitation and maintenance. The GoA-funded program of technical assistance will be called the R4D Support Program (R4D-SP).

Capacity development. Capacity development was central to the R4D design from the outset. It makes this clear, noting in the design summary:

‘R4D’s main thrust is to develop and institutionalise adequate capacities...in the public sector...A holistic capacity building strategy will be followed that will focus on strengthening capacities in the public sector...Capacity building will be fully integrated within the institutional structure of DRBFC and ILO R4D specialists will work in-line with DRBFC staff.’

In practice, during Phase I the balance of priorities swung towards physical works over capacity development due to ongoing shortages of DRBFC staff and operational funding. Therefore, good progress was made on capacity building in terms of engineering, management and corporate systems and processes. There was also substantial training of contractors. However, capacity building of DRBFC staff was less than adequate. This also meant that the ILO R4D team became seen within MPWTC as a de facto “Rural Roads Department.” Changes to the contracts preparation cycle, as described in Section 2.2, will enable a substantial improvement in the ability of the R4D-SP to support capacity development of MPWTC staff including and in particular, the capacity to coordinate activities across government.

Alignment with the Rural Roads Master Plan. When R4D commenced, there was very little information about the extent and condition of rural roads, nor agreed understanding of what type of rural roads R4D would target. Phase II will benefit from the foundation provided by RRMPIS, one of the major outputs of Phase I. The RRMPIS document extends beyond a simple

¹ Morrissey T et al. 2014 Roads for Development Program Final Mid-term Review Report

² DFAT, 2015 R4D Phase II Investment Concept Note

prioritised list of rural roads and sets out the direction for institutional reform, a rationale for ongoing maintenance and a target for financing that would achieve the GoTL vision for accessible, functional rural road access for rural communities.

A greater focus on municipal level activities. MPWTC has created DRBFC Departments within each of its municipal offices. During Phase I these departments took on very little of the responsibility for planning, designing and supervising rural road works. They will be a major focus for capacity building in R4D-SP.

No direct funding for construction work. Phase I used part of the GoA funding allocation to directly engage private sector contractors to carry out road rehabilitation. Although this produced good quality construction work, it did not progress GoTL capacity to manage the sector. This will not be repeated during Phase II, as only GoTL funding and GoTL systems will be used for procurement of physical road works.

GoA funding for technical assistance only. The GoA budget for Phase II is approximately AUD26m (which is approximately 60% of the Phase I budget). GoA funding will only be used for technical assistance.

No construction of new rural roads. The original design envisaged some construction of new rural roads (40km). No construction of new roads was carried out in Phase I. Instead the program targeted rehabilitation of priority existing roads network. This approach will be maintained in Phase II.

No rural roads department in DRBFC. The original design envisaged the creation of a Rural Roads Department within DRBFC. This department would have been the natural focus for R4D. DRBFC decided not to have a separate department for rural roads but to incorporate rural road responsibilities within its various existing departments, alongside responsibility for urban, municipal and national roads. For Phase II, R4D-SP will adapt to this reality and focus support on the relevant parts of MPWTC.

1.5 Government commitments

R4D is a co-funded development program, with commitments both by GoA and GoTL. The emphasis on GoTL contributions underlines the importance of GoTL-owned and GoTL-led solutions and the use of resources to build local capacities and systems, in line with the New Deal for Engagement in Fragile States.³

GoA will commit AUD26 million, approximately USD19 million, over four years allocated only for technical assistance through R4D-SP.

GoTL will contribute the staffing and funds that MPWTC require each year to make effective use of the R4D-SP funded by GoA. The minimum staff and budget allocations from GoTL for Phase II are set out below (Table 1).

³ <http://www.oecd.org/dac/governance-peace/conflictfragilityandresilience/iefs.htm>

Table 1 GoTL staffing and financial commitments

MPWTC staff dedicated to rural roads	
At national level	10 staff, working within the existing DRBFC and DGCS structure
At municipal level	A team of four staff in each municipality comprising: 2 supervisors, 1 planner and 1 community development officer
GoTL annual budget allocation for rural roads	
Contracting of rehabilitation and maintenance work on rural roads by MPWTC.	USD10 million per year over four years
Operational costs for MPWTC staff directly related to rural roads.	USD400,000 per year over four years

Phase II ‘stop-go’ criteria. The design of Phase II and agreements between GoA, GoTL and the implementing partner will be for ‘two + two years’ (2017-18 and 2019-20). The second two-year period will only proceed if both agreed financing and staffing commitments are met as set out in this DUA and the associated GoA-GoTL agreements.

GoA will manage the assessment and response to the Year 2 stop-go point as follows:

From July-December 2018, an independent review will assess progress against program outcomes and mutual Government commitments. On the basis of this review GoA will make a decision on activation of the second two-year period of R4D-SP. Should the review determine that there has been sufficient financial and staffing commitment and progress made to justify proceeding with the second two-year phase, the associated GoA/GoTL agreements will be extended in writing through an exchange of letters. Should the review determine that there has been insufficient commitment and progress, Australia’s support to R4D-SP will be phased out over a period of six months from January-June 2019.

Additionally, Australia believes that the annual capital requirements outlined in Table 1 are necessary for the efficient and effective use of Australian technical assistance. If these funding commitments are not met, Australia will review its ongoing support each year.

2. PROGRAM THEORY

2.1 Overview and results framework

The overarching rationale for this Phase II design remains the same as for Phase I. As such, the Goal for Phase II is unchanged: *Women and men in rural Timor-Leste are deriving social and economic benefits from improved road access.*

M&E work from Phase I provided clear evidence of the positive social and economic impact on rural households of improved road access. In Phase II, the emphasis will slightly shift from *demonstrating* the benefits of improved road access, to *strengthening* the capacity of GoTL and relevant local actors to manage the road network on a sustainable basis. To this end, four

Outcomes set out the broad agenda for the program. These Outcomes (elaborated below in Annex 1, Table 2) culminate in an End-of-Program Outcome that defines the basis for a functioning and sustainable rural roads sector: *Selected rural communities throughout Timor-Leste are connected by rehabilitated and systematically maintained roads in line with the GoTL Rural Roads Master Plan.*

Three of the four Outcomes extend efforts from Phase I, but with slight changes to reflect the evolving context. A fourth Outcome has been added to give prominence to the important role of Municipal Public Works staff in assuring the progress and quality of local road works. The relationship between the Outcomes, and the underlying core Outputs of the Phase II design may be as depicted in Figure on the following page.

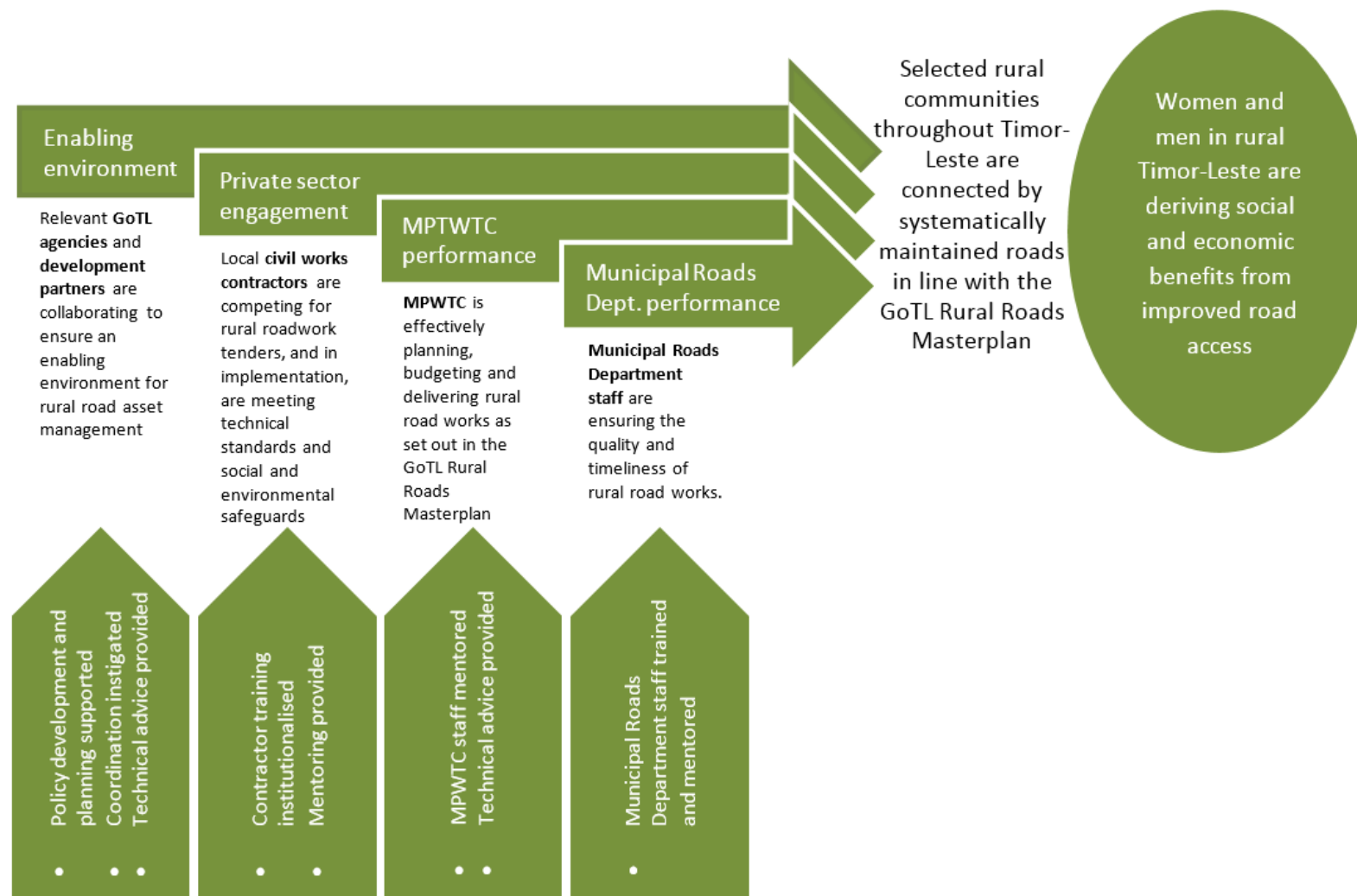


Figure 1: Phase II relationship between Outcomes and Outputs

2.2 Outcome 1—Enabling environment

Relevant GoTL agencies and development partners are collaborating to ensure an enabling environment for rural road asset management.

Many parts of GoTL have a role to play in improving the rural road network. While MPWTC has overriding responsibility for managing assets, other agencies with important roles related to rural roads are: the Ministry of Planning and Strategic Investment, which includes MPS, ADN and NPC; Ministry of Finance; Ministry of Commerce, Industry and Environment; SEPFOPE; the Secretary of State for the Support and Socio-Economic Promotion of Women (SEM) and the Ministry of State Administration, which has responsibility for municipal and local leadership. MPWTC must work collaboratively with these agencies to plan, finance and execute rural roadworks. R4D-SP should not manage relationships between these agencies but will seek to stimulate and facilitate collaboration and a shared sense of purpose. Working with MPWTC, R4D-SP will support the Minister of State, Coordinator of Economic Affairs to manage coordination between ministries. MPWTC will lead an annual inter-ministerial forum to agree on priorities and funding for rural road works, in line with the RRMPIS.

The RRMPIS will be the framework for achieving collaboration. Drawing on the endorsement of the plan by the GoTL Council of Ministers, R4D-SP will assist MPWTC to promote the RRMPIS with other GoTL agencies, including within municipalities. The aim will be for the RRMPIS to be the basis for setting and targeting annual rural road funding across all GoTL agencies, including SEPFOPE. A new GoTL roads policy (see Outcome 3) will support better coordination across ministries.

Several other development partners, notably ADB, JICA and EU, are also working with MPWTC on road-related activities and R4D-SP will support DRBFC to manage collaboration between these partners. This will include assisting MPWTC to lead regular meetings of a multi-agency Roads Working Group.

Within the GoTL structure, the most critical relationships to strengthen are between MPWTC and ADN, MPS and NPC. Since roads funding is currently channelled through the Infrastructure Fund, which is managed by MPS and involves ADN and NPC, efficient contracting of rural road activities requires collaboration with these agencies. There is already an effective relationship with NPC and a good model for procurement through the NPC was established during Phase I. During Phase II R4D-SP will support MPWTC to work with ADN to improve the efficiency and timeliness of approving designs and payments to contractors. The approach taken will recognise ADN's mandate and seek 'win-win' solutions that improve the performance of both ADN and MPWTC. R4D-SP will support DRBFC to work with ADN to develop shared design standards and approval protocols for rural road works carried out under R4D supervision.

The municipal focus for Phase II (see Outcome 4) will also strengthen the engagement and coordination of municipal stakeholders, including from other agencies or programs such as MCIE, PDIM, SEPFOPE and PNDS.

Core Outputs to achieve Outcome 1 will include:

Output 1.1: Development of Rural Roads Policy by MPWTC supported

Output 1.2: Secretariat support for Inter-Ministerial Forum provided

Output 1.3: Roads Working Group instigated and facilitated

Output 1.4: Technical advice provided to ensure successful execution of road contracts

2.3 Outcome 2—Private sector engagement

Local civil works contractors are competing for rural roadwork tenders, and in implementation, are meeting technical and social protection standards and environmental, social, legal, and contractual safeguards.

GoTL intends to continue contracting private sector contractors to undertake rehabilitation and maintenance of rural roads. Sufficient contractors are required to generate a competitive industry, which in turn is a critical element of sustainability. R4D-SP will continue to support development of a pool of skilled contractors to tender for and undertake this work. Contractors are required in each municipality who have the skills, financial resources and interest to bid for rural roads contracts.

Phase I worked intensively to train contractors, collaborating with the EU's Enhancing Rural Access (ERA) project. Depending on the extent to which ERA continues to provide contractor training, Phase II may have fewer resources for training of contractors, requiring a carefully targeted approach. Successful tenderers who have not been previously trained will be provided initial training and all contractors will receive follow up coaching and mentoring, founded on the approaches undertaken in Phase I. Training will cover contract and construction management, social and environmental safeguards, quality control and payment certificate preparation. It will include skills to prepare invoices according to GoTL requirements. More advanced training courses will be offered to contractors who have successfully completed the basic training courses. Pre-bid training will continue as a requirement for any interested contractors.

R4D-SP will support institutionalisation of training capacity within local organisations, particularly Don Bosco. This will require a strategy to transition payment for training from development partners to GoTL or contractors themselves. R4D-SP staff will work with Don Bosco and other institutions to continually assess and refine course content and delivery. This will be done in collaboration with the next phase of the EU ERA program.⁴

R4D-SP will liaise and coordinate with Chambers of Commerce and Industry in Timor-Leste (CCI-TL) as a strategic partner on private sector development issues as CCI-TL is a strong lobby organisation representing the needs of its members, including contractors working with R4D, in addition to delivering a range of business services.

Capacity development for contractors will reflect the different contracting requirements for rehabilitation (larger contractors with more equipment and an existing labour force) and for

⁴ The next phase of EU ERA program, now known as the EU Agroforestry Program, which will include a roads component, will start in 2017 with one specific objective of improving skills of construction companies and local authorities: "*capacity building of local training institutions, construction companies and Government central and local authorities responsible for public work in rural areas*" The program will work with DRBFC and Municipalities and will coordinate closely with R4D-SP.

maintenance (smaller contractors using community groups with minimal equipment and staff). Phase II will continue the use of Community Maintenance Groups, engaged through private sector contractors. Contractors will be trained and supported to engage and supervise the groups in ways that maximise work for women and the most vulnerable.

Supervision of contractors will move increasingly to Municipal Public Works staff during Phase II. This will allow R4D-SP Regional Coordinators to play a stronger mentoring role for contractors, improving the quality of their construction activities and business practices.

Other parts of the R4D-SP program will seek to address the delays in contractor payments that are a barrier to the private sector retaining an interest in bidding for rural roads contracts.

Core Outputs to achieve Outcome 2 will include:

Output 2.1: Training provided and institutionalisation, standardisation and capacity development for training and mentoring of local civil works contractors in line with the recommendations of the RRMPIS

Output 2.2: Technical advice and coordination support provided to NPC, ADN, MPS, MoF, MPWTC, the Office of the Coordinating Minister of Economic Affairs, other GoTL agencies to ensure that appropriate private sector incentives are in place, including predictable annual budgets for the rural roads sector, an effective system for contractor classification, and transparent and uniform tendering and bid-evaluation procedures that provide value-for-money

2.4 Outcome 3—MPWTC performance

MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan.

With the commencement of Phase II, the GoTL-funded program of rural road rehabilitation and maintenance work, known as R4D, will be transferred to MPWTC. It will be managed by DRBFC with the support of R4D-SP. By the conclusion of Phase II, the Directorate will be developing plans and budgets, in accordance with the RRMPIS; securing funding from the national government; tendering and contracting packages for rehabilitation and maintenance through NPC; supporting Municipal DRBFC Departments to oversee physical works; and reporting on progress and updating the RRMPIS. DRBFC will have a pipeline of prepared, procurement-ready rural road project packages with pre-approved designs and costs. These packages will be the basis for each year's budget submission.

R4D-SP TA will support DRBFC staff within the existing DRBFC structure to carry out these roles. Within each of the DRBFC Departments with rural roads activities, a person who takes responsibility for rural roads will be appointed. An organogram that shows how R4D-SP TA will engage with the existing DRBFC structure will be updated annually (Annex 4). If financial responsibility for rural roads is decentralised to the municipalities, R4D-SP will modify its support according to the revised functions carried out at national and municipal levels.

DRBFC will oversee the work of Municipal DRBFC Departments, who will be responsible for day-to-day planning and management of physical works. R4D-SP will help DRBFC to develop the capacity to provide municipal oversight, including checking designs; auditing contract management, and processing payments. Effective management and support of the municipal offices at the national level will be critical to the success of the program. R4D-SP will support DRBFC to develop capacity to plan and administer support for rural road teams in the Municipal DRBFC Departments.

R4D-SP will assist DRBFC to develop its capacities to update the RRMPIS. This will include development of an Integrated Roads Management Information System (IRMIS) that MPWTC plans to purchase. The IRMIS will link GIS (Geographic Information System) data about road condition, investments, traffic characteristics and economic potential to priorities in the RRMPIS. R4D-SP will also work with DRBFC and DGCS to report on GoTL's progress in improving the rural road network. R4D-SP will support DRBFC, and MPWTC where appropriate, to use the RRMPIS to coordinate rural road activities of other GoTL agencies and development partners.

DGCS plays an important role in enabling DRBFC to carry out its work, having overall responsibility for MPWTC procurement of goods and services, contract management, human resources management, and finance and expenditure within directorates. R4D-SP will continue to provide support to DGCS in relation to contract management, HR and IT where this support can be directly linked to the R4D.

R4D-SP will work continuously with the DRBFC Projects Department to improve the quality and use of the rural road guidelines and standards. This will include helping DRBFC to disseminate the guidelines to other agencies and provide training, if required. As recommended in the RRMPIS, R4D-SP will support MPWTC to develop a Rural Roads Policy, either as a stand-alone policy or as part of a broader roads policy. To the extent that DRBFC finances trials of new pavement and construction approaches, R4D-SP will support management of the trials in collaboration with local and international academic institutions. This would be a small element in the scope of Phase II.

Core Outputs to achieve Outcome 3 will include:

Output 3.1: On-the-job training, classroom training and mentoring provided to MPWTC staff in core capabilities (planning, budgeting, GIS/MIS, technical design, procurement, technical supervision etc.)

Output 3.2: Technical advice provided to support key systems, products or technical processes

2.5 Outcome 4—Municipal DRBFC Departments performance

Municipal Road Department staff are ensuring the quality and timeliness of rural road works.

During the first phase, R4D worked to build capacity at the municipal (formerly district) level. R4D-SP will continue this work but under a separate outcome to ensure it is given prominence.

The R4D-SP team will focus on building the capacity of the Municipal DRBFC Departments to take on the tasks of basic rural road survey and design work, and supervision of contractors.

MPWTC will allocate a team of four staff within each Municipal DRBFC Department to undertake this work. R4D-SP's team of 12 Field Engineering Trainers and four Regional Coordinators will support these municipal Rural Roads teams, providing a mix of formal training and coaching and mentoring. Specialist inputs will be provided by the Social Inclusion and Protection Specialist and other R4D-SP TA as required.

Capacity development will extend to the broad organisational functions of the Municipal DRBFC Departments. In addition to key functional responsibilities, R4D-SP will work to gradually improve basic management practices, including HR, finance and reporting. R4D-SP will allocate this support on a phased, demand-responsive basis, working intensively first with the most promising municipalities. Opportunities will be created for peer exchange across municipalities, in small clusters, so that the best performing Public Works staff can play a role in building capacity of their peers.

R4D-SP will support Municipal Public Works staff to develop their capacity to oversee the engagement of Community Maintenance Groups by contractors. This will include establishing systems including project management, recruitment and social safeguards that enable local leaders and organisations to play a role in mobilising communities and supporting communities to ensure that contractors are held to account.

The municipal focus will extend to working more intensively with Municipal Administrations. Using the RRMPIS as the starting point, R4D-SP TA will continue to help Municipal DRBFC Departments to engage the Municipal Administrators and their staff in developing corresponding municipal-level Rural Roads Plans. This engagement will promote advocacy amongst municipal leaders for national-level funding. It will also strengthen the engagement of local government leaders at Posto Administrativo, Suku and Aldeia levels in mobilising communities during consultation, construction and maintenance phases, and monitoring the conduct of private sector contractors.

Core Outputs to achieve Outcome 4 will include:

Output 4.1: On-the-job training, classroom training, and mentoring provided to Municipal Public Works staff on different aspects of the management and supervision of rural road works contracts and on generic management/supervision requirements (e.g. communication and conflict resolutions skills)

Output 4.2: On-the-job training, classroom training and mentoring provided to Municipal Public Works staff on the application of key systems/procedures related to surveying, designing and cost-estimating of contract packages and the management and supervision of rural road works contracts

3. WAYS OF WORKING

3.1 Capacity development

R4D-SP will renew the focus on capacity development that exists in the original R4D design. In Phase II, the R4D-SP TA team will prioritise supporting MPWTC to build the capacity to address their mandated responsibilities. All R4D-SP staff will take on a capacity development role within their particular area of expertise. The overall approach will be led by the R4D-SP Team Leader. Managing successful capacity development outcomes will be the Team Leader's prime role. The Team Leader will engage specialist expertise to help design and oversee the capacity development approach for the program. This will include a full-time Capacity Development Adviser within the R4D-SP team and short-term specialist inputs.

Capacity development will not rely on a complicated framework. Instead, R4D-SP will consult with DRBFC colleagues at national and municipal level (and with DGCS as applicable) to identify immediate, high-priority areas for capacity development. Together, they will develop a shared plan to address these priorities and agree on how change will be measured. Each R4D-SP member will report on capacity development in their area. The M&E Specialist will aggregate their reports and track cumulative change over the life of the program. R4D-SP TA will help DRBFC staff explore opportunities for capacity development that could be resourced by the GoTL Human Resources Fund.

The R4D-SP approach will recognise that capacity development support must extend beyond a narrow focus on rural roads and work to strengthen DRBFC systems more generally. R4D's support will seek to make DRBFC more efficient overall, which in turn will support better rural road service delivery. This broader systems thinking will extend to access to resources with R4D-SP seeking to ensure that DRBFC staff access the equipment they need to carry out their responsibilities, including access to 'R4D' equipment.

The renewed focus on capacity development will require new ways of working for most R4D-SP staff (refer Annex 1). This will include R4D-SP team members being embedded in the DRBFC structure and working alongside counterparts as coaches and mentors. The R4D-SP staff and their MPWTC colleagues will receive specialist training and support on coaching and mentoring.

Capacity development can only take place if MPWTC allocates sufficient numbers of motivated staff within relevant DRBFC departments, at national and municipal level, to take on responsibility for rural roads. Ensuring that sufficient counterpart DRBFC staff are available—which was not the case in Phase I—is a pre-condition for Phase II.

Phase II will have a strong emphasis on municipal capacity. Roads Department offices are being established in each municipality. R4D-SP will provide training, resources, supervision and mentoring for new and existing staff in these offices with rural roads responsibilities.

The next phase will also create opportunities for R4D-SP to pursue systematic collaboration with JICA, ADB and EU programs supporting DRBFC. Each of these programs has a capacity

building element and R4D-SP must liaise with them so that DRBFC benefits from a single, coordinated capacity building program.

3.2 Social Protection and Safeguards

During Phase I, the term 'social safeguards' was used to encompass both social protection issues such as minimum wage, minimum age, payments, working hours, OHS, accident insurance, gender, disability, and social safeguards matters related to land acquisition, resettlement or compensation. Phase II will conform with DFAT and World Bank usage in which the term 'social safeguards' refers exclusively to matters related to land acquisition, compensation and resettlement and the term 'social protection' to the remaining above mentioned social protection issues. Based on the RRMPI's Social Safeguards and Social Protection recommendations (section 1.7.6 and Annex 1.5), R4D-SP will advise the GoTL on the implementation of the social protection and social safeguards framework, provide the required capacity development support, and provide policy development support.

R4D-SP will build upon the success of the first phase in securing benefits for women both as users of roads and directly as workers on rehabilitation and maintenance activities. A full-time specialist will continue to oversee gender and social inclusion in Phase II. The approach will have two elements: (i) increasing capacity among DRBFC and contractors to update and apply the Social Protection and Safeguards Framework; and (ii) using R4D engagements more broadly to promote gender and social inclusion amongst stakeholders and create opportunities for strategic change.

Pursuing gender equity will involve creating opportunities for the involvement of women's networks at municipal and local levels, such as *Rede Feto*, to promote and monitor women's interests during planning and within contracting firms and community maintenance groups. R4D-SP will support the involvement of the Secretary of State for the Support and Socio-Economic Promotion of Women (SEM), including municipal gender focal points. R4D-SP will continue to monitor the gender impacts of the rural roads works and will involve SEM in the design and execution of studies and in disseminating findings.

R4D-SP will seek to engage disabled people's organisations (DPO), such as *Ra'es Hadomi Timor Oan* to train contractors and MPWTC staff on rights-based approaches to inclusion. R4D-SP will support Municipal DRBFC Department staff to liaise with DPO representatives at the municipal level and engage people with disabilities in planning and monitoring processes; and to advocate for involvement of people with disabilities in construction and maintenance work. The Australian Embassy M&E House (Buka Hatene) will be tasked to work with R4D-SP to develop disability participation indicators which will be included in the program M&E framework.

In terms of Land Acquisition and Compensation, as R4D focuses on the rehabilitation and maintenance of existing road alignments, it is not expected that acquisition and compensation issues will arise. No instances of land acquisition or resettlement occurred during R4D Phase I. In the unlikely event that land compensation issues come up during phase II, these will be identified during initial viability studies, which also include social safeguards screenings. In case

land compensation is required, R4D-SP will advise MPWTC to notify the responsible line agency (Ministry of Justice) and will monitor and advise on the adequate implementation of compensation measures. Without due compensation being made to affected eligible person(s), R4D-SP will not support the implementation of the project, informing concerned agencies and DFAT accordingly. In the absence of a road law, a land law or legislation for land-compensation, R4D-SP will provide policy advice to GoTL regarding development of a road law and land compensation associated with rural road works.

Community consultation during Phase I of R4D was at times restricted to engagement with community leaders who may pursue goals not necessarily in the interest of the wider community. R4D-SP will create more opportunities for community-wide participation in planning, mobilisation and monitoring of road activities to foster greater engagement of women and marginalised households which include people with disabilities. Facilitation of community meetings will explicitly explore disadvantage and provide the basis for sharing opportunities equitably and transparently. In particular, this will include improving processes to select labourers, aiming to increase involvement of women and marginalised people.

In addition to understanding how to apply social protections and safeguards, R4D-SP sponsored training of contractors and GoTL staff will be used to drive a broader understanding of gender and social inclusion issues, challenge cultural norms and create opportunities for change beyond rural road activities. Through the performance dialogue process (refer to Annex 1) R4D-SP will report on how the program has influenced change for gender and social inclusion.

3.3 Nutrition

The GoA 2014 development policy identifies early childhood nutrition as ‘a critical driver of better development outcomes’. It commits Australia’s agriculture investments to enhancing global food security and nutrition. The importance of nutrition is also acknowledged within the current Aid Investment Plan (AIP) for Timor-Leste and states that, across all programs, GoA will ‘devote attention to improving nutrition, empowering women and girls, and supporting disability-inclusive development.

It is likely that R4D’s development outcomes will have a positive impact on nutrition. UNICEF’s conceptual framework on malnutrition recognises the immediate underlying and basic causes of under nutrition.⁵ Immediate causes are inadequate dietary intake and disease. These are attributable to underlying and basic causes including poor household food security, inadequate care and feeding practices, unhealthy household environment and inadequate health services.

Improved accessibility of rural communities as a result of R4D’s work will, in part, address some of these causes. Better access to markets can improve opportunities for income generation and access to a greater range of food types. Improved accessibility to health, education and other public services can in turn improve nutrition outcomes for households, in

⁵ See DFAT 2015 ‘A window of opportunity: Australian aid and child undernutrition’

particular, vulnerable groups including women of reproductive age and children under 5 years. During Phase I, these impacts were not assessed.

While R4D is likely to have a positive impact, measuring the impact of a roads project on these nutrition determinants is a complex task. The R4D-SP M&E Specialist will work with the GoA Senior Nutrition Specialist in Timor-Leste and GoTL Ministry of Health staff to develop a cost-effective, small-scale approach to testing the likely impact. This will consider changes in food security, particularly access, utilisation and the cost of food, and changes in access to health services. The approach will also explore unintended negative consequences, such as increased market access resulting in substitution of household dietary intake for commercial production of food items and purchase of non-essential food items.

3.4 Environment

R4D rural road works will continue to comply with the environmental requirements of the Ministry of Commerce, Industry and Environment (MCIE). In Phase I, R4D took responsibility for securing and overseeing compliance with environmental licences. For R4D Phase II, these responsibilities will be managed by DRBFC staff and contractors, with R4D-SP staff playing a supporting role.

An environmental licence will be sought for all road rehabilitation contracts. R4D will continue to model good-practice within the roads sector for environmental management and will support MCIE to encourage other GoTL agencies, such as SEPFOPE, to also adopt good practice.

R4D's existing Environmental Safeguards Framework will guide the program's activities and will be reviewed annually.

R4D-SP will seek to strengthen the capacity of MPWTC and DRBFC to address the risks of disaster and climate change in relation to rural roads infrastructure, including design standards and guidelines. In particular, R4D-SP will promote the use of bio-engineering techniques to improve environmental outcomes associated with rural road rehabilitation and maintenance, and will build the capacity of DRBFC and contractors to use bio-engineering techniques.

3.5 Alignment with other GoA programs

The R4D-SP team will seek out opportunities to reinforce the activities of other GoA programs. In particular, they will collaborate actively with the PNDS Support Program, TOMAK, GFD, the Market Development Facility and the Partnership for Human Development.

The RRMPIS will remain the principle guide to prioritising rehabilitation and maintenance works. Collaboration with other programs will not change the priority of rural roads in the master plan but will aim to make sure that other programs know where roads have been or will soon be improved. This will be important planning information that other GoA programs can use when planning activities in specific locations.

4. IMPLEMENTATION

4.1 MPWTC rural roads program

During Phase I, R4D was seen by stakeholders as an ILO program that carried out rehabilitation and maintenance work on rural roads. Phase II will shift this perception. R4D-SP will refer to the technical advice and advisory team provided with GoA funding. R4D will be the actual program of physical works, involving rehabilitation and maintenance of rural roads, operated by MPWTC. Communications for the program will make clear that GoTL is responsible for funding and executing its own program of physical works and that R4D-SP is a program of technical support.

4.2 R4D-SP TA team

R4D-SP will field a team of long-term technical advisers. The staffing profile is expected to be similar to current staffing with the addition of a capacity development advisor. Staffing will be reviewed on an annual basis by the R4D-SP team leader, in consultation with DRBFC and GoA. The R4D-SP Year 1 staffing profile is set out in Annex 5.

Given the limited number of advisers who can be engaged with reduced GoA funding, the terms of reference for R4D-SP advisers will need to be flexible and prioritised. This will involve R4D-SP identifying the range of areas which require support within DRBFC and DGCS, and then allocating the pool of advisers across those tasks. It is expected that in Phase II some of the existing advisory positions will broaden their responsibilities to better align with the DRBFC structure and the broad capacity development requirements. R4D-SP will recruit a full-time capacity development adviser. All R4D-SP staff will take on a capacity development role within their particular area of expertise. Positions of Regional Engineers and Field Engineering Assistants will be renamed as Regional R4D-SP Coordinators and R4D-SP Field Engineering Trainers to reflect their broad capacity development responsibilities.

In consultation with DRBFC, R4D-SP will prepare an annual program of short-term advisory support. This will involve a small number of critical inputs. Short-term advisers (STA) will work through R4D-SP TA to maximise their effectiveness with GoTL stakeholders. Indicative STA inputs for Year 1 are included in the staffing profile at Annex 5.

4.3 Governance

The R4D-SP implementing partner with the support of the Australian Embassy will facilitate regular meetings with stakeholders to oversee progress. These will include:

- DRBFC—monthly meetings, chaired by the Director
- MPWTC—quarterly meetings, chaired by the Minister, involving both DG Public Works and DG Corporate Services
- Australian Embassy and R4D-SP—quarterly meetings

- Minister of State, Coordinator of Economic Affairs (or equivalent)—annual review meeting, including approval of the annual work plan and timed to affirm annual GoTL budget commitments to rural roads.

Membership and frequency of these meetings will be agreed by participants. R4D-SP will provide administrative support, including helping prepare and circulate the agenda and meeting minutes.

Where possible, oversight of R4D-SP will be incorporated into existing GoTL governance mechanisms, such as regular management meetings of DG Public Works, becoming a standing agenda item where relevant. R4D-SP will work to support other forums, such as the Roads Working Group, and collaboration with other donors but outside the formal governance mechanisms.

The R4D-SP Team Leader will be responsible for developing an approach that ensures these meetings are effective and meet the needs of participating stakeholders. R4D-SP will report to the Australian Embassy on the membership and quality of these forums in their six monthly reports and propose changes where necessary to ensure effective GoTL oversight of the program.

The Australian Embassy will play a more active oversight role in Phase II. This will include managing the governance mechanisms to make sure they function as planned, drawing upon the expertise of the GoA G4D program where appropriate, particularly the Public Financial Management adviser who works part-time in MPWTC. They will strengthen their relationships with senior GoTL stakeholders and other donors to facilitate problem resolution and strengthen the enabling environment for rural roads. They will closely monitor R4D-SP's transition towards greater capacity development. The Australian Embassy team will also engage the implementing partner's Timor-Leste Country Representative in regular oversight of the program and management of critical risks. GoA will ensure that it meets at least bi-annually with other development partners supporting or influencing the roads to share information about plans, strategies and resources.

4.4 Monitoring and evaluation

Guidance for M&E, including a preliminary results framework with high-level indicators is set out in Annex 1. The R4D-SP team will finalise the results framework and modify the existing M&E framework in accordance with ILO's policy on M&E for Development Cooperation Projects and the Australian Embassy's new M&E Program, *Buka Hatene* (M&E House).

The Australian Embassy plans to change the way it does M&E across all its aid programs in Timor-Leste. In Tetun this new approach is called *Buka Hatene*. In English it has the different name of M&E House. *Buka Hatene*/M&E House will prescribe the minimum set of performance data required by GoA, and will support the R4D-SP team (as appropriate) to produce this data. The R4D-SP team is likely to require additional performance data beyond the *Buka Hatene*/M&E House requirements to support management decision-making, learning and advocacy by the program.

4.5 Risks

A risk matrix will be kept by the R4D-SP team and be updated at six monthly intervals (Annex 7b). The matrix will be used by DRBFC, the Australian Embassy and the R4D-SP team to actively manage risk and re-shape program activities as required.

Beyond adequate GoTL staffing and budget—addressed as pre-conditions for Phase II—three critical risks and proposed management strategies are:

Operational support for Public Works municipal staff. Allocating MPWTC staff for rural roads at the municipal level and providing operational budget for staff is a pre-condition for R4D-SP to commence. The municipal Public Works offices are new and their systems and processes are still being built. This is complicated by the ongoing GoTL-wide process of decentralisation. This increases the risk around the timeliness of the flow and acquittal of GoTL funds to municipal offices. R4D-SP will work with DGCS and DRBFC on processes for budgeting and acquittal of municipal funds. R4D-SP regional and municipal staff will help DRBFC build the capacity of Municipal DRBFC Department managers to follow approved DGCS procedures for requesting, allocating and acquitting funds.

Fluctuating financial allocations to rural roads. Genuine capacity development within GoTL and the private sector will require a steady flow of rural road work, year by year, including steadily increasing funds to maintain a gradually expanding network of rehabilitated roads. If GoTL funds for rural roads change significantly from year to year, staff and systems will fail to execute the budget when it is higher than average. This, in turn, will discourage GoTL from allocating adequate funding in subsequent years. GoA and R4D-SP will have a continual responsibility to advocate with GoTL at a political level to provide a consistent, adequate level of investment for rural roads that is consistent with the emerging capacity in MPWTC and the private sector.

Inability to resolve payment delays associated with ADN. Stakeholders agree that delays in payment are discouraging private sector contractors from repeat tendering for rural road works. If this issue is not resolved, the number of interested contractors may continue to fall to a point where there are too few contractors to achieve competitive bidding. R4D-SP will work with MPWTC and ADN on streamlining the payment approval process, to the extent possible, and with contractors to build their capacity to adhere to ADN requirements.

ANNEX 1. PERFORMANCE MONITORING GUIDANCE

ILO's Evaluation policy for Development Cooperation will continue to be followed as pertained in Phase I whereby yearly, mid-term and final external independent evaluations will be conducted. Evaluability assessment will be carried out in year 1 of phase II.

The Australian Embassy is changing the way that monitoring and evaluation (M&E) is carried at across their Timor-Leste aid program. The new approach ('*Buka Hatene*' in Tetun) involves establishing an independent third-party 'M&E House' to design and oversee all M&E operations, rather than the conventional approach in which M&E is subcontracted by implementing partners.

Once mobilised, the M&E House team will work with R4D-SP and DFAT to establish a simple but meaningful M&E system. The following discussion outlines the key elements of the M&E arrangements—drawing on the design of ILO's M&E framework, the M&E House and the results framework developed during this design process.

Goal-level M&E

During Phase I of R4D a comprehensive range of methods were developed to accrue evidence of the social and economic impacts of improved road access on rural households. These methods are well established⁶ and, since the Goal for Phase II remains unchanged, can continue in Phase II. However, DFAT and R4D-SP should first discuss the extent to which the evidence-base from Phase I has been accepted and, if so, the relevance and justification for continuing to accrue goal-level data, given the cost and effort of these methods.

End-of-Program Outcome

An end-of-program Outcome has been added in the Phase II design update to communicate the intent of the program in relation to supporting sustainable rural road management. A number of indicators have been proposed that can be tracked on an annual basis. These indicators will illuminate the extent to which rural road works are being accomplished, and will provide data disaggregated for gender and disability.⁷ Logically, accomplishment of road works is the downstream product of capacity development. Proposed indicators include:

- # rural road rehabilitation and maintenance packages tendered by MPWTC/NPC per year
- # (and %) rural road packages that meet technical standards per year
- # (and %) of eligible bids per tendered package
- # (and %) of rural road package contracts completed on time
- # km core rural roads rehabilitated and maintained per year (and % of core rural road network)
- # (and %) suku along R4D rehabilitated and maintained core rural roads.

⁶ The R4D impact methods were featured in a Good Practice Note by DFAT's Infrastructure Section.

⁷ Beneficiary data collection will use the Washington Group Questions on Disability to determine disability prevalence.

Outcomes

The results framework drafted with this design update (Table 2) identifies a range of indicative behaviours that will underpin a stronger enabling environment for the rural roads sector. Pragmatic M&E methods should be designed to assess the extent to which these behaviours are becoming evident.

Outcome 1: enabling environment

The prevalence of desired behaviours associated with the enabling environment for rural roads will be a matter of judgement (e.g. *“MPWTC is working effectively with relevant GoTL agencies (particularly ADN) to execute contracts for rural road works”*) and so should be the subject of some form of periodic review/evaluation. Nevertheless, it will be important to routinely accrue indications of these behaviours in order to inform bilateral discussions at the two-year stop/go point identified in this program design update.

Outcome 2: private sector engagement

The extent of private sector engagement in MPWTC tenders can be readily tracked, and is indicative of the competitiveness/maturity of the market. Similarly, the technical quality of works and compliance with standards can be easily assessed once formal supervisory processes are established at the municipal level.

Outcome 3: MPWTC performance

Expanding the capacity of MPWTC staff to implement core planning, budgeting, technical and managerial processes is at the heart of the R4D rationale. A range of methods will be necessary to track the emerging performance of staff in relation to core functions. Some methods may require independent judgement (e.g. the quality of supervision of municipal staff), while others may be amenable to objective measurement/assessment (e.g. the value of GIS/MIS data).

Outcome 4: Municipal Roads Department staff performance

Assessing staff capacity can be a complex and challenging process, but in this case, it is likely that a set of key desired/prescribed behaviours can be defined in relation to each package of rural road works. Thus it may be possible to develop a simple checklist method to track the level of municipal staff engagement and performance.

Outputs

This design sets out the core high-level Outputs that are required to achieve each of the four Outcomes. The R4D-SP team will be required to elaborate on these high-level Outputs in detailed Annual Work Plans—including (where possible/appropriate) annual targets against which the adequacy of progress can be assessed.

As with most technical advice-oriented development programs, the quality of mentoring and technical advice will be key. This will be a matter of judgement by observation or independent review.

Reporting and oversight

In line with the M&E House design, the R4D-SP implementing partner will be obliged to participate in six-monthly 'Performance Dialogues'. These dialogues are anticipated to supersede the conventional Six-monthly Reporting regime.

The Performance Dialogues will be facilitated by the M&E House team, and will involve relevant DFAT staff and R4D-SP implementing staff openly discussing the implications of M&E data, and any emerging issues. The purpose/intent of these dialogues is to foster joint-ownership of the successes and challenges of programs, and to enable timely and informed management decision-making.

Dialogues will explicitly consider progress on gender equity and social inclusion, in particular changes in engagement during rehabilitation and maintenance by women and people with disabilities, and their influence in the planning and monitoring process.

It is likely that DFAT will continue to engage an independent Monitoring and Review Group (MRG) as was the case in Phase I. It is expected that MRG missions will coincide with (and inform) the six-monthly Performance Dialogues.

Table 2 Preliminary R4D-SP results framework

Logic		Indications of success
Goal	Women and men in rural Timor-Leste are deriving social and economic benefits from improved road access	<ul style="list-style-type: none"> • # of road users who have access to improved year-round motorable rural road access • % change in travel times for transporting people, goods and services to social and economic facilities and services (including health, education and markets) • % change in transportation costs for the transportation of people, goods and services • % change in volume of movement of people, goods and services • % change in availability/use of economic assets/services and social facilities/services by local communities • Economic benefits for local construction workers due to R4D wage cash transfers to these workers • % change in local economic businesses in terms of establishment of new businesses and increase in turnover of existing businesses • Change in accessibility (travel times, cost existence/use) to a variety of services, such as health/ambulance, education, training, etc. <p>Note—data for each goal-level indicator relating to people to be disaggregated by gender and disability.</p>
End-of-Program Outcome	Selected rural communities throughout Timor-Leste are connected by rehabilitated and systematically	<ul style="list-style-type: none"> • # rural road rehabilitation and maintenance packages tendered by MPWTC/NPC per year • # (and %) rural road packages that meet technical standards per year

	maintained core rural roads in line with the GoTL Rural Roads Master Plan	<ul style="list-style-type: none"> • # (and %) rural road packages that meet social protection and safeguards, and contractual standards per year • # (and %) of eligible bids per tendered package • # (and %) of rural road package contracts completed on time • # km core rural roads rehabilitated and maintained per year (and % of rural road network) • # (and %) sukus along R4D rehabilitated and maintained core rural roads.
Outcome 1: Enabling Environment	Relevant GoTL agencies and development partners are collaborating to ensure an enabling environment for rural road asset management	<ul style="list-style-type: none"> • GoTL has adopted Rural Roads Policy prepared by MPWTC • MPWTC is convening an annual inter-ministerial forum to agree on priorities for rural road rehabilitation and maintenance, and securing funding in line with the RRMPIIS • A MPWTC-led Roads Working Group is meeting regularly with active participation by relevant donor and GoTL actors • MPWTC is working effectively with relevant GoTL agencies (particularly ADN) to execute contracts for rural road works • Development partners supporting or influencing the roads sector are meeting bi-annually to share information about plans, strategies and resources
	Indicative Outputs	<ul style="list-style-type: none"> • Development of Rural Roads Policy by MPWTC supported • Secretariat support for Inter-Ministerial Forum provided • Roads Working Group instigated and facilitated • Technical Advice provided to ensure successful execution of road contracts
Outcome 2: Private Sector Engagement	Local civil works contractors are competing for rural roadwork tenders, and in implementation, are meeting technical and social protection standards and environmental and social safeguards	<ul style="list-style-type: none"> • Local civil works contractors are bidding on MPWTC/NPC tenders • The pool of trained and experienced civil works contractors is expanded to at least 150 firms by end of phase II • Civil works contractors are appropriately engaging and supervising and strengthening Community Maintenance Groups • Implementing contractors are complying with contractual obligations including technical specifications and social protection and environmental and social safeguards (including those related to the risks of disasters and the effects of climate change)
	Indicative Outputs	<ul style="list-style-type: none"> • Training provided and institutionalisation, standardisation and capacity development for training and mentoring of local civil works contractors in line with the recommendations of the RRMPIIS • Technical advice and coordination support provided to NPC, ADN, MPS, MoF, MPWTC, the Office of the Coordinating Minister of Economic Affairs, and other

		GoTL agencies to ensure that appropriate private sector incentives are in place, including predictable annual budgets for the rural roads sector, an effective system for contractors classification, and transparent and uniform tendering and bid-evaluation procedures that provide value-for-money
Outcome 3: MPWTC Performance	MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan	<ul style="list-style-type: none"> • MPWTC is routinely updating the RRMPIIS • MPWTC is preparing annual plans and budgets for road rehabilitation and maintenance in accordance with the RRMPIIS • Annual road rehabilitation works are designed and costed to create a pipeline of 'procurement ready' packages • MPWTC/NPC is managing procurement processes in line with the RRMPIIS and approved GoTL protocols • MPWTC has established an M&E unit and is routinely maintaining and updating GIS/MIS data on the status, condition and traffic characteristics of the rural road network • MPWTC is managing and supporting the activities of Municipal Public Works Roads Department staff • MPWTC is applying agreed guidelines and standards to the core rural roads network; and is actively promulgating these among relevant GoTL agencies • The DGCS within MPWTC is reliably using agreed systems for procurement, contract management, finance and human resource management to enable efficient DRBFC operations • MPWTC staff are enforcing contractual and legal social and environmental safeguards (including those related to risks of disaster and those related to the effects of climate change) • Integrated Road Management Information System (IRMS) developed and in use by MPWTC.
Indicative Outputs		<ul style="list-style-type: none"> • On-the-job training, classroom training, and mentoring provided to MPWTC staff in core capabilities (planning, budgeting, GIS/MIS, technical design, procurement, technical supervision etc.) • Technical advice provided to support key systems, products or technical processes.
Outcome 4: Municipal Public Works Performance	Municipal Public Works staff are ensuring the quality and timeliness of local rural road works	<ul style="list-style-type: none"> • Municipal offices are sufficiently resourced with staff who are assigned to rural roads • Municipal offices are adequately financially resourced to deliver road rehabilitation and maintenance works in accordance with the RRMPIIS • Municipal Public Works staff are engaging with Municipal Administrators on all aspects of road management from community consultation and prioritisation through to implementation and asset maintenance • Municipal Public Works staff are using strengthened organisational systems in accordance with national protocols

	<ul style="list-style-type: none"> • Municipal Public Works staff are actively seeking supervision and resources from MPWTC/DRBFC at the national level.
Indicative Outputs	<ul style="list-style-type: none"> • On-the-job training, classroom training, and mentoring provided to Municipal Public Works staff on different aspects of the management and supervision of rural road works contracts and on generic management/supervision requirements (e.g. communication and conflict resolution skills) • On-the-job training, classroom training, and mentoring provided to Municipal Public Works staff on the application of key systems/procedures related to surveying and designing and cost estimating of contract packages and the management and supervision of rural road works contracts.

ANNEX 2. CAPACITY DEVELOPMENT GUIDANCE

Capacity development was built into the original design of R4D and played a significant role in the first phase. The program engaged a full-time Capacity Development Adviser within its team for the first two years and developed a detailed Capacity Development Plan.⁸ That plan provides an overview of the achievements and constraints encountered and explains that the balance of priorities in Phase I swung towards physical works, or capacity substitution, over capacity development due to ongoing shortages of DRBFC staff and operational funding. Despite this, good progress was made in Phase I on capacity building in terms of engineering, management and corporate systems and processes. There was also substantial training of contractors. However, capacity building of DRBFC staff was less than adequate due to the shortage of MPWTC staff dedicated to rural roads and insufficient clarity regarding the division of roles between the ILO R4D staff and the MPWTC staff. As a result, the ILO R4D team became seen within MPWTC as a de facto “Rural Roads Department.”

To address this issue in Phase II, a pre-condition for R4D-SP will be that MPWTC allocates sufficient government staff at the national and municipal level to work on rural roads. Capacity development for Phase II will aim to build up the effectiveness of MPWTC institutionally to deliver the tasks that R4D modelled competently during the first phase.

Within the new approach, there will still be a role for different types of capacity building. The Australian Government’s aid program recognises that adviser support to capacity development spans a continuum from capacity substitution, to supplementation, and then facilitation.⁹

	Capacity Substitution	Capacity Supplementation	Capacity Facilitation
Purpose	Technical, organisational or governance advice. To help an organisation carry out its work in lieu of locally available personnel.	Technical, organisational or governance advice. To provide expert advice to a client on a defined area of specialisation not available locally.	Mentoring, coaching, confidence-building, change management. To assist capability development and enhance performance.
Role	Delivering services in the context of performing core functions. Providing capacity that does not exist locally (gap-filling). In-line.	Delivering services in the context of supporting specific tasks. Adding to existing capacity in specialist areas. In- or off-line.	Facilitating change and/or service delivery. Strengthening and expanding existing capacity. Always off-line.

⁸ R4D, 2014. Capacity Development Strategy Version Draft 1.1 (October 2014)

⁹ AusAID, 2011 *Use of Advisers in the Australian Aid Program – Operational Policy: Adviser Planning, Selection and Performance Management*.

	Capacity Substitution	Capacity Supplementation	Capacity Facilitation
Relationships	Fills established position within partner organisation, so no counterpart.	Counterpart may be a country partner work unit or individual.	Must have a country partner counterpart (individual, work unit or system).

Capacity Substitution: The current ILO TA team provides expertise in a range of areas that the current MPWTC staffing cannot provide. Intervention at some key points in the activity delivery cycle will still be required in Phase II (such as preparing designs for particularly complicated elements of some roads). This was a common form of capacity development in the first phase (including, for example, preparation of the Social Safeguards and Design Guidelines) but will be much less prevalent in Phase II. Capacity substitution also includes providing equipment, facilities, vehicles and other materials. If there are insufficient resources for R4D-SP to address this in Phase II, other options must be considered to ensure that in Phase II the new municipal Public Works offices are adequately equipped.

Capacity Supplementation: This is a ‘traditional’ approach to capacity development where the adviser provides expert advice to a counterpart in a defined area of specialisation not available locally. In R4D’s first phase, the ILO TA team intended to provide this type of advice but in the absence of sufficient counterparts retreated to a capacity substitution approach. The staff being allocated to rural roads by MPWTC for Phase II will make this type of ‘supplementation’ approach feasible. The R4D-SP TA team will need to continue to look beyond individual skills and tasks and address the systems, procedures and resources needed by the staff for successful delivery of rural road improvements.

Capacity Facilitation: The aim for R4D-SP will be to transition, where possible, to facilitation and coaching for capacity development. This will respond to MPWTC senior staff taking ever greater responsibility for their own rural roads program. The R4D-SP TA team will take on a ‘coaching’ role. Coaching enables and facilitates learning through reflection and self-analysis. It helps people to learn rather than teaches them, and hence builds motivation and responsibility within individuals and teams.

The path for capacity development should not be mapped out in detail in advance. The emphasis should be on accumulating small achievable steps that work towards efficient organisational capacity within DRBFC. This should be planned and monitored through regular dialogue with senior DRBFC staff. All R4D-SP staff will have capacity development roles and should continually be required to articulate their priorities, approach and successes. A steady stream of small successes will build momentum and create a platform for reflection and learning. Within each team members’ capacity development responsibilities, there should be specific gender equality and social inclusion elements.

Making the transition from capacity substitution to capacity facilitation will be challenging for R4D, both for the TA team and MPWTC colleagues, both of whom are now accustomed to the capacity substitution approach. Specialist coaching and mentoring input will be required.

Driving the transition will require careful management by the R4D-SP TA leadership team and ongoing supervision from The Australian Embassy.

The Australian Aid Program in Timor-Leste has a wealth of experience of working with GoTL ministries on capacity development. The Australian Embassy team should encourage peer exchange and support from other GoA development programs, both amongst TA teams and GoTL counterparts. R4D-SP should also support DRBFC to take advantage of opportunities presented by GoTL capacity development programs and funding.

ANNEX 3. PHASE II STRATEGIC ISSUES TO BE INITIALLY ADDRESSED

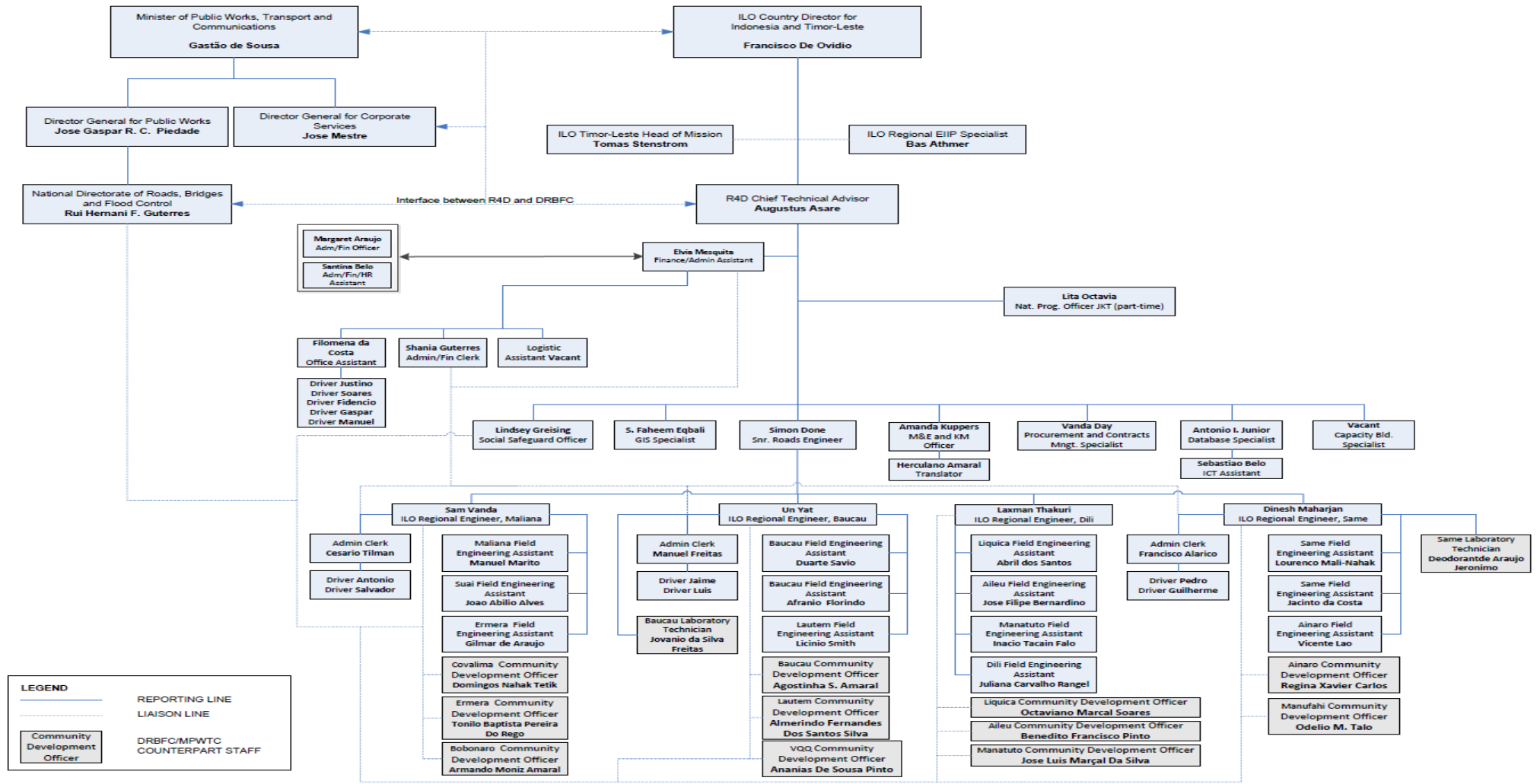
The following strategic issues were identified by the R4D team during Phase I and the design team during consultations with stakeholders in June 2016. Many of these issues will remain relevant throughout Phase II and will be addressed by the R4D-SP team, in close consultation with DRBFC senior staff. These strategic issues could form the basis of reviews held throughout R4D-SP implementation.

Operationalising RRMPIS	<ul style="list-style-type: none"> • R4D-SP will help raise awareness and operationalise the RRMPIS throughout MPWTC and beyond and provide capacity building in updating the RRMPIS. • R4D-SP will involve and train Municipal Public Works teams in planning and priority setting to help define the annual plans based on budget availability. • Once developed by the MPWTC, R4D-SP will help define how IRMIS (the new road database system) will be used for annual prioritisation taking into account changes in road condition, traffic characteristics, and priorities from other developments such as agricultural investment.
Planning and implementation cycle	<ul style="list-style-type: none"> • R4D-SP will finalise design guidelines and monitoring checklists together with DRBFC and discuss these with ADN and other stakeholders in the roads sector. These will also be translated into Tetun to facilitate this process. • R4D-SP will support DRBFC to develop a pipeline of 'procurement ready' priority projects annually.
Transition to an MPWTC program	<ul style="list-style-type: none"> • While the overall programme will be known as R4D, TA in the new phase will be known as R4D-SP (Support Program) • R4D-SP staff will strengthen working in an embedded way and ensure a phased hand over of roles and responsibilities to MPWTC counterpart staff. • To support the recognition that Phase II works are financed and managed by MPWTC, the Australian Embassy will work with project teams across Australia's bilateral aid program on a broader cross-program approach to communications. The rebranding of Australia's Phase II assistance to R4D-SP, seeks to address this issue.
Developing municipal capacity	<ul style="list-style-type: none"> • DRBFC is in the process of establishing local departments in each municipality. R4D-SP will advise on staffing requirements and operational resources for the local departments to be able to function efficiently. • In line with the recommendations of the RRMPIS, the R4D-SP will advise on the division of responsibilities between municipal and national structures of MPWTC and how the national level

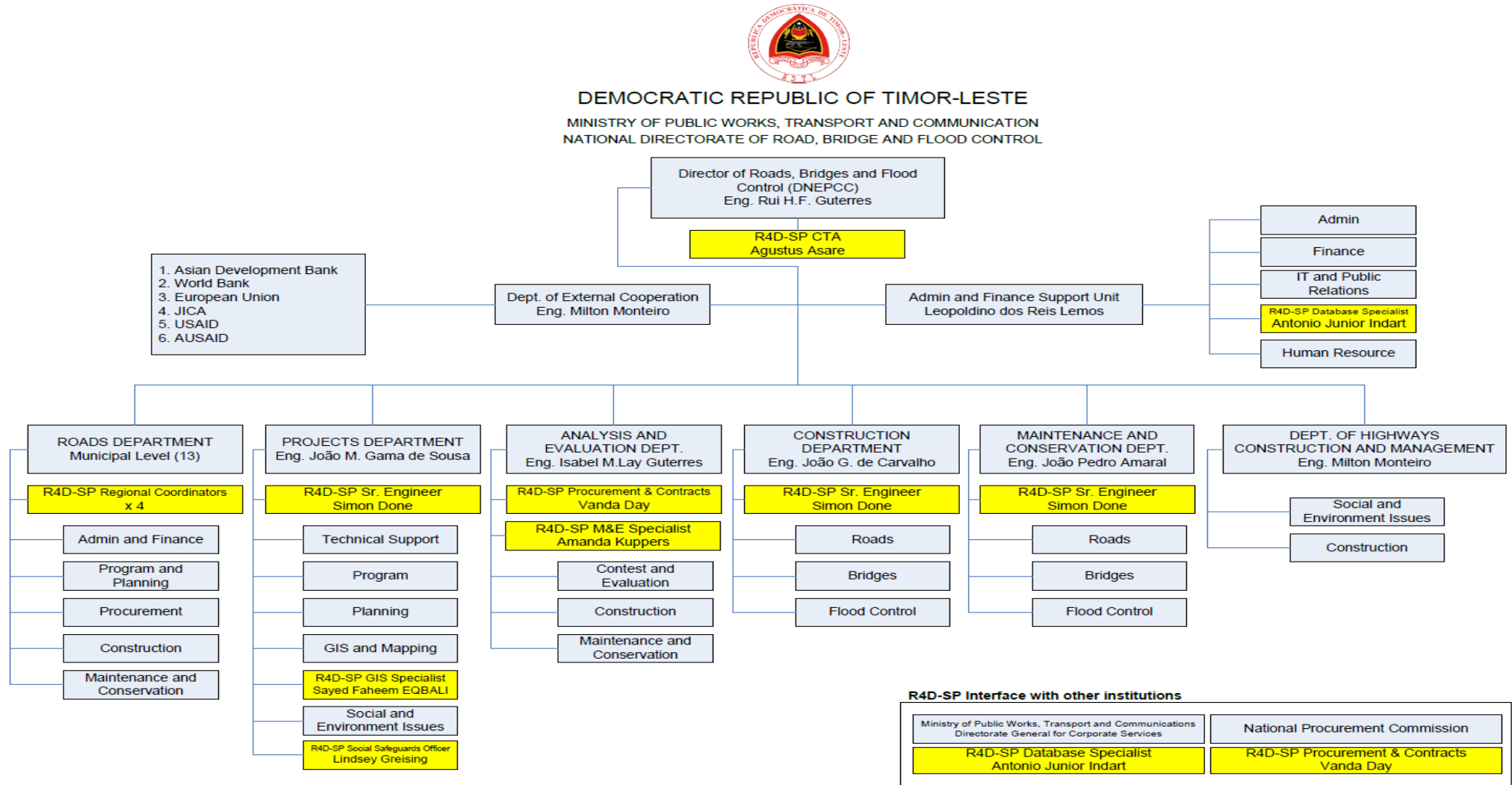
	<p>best support and improve the performance of municipal departments, including formal training and coordination.</p> <ul style="list-style-type: none"> • R4D-SP personnel will work with municipal teams in a mentoring role relationship.
Capacity building	<ul style="list-style-type: none"> • Training and capacity building will be guided by the capacity development officer that will be recruited to the R4D-SP team to facilitate a coaching and mentoring approach. • R4D-SP staff will be working side-by-side with counterparts within the functional areas to provide continuous on the job training. This may include better physical integration with the DRBFC staff. • Capacity development will be expanded to include the potential for training of trainers (MPWTC municipal staff) to pass on skills to both contractors and community groups.
Contractor payments and relationship with ADN	<ul style="list-style-type: none"> • R4D-SP will advise MPWTC, MPS, NPC, MoF and ADN at appropriate levels on measures to ensure timely payments to contractors. The Australian Embassy will collaborate with other stakeholders (ADB, WB etc.) to pursue appropriate advocacy efforts in support of broad program sustainability, including timely contractor payments. • R4D-SP will work with MPWTC, MPS, NPC and ADN to adopt and harmonise guidelines and templates. • R4D-SP will through the RRMPIS promote and facilitate coordination and clarification of mandates of various implementing agencies.
Collaborating with other donor programs	<ul style="list-style-type: none"> • R4D-SP will support MPWTC to coordinate activities in the rural roads sector, including regular consultations and collaboration between donors involved in both the roads sector, and those whose target areas impact upon and benefit from improved rural roads access. • The Australian Embassy will play an important role in facilitating coordination with other Australian-funded programs and with other donor-funded projects.
R4D-SP staffing	<ul style="list-style-type: none"> • R4D-SP will be strengthened by the addition of a Capacity Development Officer to develop strategies for capacity building and coaching. • R4D-SP advisors will focus on coaching and mentoring. R4D-SP staff will be embedded in MPWTC offices at national and municipal levels, and in the NPC office at the central level. • R4D-SP budget will include provisions for short-term inputs to provide additional skills that may be necessary in Phase II.

ANNEX 4. ORGANOGRAMS

Annex 4a: R4D-SP Organogram showing Interface with MPWTC/DRBFC



Annex 4b: Integration of R4D-SP TA Staff into MPWTC/DRBFC Organizational Structure



ANNEX 5. STAFFING PLAN AND DETAILED JOB DESCRIPTIONS

R4D-SP staff and management structures will be embedded within MPWTC, mainly within DFRBC. All R4D-SP staff will support the development of systems and capacities for management of rural roads within the existing DFRBC structure, at central and municipal levels, with the view to transitioning to fully government-led execution of R4D. Responsibilities of the Specialists regarding capacity development also include the planning and development/design of training modules and organising and conducting training in their fields of expertise, as well as the provision of on-the-job training, mentoring and coaching support.

A summary table of staff positions is included below, followed by revised Job Descriptions for all international long term positions.

Staff Positions	Working Months (wm)
Chief Technical Advisor (P5)	48
Capacity Development Officer (P3)	48
Senior Engineering Specialist (P4)	48
Database Specialist (P3)	48
GIS Specialist (P2)	48
M&E/Knowledge Management Specialist (P2)	48
Contract Management/ Procurement Specialist (P3)	48
Social Protection and Safeguards Officer (P2)	48
Regional R4D-SP Coordinators (4 positions – P2)	192
Junior Professional Officer (funded by member state)	192
Consultants (international)	16
Finance/Admin Assistant + Logistics Assistant	96
Drivers (15)	720
Field Financial/Administration Assistants (5), Translator (1), ICT (1)	336
Field Engineering Trainers (12)	576
Program/Finance Officers (1)	48
Consultants (national)	20

*All positions marked with P2, P3, P4 or P5 are international positions

Detailed job descriptions of the proposed key professional R4D-SP staff are presented in this Annex. While the CTA reports officially to the implementing organisation Country Director for Indonesia and Timor-Leste, all the other R4D-SP Specialists, with the exception of the Regional Coordinators, report to the CTA to whom they are accountable for their work. The Regional Coordinators are accountable for their work to the Senior Engineering Specialist. The head and regional offices of the implementing organisation (Timor-Leste, Jakarta, Bangkok and Geneva) will provide administrative, procurement, finance and HR support, while the Decent Work Technical Support Specialists based at the Regional Office in Bangkok will provide technical backstopping support.

In line with R4D-SP's immediate objectives and aligned with the GoTL's policy on the use of TA, all the Specialists and the CTA will have responsibilities regarding capacity development, implementation support and the provision of technical advice in their field of expertise. Responsibilities of the Specialists regarding capacity development also

include the planning and development/design of training modules and organising and conducting training in their fields of expertise, as well as the provision of on-the-job training, mentoring and coaching support.

Apart from the need to establish and maintain effective liaison and coordination with concerned external stakeholders, all Specialists will have to liaise with and coordinate closely within R4D and R4D-SP, i.e. with the various R4D-SP Specialists and with DRBFC counterpart staff.

All the professional staff positions have a number of required skills and competencies in common. To avoid repetition in the description of these required skills and competencies, they are mentioned here below but not repeated under the job descriptions for the individual positions. Common required skills and competencies are:

- Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment;
- Demonstrated ability to train, coach and mentor counterpart staff – within an individual, team and organisational context;
- Proven ability to work as a team player in large and diverse teams and to maintain a good balance between initiating activities and consulting, coordinating and liaising with stakeholders and other concerned parties;
- Demonstrated strong analytical and conceptual skills and the ability to prioritize assignments.
- Demonstrated excellent verbal and written communication skills.
- Excellent interpersonal and cross-cultural skills and gender sensitiveness.
- Good computing skills, at least in MS Word, MS Excel and MS PowerPoint.
- Excellent command of English. The ability to speak one of the local languages (Tetun, Portuguese and/or Bahasa Indonesia) is considered an asset for international positions. Incumbents for international positions have to be willing to learn one of the local languages. For national ILO Specialists, the incumbents are required to be fluent in the prevailing local language/dialect spoken in the area where they will be working).

R4D-SP will provide equal opportunities for the employment of women and men and people with a disability as program staff. R4D-SP will encourage the same approach by DRBFC.

As all of the key R4D-SP Specialists and Advisors will be involved in capacity development activities, it is important that these specialists and advisors have the necessary capacity development skills. Equally important is to ensure that the R4D-SP Specialists and the DRBFC counterpart staff are well aware of gender and other social protection and safeguards issues. R4D-SP will provide the opportunity – as required – to improve capacity development skills and provide training on social protection and safeguards issues for all R4D-SP staff and DRBFC counterpart staff who are expected to be engaged during later stages of the implementation of the program to become involved in in-house capacity development and/or the implementation of the Social Management Framework.

Chief Technical Advisor (P5) 48wm

The Chief Technical Advisor will be responsible for the overall management and technical implementation of the program, and will be leading the R4D-SP team. The Chief Technical Advisor will report directly to the implementing organisation Country Director for Indonesia and Timor-Leste. S/he will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DFRBC) of the Ministry of Public Works Transport and Communication (MPWTC). The Chief Technical Adviser shall work closely with the Minister of Public Works, Transport and Communications the Director General for Public Works, the Director General for Corporate Services and management at the Australian Embassy in Dili.

General duties

- The development of effective working relations with the varying stakeholders.
- Dissemination of information and advocacy about the program.
- Representation at donor meetings and international, regional and national seminars/conferences.
- Overall responsibility for the application of all social protection and safeguards and environmental safeguards.
- Participate in internal and external project reviews, meetings of steering committees, donor meetings, evaluations and monitoring missions, as and when required.

Technical duties

- Provide support to enhance standardised documents, systems and procedures for rural roads management.
- Provide oversight support and direction to capacity development/on-the-job training and mentoring of R4D-SP, MPWTC and Municipal staff with responsibility for rural roads.
- Participate in training, seminars and workshops as a resource person.
- Preparation and submit progress reports and other technical reports.
- Provide technical inputs to R4D and R4D-SP documents and provide policy advice.
- Participate in monitoring review and evaluation missions, conduct seminars, workshops and technical meetings, and provide inputs to manuals and training guidelines.
- Evaluate the efficiency and effectiveness of the project activities.
- Report on R4D-SP and R4D's progress, constraints and achievements.

Managerial duties

- Prepare terms of references for staff and consultants and actively participate and assist in recruitment activities and supervise/guide/assess their work.
- Establishment, management and internal/external coordination.
- Ensure the timely availability and optimal utilisation of project resources and inputs (financial, personnel, materials, vehicles and equipment).

Capacity Development Officer (P3) 48 wm

The Capacity Development Officer will ensure that all R4D-SP supported initiatives target and increase the opportunity for the development of competencies and capabilities in individuals, groups or organisations supported by R4D-SP. S/he will work in association with MPWTC/DRBFC at central and municipal levels to collaboratively manage capacity development initiatives supported by R4D-SP, including: guiding the capacity needs assessment and the development and implementation of a staged capacity development model as outlined in the design document and design update annex. The Capacity Development Officer will also have a key supporting role to develop required knowledge management within DRBFC. The Specialist will report directly to the Chief Technical Advisor of R4D-SP Program and will work in close collaboration with DFRBC and Don Bosco.

General duties

- Conduct training, seminars and workshops.
- Work with sub-national partners and stakeholders to ensure rural road management appropriately reflects local capacity and priorities where possible and appropriate.
- Guide knowledge management within DRBFC at central and municipal levels.
- Any other duties as assigned by the supervisor.

Technical duties

- Establish and manage an integrated Capacity Development Framework, including enhancing gender equity and other cross-cutting outcomes, in support of program initiatives. This includes an assessment of the current levels of capacity within partner agencies at national and sub-national level and the use of this information to assist R4D to finalise the Capacity Development Framework.
- Establish agreed and realistic targets for capacity development within the overall context of R4D and examine opportunities for linking identified targets to incentives supported by R4D-SP.
- Work with the CTA, M&E Officer and other specialists and partner agencies to ensure that capacity development impacts are appropriately monitored and reported. Also document opportunities for ongoing capacity development within the overall context of R4D.
- Document opportunities for applying and interpreting GoTL decentralisation policy for strengthening DRBFC's ability to meet sub-national needs and priorities;
- Liaise with key partner agencies to ensure that objectives and outcomes of R4D-SP appropriately reflect and take into account GoTL's policy and practices associated with decentralisation.
- Finalise and implement overall capacity development framework, including the implementation of the staged capacity development model – and the coordination of all capacity building activities of R4D.
- Guide the development and institutionalisation of decentralisation practices supporting rural road management and its development at the sub-national level.

Senior Engineering Specialist (P4) 48 wm

Roads Engineering Specialist will be responsible for all the engineering aspects related to the planning, design, technical documentation, contracting, implementation and quality control & assurance aspects of R4D-SP, including environmental aspects and strengthening capacities of laboratories for quality control & assurance. The Senior Engineering Specialist will report directly to the Chief Technical Advisor and will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DFRBC) in the Ministry of Public Works Transport and Communication (MPWTC).

General duties

- Conduct training, seminars, workshops, and technical meetings.
- Coordinate with internal/external stakeholders and projects to ensure complementarities of activities, synchronisation and standardisation of approaches and systems, and optimum utilisation of available resources for the preparation and implementation of the rural roads master plan and the delivery of the physical outputs.
- Any other duties as assigned by the supervisor

Technical duties

- Review existing guidelines, standards, procedures, criteria, specifications and formats related to the various engineering aspects of the planning and implementation of rural road works (including environmental aspects) and provide leading support in their adaptation, modification and/or development, as required.
- Provide capacity building inputs, implementation support and technical advice regarding the design, construction, rehabilitation and maintenance of rural road works.
- Review existing information and rural roads database systems (including road condition inventories) and provide capacity development inputs, implementation support and technical and conceptual advice regarding the required development, modification and application of such systems.
- Provide support in assessing capacity building requirements, developing and implementing the staged capacity development model in relation to rural investment planning.
- Support DFRBC to identify the key steps in the development and upkeep of the rural roads master plan.
- Provide technical inputs in the implementation of the rural roads master plan and guide the work of the various Specialists and counterparts involved (like the Database and GIS specialist and relevant DFRBC counterpart).
- Provide inputs to development of annual work plans related to physical rural road works.
- Direct and manage the Regional R4D-SP Coordinators to ensure that outputs are delivered in accordance with work plans, as per specifications and standards, within budget, time frames and in compliance with the environmental management framework for R4D.
- Provide inputs in the assessment of engineering-related capacity requirements (quality control and quality assurance), the development of the capacity development framework (for engineering aspects) and the implementation of the staged capacity building model.

Managerial duties

- Responsible for coordinating and providing technical and management support to Regional R4D-SP Coordinators and in charge of scheduling inputs to securing their timely outputs.
- Support capacity development and on-the-job mentoring of MPWTC and Municipal officials.

Database Specialist (P3) 48 wm

The Database Specialist will be responsible for the overarching MIS that will be used for planning, programming, budgeting and monitoring of investments in rural road works. The development of the system will build on already available systems within MPWTC, like the Project Monitoring and Control System (PMCS), the Unit-Cost Database System and the Road Condition Inventory Database System. The MIS will be a main operational tool in support of the knowledge management functionalities that will be developed (like data storage and analysis, reporting and other means of sharing and presenting information).

The Database Specialist will report directly to the Chief Technical Advisor of R4D-SP Program and will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DFRBC) and with the Directorate for Corporate Services (DCS) in the Ministry of Public Works, Transport and Communication (MPWTC).

General duties

- Participate in training, seminars and workshops as a resource person.
- Identify data and information requirements needed to enable planning, budgeting and programming of investments in road infrastructure, including road maintenance.
- Conduct technical and information-sharing meetings with stakeholders regarding the design and use of developed database systems.
- Any other duties as assigned by the supervisor.

Technical duties

- Develop an inventory and carry out an assessment of design and operational features of currently used systems for collecting, processing, analysing and disseminating data related to planning, budgeting and programming of investments in (rural road) infrastructure, including road maintenance.
- Analyse the main data flow processes relevant to the effective collection, storage, processing, analysis and reporting of data.
- In close consultation with the stakeholders develop and/or improve the design of the required database systems and its interface functions. As required, include standard security features, queries and reporting functions in the database system.
- Conduct tests to check the effectiveness, integrity, relevance, internal – and external consistency, and validity of the developed database systems and their data quality, and ensure compatibility with the GIS system being developed in parallel.
- Document the design and user guidelines of the developed and tested database systems.
- Provide training (including training-of-trainers) to intended users of the database systems regarding the design and the application of the database systems.
- Assist stakeholder database operators in the preparation of budgets for investments in road infrastructure.
- Assist the stakeholder database operators as and when required regarding troubleshooting.
- Prepare budgets and work plans for the development of the database systems and the required human resource capacities.
- Follow-up with stakeholders to facilitate data exchange.
- Assist in improving data collection procedures and formats and their standardisation; both vertically and horizontally.

GIS Specialist (P3) 48 wm

The GIS specialist will be responsible for the design, testing and operationalisation of an effective Geographic Information System that can be used as a supportive and complementary tool to the MIS. The GIS Specialist will report directly to the Chief Technical Advisor and will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DRBFC) in the Ministry of Public Works Transport and Communications (MPWTC).

General duties

- Participate in trainings, seminars and workshops as a resource person.
- Make arrangements for the procurement of computer hardware, software and supplies and for the repair and maintenance of computer equipment. Troubleshoot, and whenever possible resolve problems on-the-spot.
- Provide inputs into the implementation of various GIS development related activities.
- Provide on-the-job training and mentorship to MPWTC/DRBFC GIS counterparts.
- Any other duties as assigned by the supervisor

Technical duties

- Review and analyse existing GIS capabilities and operational tools.
- Develop, test and operationalise an effective GIS for use by DRBFC.
- Install, administer and update information/database systems (i.e. spatial and meta-databases) to ensure smooth operations of related GIS development and activities.
- Identify needs and conduct surveys for the development of the required geo-network for use in subsequent activities.

M&E/Knowledge Management Officer (P2) 48 wm

The M&E/Knowledge Management Officer will be responsible for the implementation of the R4D-SP M&E and Knowledge Management activities in accordance with R4D-SP M&E Strategy/Plan and Advocacy Strategy. S/he will also be responsible for the overall architecture of the performance management arrangements for R4D-SP which includes monitoring and assessing the progress and performance – against agreed indicators and/or work plans – related to R4D's immediate objective, scheduled inputs, planned activities, targeted outputs and established procedures, processes and standards. The M&E/Knowledge Management Specialist will report directly to the Chief Technical Advisor and will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DRBFC) in the Ministry of Public Works Transport and Communication (MPWTC).

General duties

- Participate in trainings, seminars and workshops as a resource person.
- Establish objectively measurable performance indicators.
- Support the establishment and operation of a Knowledge Management unit or Knowledge Management functionalities that will have responsibility for capturing, analysing and communicating a range of performance information about the rural roads sub-sector.
- Any other duties as assigned by the supervisor.

Technical duties

- Finalise the Logical Framework and the M&E Framework.
- Assess current levels of communication capacities, knowledge management, communication and knowledge sharing within MPWTC/DRBFC and between MPWTC/DRBFC and other stakeholders.
- Develop and implement a communications and knowledge management strategy which allows DRBFC and other key stakeholders to acquire and apply knowledge necessary to enhance GoTL's ability to manage the rural roads sub-sector.
- Liaise with key personnel within DRBFC and partner agencies to ensure that the objectives and outcomes of the program are effectively communicated and shared amongst key stakeholders and that they interface effectively within the whole-of-GoTL context. This should influence an increase in (demand driven) resource allocations to the rural roads sub-sector.
- Examine opportunities for strengthening demand driven linkages to program activities supported by R4D-SP and document opportunities for ongoing strengthening of partner agency liaison within the overall context of the program.
- Examine opportunities for linking identified targets to incentives supported by R4D-SP.
- Ensure that whole-of-GoTL perspectives with regard to the development and management of the rural roads sub-sector are effectively communicated and acted upon with the MoI and DRBFC operational environment.
- Establish a comprehensive baseline, with sex-disaggregated data, including a specific gender baseline, and gender sensitive indicators.
- Support analysis of performance data and the preparation of key reports.
- Develop and refine M&E tools and protocols.
- Contribute to the promotion of a 'performance culture' within DRBFC.
- Provide technical oversight of key M&E processes, including the development and refinement of tools/approaches.

Contracts Management/Procurement Specialist (P3) 48 wm

The Contract Management/Procurement Specialist will provide guidance regarding all procurement and contract management related issues and provide guidance and support in the modification, development, testing and/or operationalisation of systems and procedures related to procurement and contract management. The Contract Management/Procurement Specialist will also be responsible for the development and introduction of (labour-based) tendering and contracting procedures and guidelines. The Contract Management/Procurement Specialist will report directly to the Chief Technical Advisor and will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DRBFC) Directorate of Corporate Services in the Ministry of Public Works Transport and Communication (MPWTC). The Specialist will also work with Major Projects Secretariat and National Procurement Commission where funding for works is channelled through the Infrastructure fund. The Specialist will also liaise with National Development Agency.

General duties

- Participate in trainings, seminars and workshops as a resource person.
- Maintain office administrative files, accounts and official records.
- Advise on timeliness of payments to contractors and keep records of payments and commitments to contractors.
- Maintain and regularly update the R4D contract management database.
- Provide inputs to progress reports, in particular with regard to the status of contract physical progress, financial commitments and expenditures incurred for awarded contracts.
- Any other duties as assigned by the supervisor.

Technical duties

- Review current pre-qualification, tendering and contracting procedures and guidelines applied in the major labour-based and equipment-based rural infrastructure (rural roads) development programs and projects in Timor-Leste, both for GoTL-funded and donor-funded investments.
- Assess current technical and administrative capacities of MPWTC/DRBFC and the municipal authorities regarding pre-qualification, tendering and contracting of labour-based and equipment-based rural road infrastructure works.
- Develop/modify appropriate and practical guidelines, procedures and formats for tendering and contracting of labour-based works (including maintenance) to private contractors.
- Finalise tendering and contracting guidelines and procedures in consultation with the stakeholders and implementing partners/contractors.
- Provide specific recommendations for follow-up action and technical assistance that will be required regarding: a) training of contracts administrators; b) training of contractors; and c) institutionalisation of the labour-based contracting procedures and guidelines within MPWTC/DRBFC.
- Prepare tender documents, announcements to tender and other documentation related to tendering procedures, including documentation related to contract preparation and the processing and awarding of contracts and process variation orders on contracts.

Social Protection and Safeguards Officer (P2) 48 wm

The Social Protection and Safeguards Officer will be responsible for the coordination of community engagement initiatives and of the operationalisation of the program's Social Protection and Safeguards Framework. S/he will also support the knowledge management, advocacy and institutionalisation of social protection and safeguards practices, principles and guidelines supporting rural road management and development. The Officer will work closely with R4D-SP and MPWTC staff assigned to the program, in particular engineers, M&E officer, capacity development officer and MPWTC social protection and safeguards with supervisory responsibilities for community development officers. S/he will additionally coordinate with stakeholders and partners on social protection and safeguards related themes, in particular the ADB, World Bank, national disability organisations, women's organisations, SEM, and other DFAT funded rural and human development programs. The Social Protection and Safeguards Officer will report directly to the Chief Technical Advisor.

General

- Support MPWTC in developing and running its Social and Environmental Safeguards Section, including developing policies, frameworks, checklists, & action plans as necessary.
- Support, where possible, the MPWTC Gender Working Group and Gender Unit.
- Support the MPWTC in sharing information and best practice through the social protection and safeguards working group and other related fora.
- Any other duties as assigned by the supervisor

Technical

- Provide technical guidance and quality control on social protection and safeguards principles, particularly in the context of capacity building, the rural roads master plan, M&E, knowledge management and road work implementation.
- Guide the implementation of the social protection and safeguards framework, and its related survey and compliance monitoring tools. Support the monitoring and recording of the social protection and safeguards related data. Conduct regular missions to road project sites to support social protection and safeguards compliance and productive community contractor relationships, and to identify potential blockages and areas of improvement.
- Support the implementation of safety and health guidelines, including site risk assessment, as per the R4D site safety and health manual. Update the Social Protection and Safeguards Framework and the site safety and health manual based on lessons learned.
- Provide mentoring and oversight of Community Development Officers (CDOs) in implementing the Social Protection and Safeguards Framework.
- Lead efforts to increase social protection and safeguards compliance through awareness campaigns, policy development, and other initiatives.
- Work with the R4D-SP team to develop policies and responses to non-compliance issues.
- Assist in the conduct of group and individual training, coaching and mentoring to government counterparts, to enhance skills and knowledge on social protection and safeguards, including gender equality, disability inclusion, and safety and health on site
- Assist the R4D knowledge management and communications to obtain and publish disaggregated data which will allow GoA, GoTL and the program to assess and analyse the impact of infrastructure decisions within a community, gender equality and disability framework.
- Identify, monitor and advise relevant line agency with regard to any instances of land acquisition and the adequate implementation of compensation measures.

Regional R4D-SP Coordinators (P2) 4x48 w/m

The Regional R4D-SP Coordinators will be responsible for the technical management and implementation of all rural road initiatives at the sub-national level. The Regional R4D-SP Coordinators are responsible for the R4D-SP team in their assigned municipalities and overall coordination of the regional activities. The Regional R4D-SP Coordinators will report directly to the Senior Road Engineering Specialist and will work in close collaboration with the Directorate of Roads, Bridges and Flood Control (DRBFC) in the Ministry of Public Works Transport and Communication (MPWTC) and associated Municipal Directors.

General duties

- Coach and supervise the work of the DRBFC staff involved in the planning, design, cost-estimation and implementation of rural road works and provide capacity building support through classroom training, on-the-job training, mentoring and coaching support to DRBFC staff and contractors.
- Provide recommendations regarding the measurement, certification and payment of completed works.
- Any other duties as assigned by the supervisor.

Technical duties

- Assume the responsibility for the technical surveys, design, cost-estimation, implementation, supervision and quality control of construction works (including maintenance works) of sub-projects to which he/she will be assigned.
- Provide inputs in the preparation of bidding documents, evaluation and contracting of works, and handing-over of completed works to owners of the infrastructure.
- Provide key inputs regarding the selection of appropriate local resource-based approaches, technologies and construction methods (aligned with the environmental operational guidelines of the program) and recommended design specifications for identified, short-listed and/or selected sub-projects.
- Provide inputs in the preparation of work plans, progress reports and other technical or monitoring and evaluation reports, in relation to engineering activities.

ANNEX 6. BUDGET SUMMARY

Summary of four-year budget showing high-level breakdown of costs.

PROPOSED BUDGET GoA for R4D	AUD
International Experts and Consultants	12,435,429
Support Staff	1,700,572
Local Travel and Allowances	714,286
Missions	668,571
National Staff and Consultants	1,044,571
SUB-TOTAL PERSONNEL	16,563,429
Sub-contracts	1,285,714
Training and Workshops	1,085,714
Equipment	435,714
Operations and Maintenance	571,429
Sundries	1,971,190
SUB-TOTAL	21,913,190
Program Support Cost	2,848,715
Provision for Cost Increase	1,238,095
TOTAL GoA BUDGET	26,000,000

ANNEX 7. RESULTS FRAMEWORK

DESCRIPTION	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL Women and men in rural Timor-Leste are deriving social and economic benefits from improved road access	A. # of road users who have access to improved year-round motorable rural road access	<ul style="list-style-type: none"> Impact studies (including gender-disaggregated and disability-disaggregated data). (2 #) Annual independent MRG reviews Mid-term and final evaluation Field visits Traffic studies (8 #) 6-monthly Progress Reports 	<ul style="list-style-type: none"> No major destabilizing social, economic or political crisis No major natural disasters Rural road infrastructure development and maintenance remain key priorities for GoTL and are adequately resourced, in accordance with the annually updated RRRMPIS
	B. % change in travel times for transporting people, goods and services to social and economic facilities and services		
	C. % change in transportation costs for the transportation of people, goods and services		
	D. % change in volume of movement of people, goods and services		
	E. % change in availability/use of economic assets/services and social facilities/ services by local communities		
	F. Amount paid in wages to local workers on rehabilitation and routine maintenance projects due to R4D wage cash transfers to these workers		
	G. % change in local economic businesses in terms of establishment of new businesses and increase in turn-over of existing businesses		
	H. Change in accessibility (travel times, cost existence/use) to a variety of services, such as health/ambulance, education, training, etc.		
	I. # of person-days of employment created by end of Phase II (750,000)		
	J. % of Women and People with Disability(PWD) employed by end of Phase II (30% Women and 2% PWD)		
	K. Amount (and %) of wage cost to total cost of road projects by end of Phase II. (USD 6.2 million (and 15%)		

DESCRIPTION	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
END OF PROGRAM OUTCOME Selected rural communities throughout Timor-Leste are connected by rehabilitated and systematically maintained core rural roads, in line with the GoTL Rural Roads Master Plan	A. # of rural road rehabilitation and maintenance packages tendered by NPC and MPWTC per year, vis-à-vis targets set-out in the annually updated RRMPIS. (Not less than 30#/year)	<ul style="list-style-type: none"> • 6-monthly progress reports • 6-monthly Performance Dialogues • Annual independent MRG reviews • Mid-term and final evaluation • Approved GoTL annual budget for rural roads – R4D • Updated RRMPIS (4#) • GIS/IRMIS database • Field visits • NPC R4D procurement reports (4#) • MPS and CS contract management system 	<ul style="list-style-type: none"> • Rural road infrastructure development and maintenance are adequately resourced by GoTL, in line with the annually updated RRMPIS • Sufficient capacity available within NPC to procure the annual program of works • Sufficient staff and operational budget resources available in DRBFC to supervise the works • Payment delays to contractors are reduced substantially to mitigate the risk that local contractors are less interested to tender for R4D works
	B. # (and %) of completed rural road packages that meet technical standards per year (24# and 80%)		
	C. # (and %) of eligible bids per tendered package per year (3# and 60%)		
	D. # (and %) of rural road package contracts completed on time. (20# and 67%)		
	E. # of km of core rural rehabilitated roads maintained per year (and % of core rural road network), vis-à-vis the targets set-out in the annually updated RRMPIS. [Year 1: 400 km (20%), Year 2: 440 km (22%), Year 3: 480 km (24%), Year 4: 520 km (26%)].		
	F. # (and %) of sukus along R4D rehabilitated and maintained core rural roads-compared to total national sukus, vis-à-vis the targets set-out in the annually updated RRMPIS [Year 1: 130 (30%), Year 2: 150 (34%), Year 3: 170 (38%), Year 4: 190 (43%)].		

DESCRIPTION	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OUTCOME 1: ENABLING ENVIRONMENT Relevant GoTL agencies and development partners are collaborating to ensure an enabling environment for rural road asset management	1.1 Rural Road Policy: GoTL has adopted a Rural Roads Policy prepared by MPWTC	<ul style="list-style-type: none"> • 6-monthly progress reports • 6-monthly Performance Dialogue • Annual MRG reviews • Mid-term & final evaluation • Evidence of GoTL's formal endorsement of Rural Roads Policy • Minutes of annual inter-ministerial forum • Approved GoTL annual rural roads/R4D budget • Contract management system • Minutes of Development Partners meetings and Roads Working Group meetings 	<ul style="list-style-type: none"> • Continued priority given by the GoTL to rural road development and maintenance • Political willingness for inter-ministerial collaboration regarding rural roads • Continued interest of Development Partners to be engaged in supporting or influencing the rural roads sector
	1.2 Annual inter-ministerial forum: MPWTC is convening an annual inter-ministerial forum to agree on priorities for rural road rehabilitation and maintenance, and securing funding in line with the RRMPIS		
	1.3 Roads Working Group: A MPWTC-led Roads Working Group is meeting regularly with active participation by relevant donors and GoTL actors		
	1.4 Collaboration regarding contract execution: MPWTC is working effectively with relevant GoTL agencies (particularly ADN) to execute contracts for rural road works		
	1.5 Support by Development Partners: Development partners supporting or influencing the roads sector are meeting bi-annually to share information about plans, strategies and resources		

DESCRIPTION	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OUTCOME 2: PRIVATE SECTOR ENGAGEMENT Local civil works contractors are competing for rural roadwork tenders, and in implementation, are meeting technical standards, social and environmental legal and contractual safeguards	2.1 # of Tenders awarded (Tendering): Local civil works contractors are bidding on NPC and MPWTC tenders (30#)	<ul style="list-style-type: none"> • Tender Evaluation Reports • 6-monthly progress reports • Annual MRG reviews • Mid-term & final evaluation • Gender –disaggregated list from NPC of bidders for R4D contract packages • Training reports from training provider(s) • Contractor tracer studies • Contract Completion Reports • Minutes of meetings with contractors • Contract management system • Labourers’ surveys • Social and environmental safeguards compliance reports • Annual maintenance system reviews • Field visit reports 	<ul style="list-style-type: none"> • Significant reduction in delays of payment of contractors’ invoice to retain their interest in bidding for R4D works • Continued support to national training providers to provide contractors’ training and mentoring • Sufficient supervisory capacity of MPWTC at municipal level
	2.2 Training of contractors: The pool of trained and experienced civil works contractors is expanded to at least 150 100 firms by end of phase II project		
	2.3 # of Community maintenance groups contracted. Civil works contractors are appropriately engaging, supervising and strengthening Community Maintenance Groups (not less than 40 Groups per year)		
	2.4 Compliance to contractual safeguards 75% of contractors are complying fully with contractual obligations, including technical specifications and social and environmental safeguards (including risks of disaster and climate change).		

DESCRIPTION	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OUTCOME 3: MPWTC PERFORMANCE MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan	3.1 RRMPIS: MPWTC is annually updating the RRMPIS	<ul style="list-style-type: none"> • 6-monthly progress reports • Updated RRMPIS • Annual MRG reviews • Mid-term & final evaluation • DRBFC annual work plan, budget and workforce plan • Designs & cost-estimates of pipeline projects • NPC procurement reports • DRBFC GIS/MIS database and reports • MPWTC-approved DRBFC operational budget for R4D • DRBFC/CS list of staff responsible for R4D • Technical and safeguard Guidelines and Standards • Research Reports (2#.) • DRBFC inventory of available facilities for R4D • Traffic Studies Reports (8#.) • Agreements between GoTL agencies on standards and guidelines. • Integrated Road Management Information System (IRMS) • Field inspections/checks 	<ul style="list-style-type: none"> • Political willingness of concerned Government agencies to collaborate • Rural road infrastructure development and maintenance are adequately resourced by GoTL, in line with the annually updated RRMPIS • Sufficient operational budget and staffing resources allocated by MPWTC to DRBFC for R4D • Standards, guidelines and management systems developed or improved with support R4D phase I are used
	3.2 Annual work planning and budgeting: MPWTC is preparing annual plans and budgets for road rehabilitation and maintenance in accordance with RRMPIS		
	3.3 Designing and costing of projects: Annual road rehabilitation works are designed and costed to create a pipeline of 'procurement ready' packages		
	3.4 Procurement: MPWTC/NPC is managing procurement processes in line with the RRMPIS and approved GoTL protocols.		
	3.5 Rural Road Information Base: MPWTC has established an M&E unit and is routinely collecting and updating GIS/MIS data and reports on the status, condition and traffic characteristics of the rural road network		
	3.6 # of Municipal Public Works staff trained/mentored (Management of DRBFC Municipal Offices): MPWTC is managing and supporting the activities of Municipal Public Works Roads Department staff		
	3.7 # of Guidelines and Standards developed and implemented (5#): MPWTC is applying agreed upon guidelines and standards to the core rural roads network and is actively promulgating these among relevant GoTL agencies		
	3.8 # of Resourcing tools/systems developed and supported for DRBFC Operations: The DGCS within MPWTC is reliably using agreed systems for procurement, contract management, finance and human resource management to enable efficient DRBFC operations		
	3.9 Social and Environmental Safeguards compliance: MPWTC staff are enforcing contractual and legal social and environmental safeguards		

		<ul style="list-style-type: none"> • Social/Environmental Safe-guards compliance reports • Staff capacity development progress reports • Tools and systems in place 	
DESCRIPTION	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OUTCOME 4: Municipal Public Works Performance Municipal Public Works staff are ensuring the quality and timeliness of local rural road works	4.1 # of Municipal staff assigned to Rural Roads : Municipal offices include sufficient staff who are assigned to rural roads	<ul style="list-style-type: none"> • 6-monthly progress reports • Annual MRG reviews • Mid-term & final evaluation • MPWTC-approved DRBFC operational budget for R4D for municipal offices • DRBFC list of staff responsible for R4D and job descriptions • Minutes of meetings between municipal public works staff and municipal administrator's office staff • Field inspections/checks • Staff capacity development progress reports • Organizational Review Reports 	<ul style="list-style-type: none"> • Adequate proposal for annual budget and staffing requirements for Municipal Offices' R4D operations prepared and submitted in time by DRBFC to CS • Sufficient operational budget and staffing resources allocated by MPWTC to DRBFC for R4D works at Municipal Public Works Offices • Commitment of Municipal Public Works Offices and Municipal Administrator's Offices to collaborate and to coordinate activities
	4.2 Financial resources Municipal Offices: Municipal offices are adequately financially resourced annually to deliver road rehabilitation and maintenance works in accordance with the RRMPIIS		
	4.3 # of Municipal Public Works staff are engaging with Municipal Administrators on all aspects of road management from community consultation and prioritization through to implementation and asset maintenance		
	4.4 Strengthened Organizational systems: Municipal Public Works staff are using strengthened organizational systems in accordance with national protocols		
	4.5 Strengthened Supervision: Municipal Public Works staff are actively seeking supervision and resources from MPWTC/DRBFC at the national level		

Outcome 1: Relevant GoTL agencies and Development Partners are collaborating to ensure an enabling environment for rural road asset management

OUTPUTS AND OUTPUT INDICATORS	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Output 1.1: Development of Rural Road Policy by MPWTC supported		
<ol style="list-style-type: none"> 1. Consultations held with MPWTC and concerned Development Partners and other MPWTC TA to reach an agreement on roles, responsibilities and time-frame for the development of (Rural) Roads Policy 2. Support provided in development of a (Rural) Roads Policy as agreed with MPWTC and concerned Development Partners and other TA to MPWTC 	<ul style="list-style-type: none"> • Minutes of consultations and meetings related to the development of a (Rural) Roads Policy • Detailed work plan for development of (Rural) Roads Policy document based on consultations • Quarterly reports on provided technical support • (Rural) Roads Policy document 	<ul style="list-style-type: none"> • MPWTC, other TA providers to MPWTC and concerned Development Partners remain supportive of development of (Rural) Roads Policy
Output 1.2: Secretariat support for inter-Ministerial Forum provided		
<ol style="list-style-type: none"> 1. Facilitation support provided to MPWTC regarding the establishment of the inter-Ministerial Forum 2. Consultations held with MPWTC, other concerned Ministries, concerned Development Partners, and other MPWTC TA to reach an agreement on composition, roles, and responsibilities for inter-Ministerial Forum. 3. Formal GoTL agreement reached on establishment of the inter-Ministerial Forum, incl. its composition, its role and responsibilities, and the frequency of its meetings 4. Meetings of inter-Ministerial Forum conducted and decisions taken, as per the mandate of the Forum 	<ul style="list-style-type: none"> • 6-monthly progress reports • Formal GoTL agreement to establish the Forum, incl. its TOR and the Secretariat's TOR • Minutes of Forum meetings • Quarterly reports on provided technical support • RRMPIS annual progress reports 	<ul style="list-style-type: none"> • Political willingness of the GoTL in general and the concerned Government Agencies in particular to establish the Forum and to actively participate in its meetings
Output 1.3: Roads Working Group instigated and facilitated		
<ol style="list-style-type: none"> 1. Facilitation support provided to MPWTC regarding the establishment of the Roads Working Group 	<ul style="list-style-type: none"> • 6-monthly progress reports • Formal agreement on establishment of the Roads Working Group, incl. its TOR 	<ul style="list-style-type: none"> • Political willingness of MPWTC and concerned government agencies to establish a Roads Working Group and actively participate in the meetings of the Group

OUTPUTS AND OUTPUT INDICATORS	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
2. Consultations held between MPWTC, other concerned Government agencies, Development Partners and other MPWTC TA on the composition and roles and responsibilities of the Roads Working Group 3. Formal agreement reached on establishment of Roads Working Group, its composition, role and responsibilities and the frequency of its meetings 4. Meetings of Roads Working Group conducted	<ul style="list-style-type: none"> Quarterly reports on provided technical support Minutes of meeting Roads Working Group 	
Output 1.4: Technical Advice provided to ensure successful execution of road contracts		
1. Advice provided to ADN regarding streamlining payments to contractors 2. Advice provided to DRBFC at central and municipal level on required operational budget, recruitment and hiring of staff, staff input requirements and the planning of the different activities in the project execution cycle 3. Advice provided to national training provider(s) involved in capacity building of local contractors regarding contents of training modules and coaching/mentoring activities 4. Advice provided to MPWTC at central and municipal level on the use of key systems, processes, standards and guidelines required for the effective execution of contracts 5. Ongoing technical advice and facilitation support provided to MPWTC, DRBFC, and CS through regular internal coordination meetings with MPWTC, DRBFC, CS, and other MPWTC TA	<ul style="list-style-type: none"> 6-monthly progress reports Written proposals and advice Formal approvals/response from MPWTC/DRBFC/CS and other involved government agencies on provided proposal and advice Minutes of regular coordination meetings Quarterly reports on provided technical support 	<ul style="list-style-type: none"> Political willingness of MPWTC and concerned Government agencies to adapt and institutionalize effective systems, processes, standards and guidelines to facilitate the execution of contracts Allocation of sufficient number of staff with adequate educational and professional qualifications, along with sufficient operational budget to DRBFC to supervise contract execution Continued availability of sufficient capacity among the training provided to provide training and mentoring/coaching to local contractors

OUTCOME 2: Local civil works contractors are competing for rural roadwork tenders, and in implementation, are meeting technical standards and social and environmental legal and contractual safeguards

OUTPUTS AND OUTPUT INDICATORS	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Output 2.1: Training provided and institutionalization, standardization and capacity development for training and mentoring of local civil works contractors in line with the recommendations of the RRMPIS		
<ol style="list-style-type: none"> 1. MPWTC supported in undertaking collaboration and consultation activities with the planned successor of the EU-funded ERA project, INDMO, IADE, concerned GoTL stakeholders, Development Partners, Chambers of Commerce and Industry (CCI), the Contractors Association (AECCOP), and other concerned agencies and partners regarding the standardization, institutionalization and capacity development for training and mentoring of civil works contractors 2. MPWTC supported in undertaking advocacy activities with concerned agencies and partners regarding the standardization, institutionalization and capacity development for training and mentoring of civil works contractors 3. Advice provided to the inter-Ministerial Forum regarding supporting the development, standardization and institutionalization of the capacity of the private training providers 4. Facilitation support provided for consultations between MPWTC, CCI, AECCOP, IADE, INDMO, the successor to ERA and other concerned agencies regarding capacity development requirements of local contractors 5. Direct on-the-job training and classroom training on bid preparation provided to local contractors 	<ul style="list-style-type: none"> • 6-monthly progress reports • Written proposals and advice • Annual MRG reviews • Mid-term and final evaluation • Minutes of meetings/consultations • Official documentation regarding measures related to standardization institutionalization and capacity development for the training and mentoring of local contractors • Training/mentoring programmes • Training/mentoring modules • Quarterly capacity development progress reports • Contractors' tracer studies 	<ul style="list-style-type: none"> • Political willingness between the various government agencies and other concerned parties to coordinate and collaborate • Establishment of inter-Ministerial Forum
Output 2.2: Technical advice and coordination support provided to NPC, ADN, MPS, MoF, MPWTC, the Office of the Coordinating Minister of Economic Affairs, other GoTL agencies, AECCOP, INDMO and CCI to ensure that appropriate private sector incentives are in place, including predictable annual budgets for the rural roads sector, an effective system for contractors classification, and transparent and uniform tendering and bid-evaluation procedures that provide value-for-money		

OUTPUTS AND OUTPUT INDICATORS	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<ol style="list-style-type: none"> 1. Advice provided on an annual basis to MPWTC and the inter-Ministerial Forum regarding annual RRMPIS budget requirements for capital works, taking into account achieved progress and the evolving capacities of the local contractors 2. Advice provided to MPWTC regarding further improving the contractors' classification system – to align with requirements associated with the use of labour-based work methods and technologies 3. Facilitation and coordination support provided for consultations between MPWTC, CCI, AECCOP, IADE, INDMO, the successor to ERA and other concerned agencies regarding tendering and bid-evaluation modalities and contracting formats/systems 4. Ongoing technical advice and facilitation support provided to MPWTC through regular internal coordination meetings with MPWTC and other MPWTC TA 	<ul style="list-style-type: none"> • Written proposals and advice • 6-monthly progress reports • Annual MRG reviews • Mid-term and final evaluation • Minutes of meetings/consultations • Inspection of contractors' classification system • Tendering and bid-evaluation documentation and reports • Typical contract templates • Minutes of regular coordination meetings 	<ul style="list-style-type: none"> • Political willingness between the various government agencies and other concerned parties to coordinate and collaborate • Establishment of inter-Ministerial Forum

OUTCOME 3: MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan

OUTPUTS AND OUTPUT INDICATORS	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Output 3.1: On-the-job training, classroom training, and mentoring provided to MPWTC staff in core capabilities provided (planning, budgeting, GIS/MIS), technical design, procurement, technical supervision, etc.)		
<ol style="list-style-type: none"> 1. Staff training/mentoring plan - prepared to strengthen MPWTC's capacities in core areas at central and municipal level, in close consultation with MPWTC – based on an assessment of needs and taking into account priorities 2. M&E Plan to assess progress in training/mentoring prepared 3. Plan developed for preparation of training/mentoring guidelines 4. Training/mentoring provided as per plan 5. Progress and achievements of training/mentoring activities monitored and evaluated in accordance with M&E plan 6. Training/mentoring guidelines prepared as per plan 7. Training/mentoring guidelines used in training/mentoring activities R4D-SP TA staff effectively embedded within the MPWTC organizational structure 	<ul style="list-style-type: none"> • 6-monthly progress reports • Annual MRG reviews • Mid-term and final evaluation • Training/mentoring plan • Training/mentoring M&E plan • Training/mentoring guidelines • Quarterly reports on training/mentoring activities (training/mentoring M&E reports) 	<ul style="list-style-type: none"> • Sufficient number of trainable staff with adequate formal educational and professional qualifications available and interested in training • Active support from the management in MPWTC for the implementation of the training and mentoring activities
Output 3.2: Technical advice provided to support key products or technical processes		
<ol style="list-style-type: none"> 1. Systems strengthening and development plan for phase 2 of R4D prepared in close consultation with MPWTC (including systems for planning – e.g. GIS, IRMIS, budget planning, work planning, workforce planning -, surveying, designing & cost-estimation, procurement, contract management, supervision & quality control/systems) 2. Integrated Road Management Information System (IRMS) developed and in use by MPWTC. 3. M&E plan developed – in close consultation with MPWTC – for monitoring and evaluating the progress/achievements in the development and application of the various systems. 4. Ongoing technical advice and facilitation support provided to MPWTC through regular internal coordination meetings with MPWTC and other MPWTC TA 5. R4D-SP TA staff effectively embedded in MPWTC organizational structure 	<ul style="list-style-type: none"> • 6-monthly progress reports • Annual MRG reviews • Mid-term and final evaluation • Systems development plans • Inspection of systems and their application • Integrated Road Management Information System (IRMS) • Quarterly systems M&E reports • Minutes of regular coordination meetings 	<ul style="list-style-type: none"> • Sufficient number of staff with adequate formal educational and professional qualifications available and interested in being involved in systems development and trained on the application of the systems • Active support from the management in MPWTC for the development of system and related staff training

OUTCOME 4: Municipal Public Works staff are ensuring the quality and timeliness of local rural road works

OUTPUTS AND OUTPUT INDICATORS	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Output 4.1: On-the-job training, classroom training, and mentoring provided to Municipal Public Works staff provided on different aspects of the management and supervision of rural road works contracts and on generic management/supervision requirements (e.g. communication and conflict resolutions skills)		
<ol style="list-style-type: none"> 1. Training and mentoring plans prepared in consultation with Municipal Public Works offices based on identified priority areas of training/mentoring and conducted needs assessment M&E Plan to assess progress in training/mentoring prepared 3. Training and mentoring activities implemented as planned 4. M&E activities undertaken as planned 5. R4D-SP TA staff effectively embedded within the MPWTC organizational structure 	<ul style="list-style-type: none"> • 6-monthly progress reports • Annual MRG reviews • Mid-term and final evaluation • Training/mentoring plan • Training/mentoring M&E plan • Quarterly reports on training/mentoring activities (training/mentoring M&E reports) 	<ul style="list-style-type: none"> • Sufficient number of staff with adequate formal educational and professional qualifications available and interested in training • Active support from the management in MPWTC/DRBFC for the implementation of the training and mentoring activities
Output 4.2: On-the-job training, classroom training and mentoring provided to Municipal Public Works staff on the application of key systems/procedures related to surveying and designing & cost-estimating of contract packages and the management and supervision of rural road works contracts		
<ol style="list-style-type: none"> 1. Training and mentoring plans prepared in consultation with Municipal Public Works offices regarding the application of systems and procedures for surveying, designing & cost-estimation, supervision, quality control and management of rural road work contracts 2. On-the-job training and classroom training provided on the application of key systems and procedures for surveying, designing & cost-estimating, the management and supervision of contracts (e.g. quality assurance & quality control systems, contract management in terms of budget control, timeliness, compliance to safeguards, contractors' legal requirements, penalties, etc.). 3. R4D-SP TA staff effectively embedded within the MPWTC organizational structure 	<ul style="list-style-type: none"> • 6-monthly progress reports • Annual MRG reviews • Mid-term and final evaluation • Site observations • Inspection of the used systems • Produced survey reports, designs, cost-estimates, supervision reports, minutes of meeting with contractors, etc. • Quarterly reports on training/mentoring activities 	<ul style="list-style-type: none"> • Sufficient number of staff with adequate formal educational and professional qualifications available and interested in being involved in systems development and trained on the application of the systems • Active support from the management in MPWTC for the application of the systems and the training of municipal public works staff in the application of the systems

ANNEX 8. RISK REGISTER: RISKS AND RISK MITIGATION MEASURES

Key Risks AS OF AUGUST 2016 RISKS MARKED IN GREY ARE CONSIDERED HIGH RISKS		Impact (1)	Likelihood (2)	Seriousness 1x2	Scores Impact and Likelihood: 1: Low 2: Medium 3: High	Scores Seriousness ≤ 3: Low 4-6: Medium 9: High	Mitigation measures	Note: Risks are listed per Goal, Outcome and Output, following the exact list and order as the risks are listed in the R4D results framework
GOAL: Women and men in rural Timor-Leste are deriving social and economic benefits from improved road access								
1	Major destabilizing social, economic or political crisis	3	1	3			<ul style="list-style-type: none"> Risks will be monitored regularly by R4D-SP in coordination with UNCT at national and local level. Should conflict arise, the UNCT, ILO and DFAT will jointly decide on the course of action. R4D, through providing substantial short-term employment opportunities to the local population – as well as long-term employment opportunities through the impacts of rural roads access – is expected to contribute to reducing the risk of civil unrest 	
2	Major natural disasters	3	1	3			<ul style="list-style-type: none"> Adequate construction specifications –taking into account expected effects of climate change in Timor-Leste related to rainfall patterns - and environmental safeguards will be applied to minimize erosive effects of rainfall-related natural disasters (using available ILO guidelines and relevant guidelines of other Development Partners). The maintenance regime that R4D will apply will reduce possible adverse effects of heavy rains and floods on the condition of the roads 	
3	Rural road infrastructure development and maintenance are no longer a key priority for the GoTL and are not adequately resourced	3	1	3			<ul style="list-style-type: none"> Continuation of the policy dialogue, drawing on and demonstrating the outputs, effects and impacts of R4D, to further strengthen the political commitment to investments in rural roads. Ongoing support to develop an enabling environment for collaboration between relevant GoTL agencies and development partners to support adoption of Rural Roads Policy and ongoing coordination around implementation that are expected to help to mitigate the effects of changes in government Through advocacy during phase I, the ILO-R4D TA and DFAT have been able to influence and advise GoTL on budget allocations for R4D (GoTL contributions have been according to agreement between GoA and GoTL for phase I). Advocacy activities and technical advisory services regarding required budget allocations and the implementation of the RRMPIIS will be continued. It is expected that, with the Council of Ministers' approval of the RRMPIIS and DFAT's conditionality of a minimum annual budget allocation by the GoTL for R4D capital works, adequate financial resources will be available during phase II. R4D is recognized by the GoTL as one of its priority programs, its objectives are aligned with the GoTL Strategic Development Plan (SDP) and R4D is explicitly referred to in the Program of the Constitutional Government as its key instrument for the development of the rural roads sector. This is an indication of the high priority given by the GoTL to R4D. In case of a shortfall in the minimum required funding contributions from the GoTL, DFAT and ILO will jointly decide on follow-up action with GoTL/MPWTC through the consultation/coordination mechanisms between DFAT/R4D-SP and GoTL/MPWTC that will be put in place. 	
END OF PROGRAM OUTCOME: Selected rural communities throughout Timor-Leste are connected by rehabilitated and systematically maintained core rural roads, in line with the GoTL RRMPIIS								
4	Rural road infrastructure development and maintenance are not adequately resourced	3	1	3			<ul style="list-style-type: none"> See #3 	
5	Not sufficient capacity available within NPC to procure the annual program of works	3	1	3			<ul style="list-style-type: none"> Capacity development support to NPC is already been provided by the R4D ILO-TA and before the end of December 2016 the ILO-R4D TA will facilitate consultations with NPC and MPWTC to discuss and prepare a capacity strengthening plan for NPC – including an exit strategy – for phase II of R4D. 	

Key Risks AS OF AUGUST 2016		Impact (1)	Likelihood (2)	Seriousness 1x2	Scores Impact and Likelihood:	Scores Seriousness	Mitigation measures	Note: Risks are listed per Goal, Outcome and Output, following the exact list and order as the risks are listed in the R4D results framework
RISKS MARKED IN GREY ARE CONSIDERED HIGH RISKS					1: Low 2: Medium 3: High	≤ 3: Low 4-6: Medium 9: High		
					<ul style="list-style-type: none">Experiences from the procurement of R4D works through NPC in 2016 indicate that capacity constraints within NPC are not a big risk – given proper planning and sufficient lead time (which will be available – following the recommendations of the RRMPIIS regarding the time-line and duration of the various steps in project preparation, procurement and implementation)			
6	Not sufficient staff and operational budget resources available in DRBFC to supervise the works	3	1	3	<ul style="list-style-type: none">A requirement of the GoA for phase II of R4D is that MPWTC, as a minimum requirement, allocates a specified number of staff at central and municipal level who will be responsible for the supervision of the work. R4D-SP will continue to strengthen the capacity of these staff to ensure that the required supervisory capacity is in placeA requirement of the GoA for phase II of R4D is that MPWTC, as a minimum requirement, allocates sufficient operational funds to enable DRBFC to supervise R4D worksR4D-SP and DFAT-Dili will closely monitor the availability of sufficient resources within DRBFC to enable proper supervision of the works. In case issues are detected, R4D-SP and DFAT-Dili will jointly decide on follow-up action and engage with MPWTC/DRBFC with the aim of resolving identified resourcing issues.			
7	Payment delays to contractors which risks that contractors are less interested to tender for R4D works	3	3	9	<ul style="list-style-type: none">ADN and MPWTC recognize this problem and ADN has indicated that it will put a more efficient system in place from 2017 onwardsADN has invited DRBFC and ILO-R4D TA to provide advice on how to improve the payment system and the ILO-R4D TA will support DRBFC in providing such adviceR4D-SP and DFAT-Dili will closely monitor the issue of payments to contractors and will decide on follow-up action with GoTL/ADN/MPWTC in case no substantial improvement is observed and contractors are less interested to bid for R4D works.			
OUTCOME 1: Relevant GoTL agencies and development partners are collaborating to ensure an enabling environment for rural road asset management								
8	No continued priority by the GoTL to rural road development and maintenance	3	1	3	<ul style="list-style-type: none">See # 3			
9	No political willingness for inter-ministerial collaboration regarding rural roads	3	2	6	<ul style="list-style-type: none">The Council of Ministers has endorsed the RRMPIIS, which also includes arrangements for inter-ministerial collaboration, indicating the GoTL’s willingness to establish inter-ministerial coordination for R4DFormal and informal inter-ministerial coordination mechanisms already exist and R4D-SP, DFAT-Dili, other relevant DFAT-supported programs and other stakeholders (incl. development partners) will continue to advocate for inter-ministerial collaboration on R4D, using their access to these existing coordination mechanisms (and the GoTL agencies that participate in these coordination mechanism)Through the inter-Ministerial Forum and the Roads Working Group that will be established, substantial scope for inter-ministerial collaboration at strategic and operational level will be created.R4D-SP and DFAT-Dili will closely monitor inter-ministerial coordination regarding R4D and will, in case issues are detected, decide on a follow-up action			
10	No continued interest of development partners to be engaged in supporting or influencing the rural roads sector	2	1	2	<ul style="list-style-type: none">A number of development partners have expressed their interest to support the implementation of the RRMPIIS and R4D-SP and DFAT-Dili will actively engage with these development partners soliciting their support in influencing the rural road sector, in line with the recommendations of the RRMPIIS			
OUTCOME 2: Local Civil Works Contractors are competing for rural roadwork tenders, and in implementation, are meeting technical standards and social and environmental legal and contractual safeguards								
11	No significant reduction in delays of payment to contractors invoices, leading to insufficient interest	3	3	9	<ul style="list-style-type: none">See # 7			

Key Risks AS OF AUGUST 2016		Impact (1)	Likelihood (2)	Seriousness 1x2	Scores Impact and Likelihood: 1: Low 2: Medium 3: High	Scores Seriousness ≤ 3: Low 4-6: Medium 9: High	Mitigation measures	Note: Risks are listed per Goal, Outcome and Output, following the exact list and order as the risks are listed in the R4D results framework
RISKS MARKED IN GREY ARE CONSIDERED HIGH RISKS								
	among contractors to bid for R4D works							
12	No continued support to national training providers to provide contractors' training and mentoring	3	1	3			<ul style="list-style-type: none"> The EU has confirmed its commitment to continue its support for supporting the capacity development of national training providers that are certified to provide training to local civil works contractors (using labour-based work methods and technologies) and R4D-SP will work close with this upcoming project (the successor to ERA. This new project is scheduled to start as of January 2017 and will be embedded with DRBFC to enable fostering strong linkages with MPWTC in terms of capacity development requirements of local contractors) 	
13	Insufficient supervisory capacity of MPWTC at municipal level	3	1	3			<ul style="list-style-type: none"> See # 6 	
OUTCOME 3: MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan								
14	No political willingness of concerned Government agencies to collaborate	3	2	6			<ul style="list-style-type: none"> See # 9 	
15	Rural road infrastructure development and maintenance are not adequately resourced by GoTL, in line with the annually updated RRMPIIS.	3	1	3			<ul style="list-style-type: none"> See # 3 	
16	Insufficient operational budget and staffing resources allocated by MPWTC to DRBFC for R4D	3	1	3			<ul style="list-style-type: none"> See # 6 	
17	Developed/improved standards, guidelines or management systems are not used	3	1	3			<ul style="list-style-type: none"> R4D-SP will continue to actively advocate for, engage with, and provide technical advice and support to MPWTC and other involved agencies for the application of improved and developed systems, standards and guidelines. The Roads Working Group, the inter-ministerial Forum and other existing informal and formal GoTL and Development Partners coordination/collaboration mechanisms will be used to promote the application of uniform and effective standards, guidelines and systems. As the endorsed RRMPIIS makes reference to various key guidelines, standards and systems to be used, and considering the interest, involvement and commitment shown by MPWTC during phase I in applying the systems, standards and guidelines, this risk is not considered as a major risk. 	
OUTCOME 4: Municipal Public Works staff are ensuring the quality and timeliness of local rural road works								
18	No adequate proposal for annual budget and staffing requirements for Municipal Offices' R4D operations prepared and submitted in time by DRBFC to CS	3	1	3			<ul style="list-style-type: none"> R4D-SP will provide technical advice and training to DRBFC regarding the preparation of proposals for staffing and operational budget, as was done during phase I Closely monitoring and reporting on the preparation of proposals for staffing and operational budget by the R4D-SP TA to the R4D-SP management in Dili, and follow-up by R4D-SP Dili with DRBFC/MPWTC 	
19	Insufficient operational budget and staffing resources allocated by	3	1	3			<ul style="list-style-type: none"> See # 6 	

Key Risks AS OF AUGUST 2016		Impact (1)	Likelihood (2)	Seriousness 1x2	Scores Impact and Likelihood:	Scores Seriousness	Mitigation measures	Note: Risks are listed per Goal, Outcome and Output, following the exact list and order as the risks are listed in the R4D results framework
RISKS MARKED IN GREY ARE CONSIDERED HIGH RISKS					1: Low 2: Medium 3: High	≤ 3: Low 4-6: Medium 9: High		
	MPWTC to DRBFC for R4D works at Municipal Public Works Offices							
20	Insufficient commitment of Municipal Public Works Offices and Municipal Administrator’s Offices to collaborate and coordinate activities	3	1	3			<ul style="list-style-type: none">Advocacy and technical advice by R4D-SP to MPWTC/DRBFC at central level regarding clarification of roles and responsibilities of Municipal Public Works Offices and regarding required management coordination between DRBFC management at central level and Municipal Public Works Offices and required DRBFC directivesActive involvement by R4D-SP staff at municipal level of the staff of the Municipal Public Works OfficesClosely monitoring and reporting on the involvement of DRBFC Municipal staff by the R4D-SP TA to the R4D-SP management in Dili, and follow-up by R4D-SP Dili with DRBFC/MPWTC in case of experienced lack of commitments at municipal levelContinued facilitation by R4D-SP staff at municipal level of coordinating activities between Public Works and the Office of the Municipal AdministratorAt central level, facilitation by R4D-SP of coordination between MPWTC/DRBFC and the Ministry of State Administration regarding the establishment/formalization of coordination arrangements between Municipal Public Works Offices and the Offices of the Municipal Administrators	
Output 1.1: Development of Rural Road Policy by MPWTC supported								
21	MPWTC, other TA providers to MPWTC and concerned Development Partners no longer supportive of development of a (Rural) Roads Policy	2	1	2			<ul style="list-style-type: none">MPWTC, other MPWTC TA providers and Development Partners have expressed their interest and support in developing a (Rural) Roads PolicyThe endorsed RRMPIIS makes reference to the need of developing a (Rural) Roads Policy.R4D-SP will facilitate coordination between MPWTC/DRBFC, other MPWTC/DRBFC TA providers and Development Partner regarding the development of a (Rural) Roads PolicyR4D-SP will, as required, provide short-term technical advisory services regarding the development of a (Rural) Roads Policy	
Output 1.2: Secretarial support for inter-Ministerial Forum provided								
22	No political willingness of GoTL in general and concerned Government Agencies in particular to establish the Forum and to actively participate in its meetings	3	1	3			<ul style="list-style-type: none">See # 9, # 10, # 12Continued advocacy and information sharing activities, including the dissemination of information about the endorsed RRMPIIS (which includes the requirement of an inter-Ministerial Forum and Roads Working Group) to concerned stakeholders at central and municipal level (and including the official launch of RRMPIIS by MPWTC – supported by R4D-SP)	
Output 1.3: Roads Working Group instigated and facilitated								
23	No political willingness of GoTL in general and concerned Government Agencies in particular to establish the Roads Working Group and to actively participate in its meetings	3	1	3			<ul style="list-style-type: none">See # 22	
Output 1.4: Technical advice provided to ensure successful execution of contracts								
24	Political willingness of MPWTC and concerned Government agencies to adapt and institutionalize effective	3	1	3			<ul style="list-style-type: none">See # 9, # 17, # 20, # 22	

Key Risks AS OF AUGUST 2016		Impact (1)	Likelihood (2)	Seriousness 1x2	Scores Impact and Likelihood:	Scores Seriousness	Mitigation measures	Note: Risks are listed per Goal, Outcome and Output, following the exact list and order as the risks are listed in the R4D results framework
RISKS MARKED IN GREY ARE CONSIDERED HIGH RISKS					1: Low 2: Medium 3: High	≤ 3: Low 4-6: Medium 9: High		
	systems, processes, standards and guidelines to facilitate the execution of contracts							
25	Not sufficient allocation of staff and operational budget to supervise contract execution	3	1	3	• See # 6, # 18, # 20			
26	No continued availability of sufficient capacity among the training providers to provide training and mentoring/training to local contractors	3	1	3	• See # 12			
Output 2.1: Training provided and institutionalization, standardization and capacity development for training and mentoring of local civil works contractors in line with the recommendations of the RRMPIs								
	Risks # 13, # 14 and # 15 apply							
27	No political willingness between the various government agencies and other concerned parties to coordinate and collaborate	3	1	3	• See # 9, # 10, # 12, # 17, # 17, # 20, # 22 • Active facilitation support by R4D-SP in establishing and supporting coordination with INDMO, IADE, CCI, PNDS, and AECCOP and providing technical advisory support			
28	No establishment of inter-Ministerial Forum	3	1	3	• See # 22			
Output 2.2: Technical advice and coordination support provided to NPC, ADN, MPS, MoF, MPWTC, the Office of the Coordinating Minister of Economic Affairs, other GoTL agencies, AECCOP, INDMO and CCI to ensure that appropriate private sector incentives are in place, including predictable annual budgets for the rural roads sector, an effective system for contractors classification, and transparent and uniform tendering and bid-evaluation procedures that provide value-for-money								
29	No political willingness between the various government agencies and other concerned parties to coordinate and collaborate	3	1	3	• See # 27			
30	No establishment of inter-Ministerial Forum	3	1	3	• See # 28			
Output 3.1: On-the-job training, classroom training, and mentoring provided to MPWTC staff in core capabilities provided (planning, budgeting, GIS/MIS), technical design, procurement, technical supervision, etc.)								
31	Insufficient staff with adequate formal education and professional	3	1	3	• See # 6 • R4D-SP actively engages MPWTC on staff recruitment and hiring.			

Key Risks AS OF AUGUST 2016		Impact (1)	Likelihood (2)	Seriousness 1x2	Scores Impact and Likelihood: 1: Low 2: Medium 3: High	Scores Seriousness ≤ 3: Low 4-6: Medium 9: High	Mitigation measures	Note: Risks are listed per Goal, Outcome and Output, following the exact list and order as the risks are listed in the R4D results framework
RISKS MARKED IN GREY ARE CONSIDERED HIGH RISKS								
	qualifications available and not interested in training						<ul style="list-style-type: none"> R4D-SP actively engages MPWTC staff and management in the preparation of training & mentoring programs R4D-SP actively engages the management of MPWTC/DRBFC to advise on an enabling environment for training and mentoring of staff R4D-SP closely monitors the involvement of MPWTC staff in training. In case of identified constraints, consultations with DFAT-Dili and/or MPWTC/DRBFC management will be initiated aiming at resolving the constraints 	
32	No active support from the management in MPWTC for the implementation of the training and mentoring activities	3	1	3			<ul style="list-style-type: none"> See # 31 	
Output 3.2: Technical advice provided in support of key systems, products or technical processes and systems								
33	Insufficient staff with adequate formal education and professional qualifications available and interested to be involved in systems development and training in on the application of the systems	3	1	3			<ul style="list-style-type: none"> See # 6 R4D-SP actively engages MPWTC on staff recruitment and hiring. R4D-SP actively engages MPWTC staff and management in the development and application of systems and related training R4D-SP actively engages the management of MPWTC/DRBFC to advise on an enabling environment for training and mentoring of staff R4D-SP closely monitors the involvement of MPWTC staff in system development and associated training. In case of identified constraints, consultations with DFAT-Dili and/or MPWTC/DRBFC management will be initiated aiming at resolving the constraints 	
34	No active support from the management in MPWTC for the development of systems and related staff training	3	1	3			<ul style="list-style-type: none"> See # 33 	
Output 4.1: On-the-job training, classroom training and mentoring of Municipal Public Works staff provided								
35	Insufficient staff with adequate formal education and professional qualifications available and not interested in training	3	1	3			<ul style="list-style-type: none"> See # 31 	
36	No active support from the management in MPWTC for the implementation of the training and mentoring activities	3	1	3			<ul style="list-style-type: none"> See # 31 	
Output 4.2: On-the-job training provided to Municipal Public Works staff on the application of key systems/procedures								
37	Insufficient staff with adequate formal education and professional qualifications available and	3	1	3			<ul style="list-style-type: none"> See # 33 	

	interested to be involved in systems development and training in on the application of the systems				
38	No active support from the management in MPWTC for the development of systems and related staff training	3	1	3	<ul style="list-style-type: none">• See # 33

ANNEX 9. ACTIVITY PLAN

Output	Activity	Year															
		1 2017				2 2018				3 2019				4 2020			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Outcome 1: Relevant GoTL agencies and Development Partners are collaborating to ensure an enabling environment for rural road asset management																	
Output 1.1: Dev. of Rural Road Policy by MPWTC supported	Support to development of Rural Road Policy																
Output 1.2: Secretariat support for inter-Ministerial Forum provided	Support to establishment and functioning of Inter-Ministerial Forum																
Output 1.3: Roads Working Group instigated and facilitated	Participate in Inter-Ministerial Forum with participation of relevant donors and GoTL Actors	■		■		■		■		■		■		■		■	
	Participate in meetings of Roads Working Group	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Output 1.4: Technical Advice provided to ensure successful execution of road contracts	Support to MPWTC in establishing collaboration with GoTL agencies (e.g. ADN, DRBFC etc.) on streamlining key procedures and systems																
	Provide advice to national training provider(s) involved in capacity building of local contractors regarding contents of training modules and coaching/mentoring activities																
OUTCOME 2: Local civil works contractors are competing for rural roadwork tenders, and in implementation, are meeting technical standards and social and environmental legal and contractual safeguards																	
Output 2.1: Training provided and institutionalization, standardization and capacity development for training and mentoring of local civil works contractors in line with the recommendations of the RRMPIIS	Support MPWTC in undertaking collaboration and consultation activities with successor of the EU-funded ERA project, INDMO, IADE, GoTL stakeholders, Dev, Partners, Chambers of Commerce and Industry (CCI), the Contractors' Association (AECCOP) etc. in the standardization, institutionalization and capacity development for training and mentoring of civil works contractors.																
	Support MPWTC in undertaking advocacy activities with concerned agencies and partners regarding the standardization, institutionalization and capacity development for training and mentoring of civil works contractors																
	Provide advice to the inter-Ministerial Forum in supporting the development, standardization and institutionalization of the capacity of the private training providers	■		■		■		■		■		■		■		■	
	Provide facilitation support for consultations between MPWTC, CCI, AECCOP, IADE, INDMO, the successor to ERA																

Output	Activity	Year															
		1 2017				2 2018				3 2019				4 2020			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	and other concerned agencies regarding capacity development requirements of local contractors																
	Provide direct on-the-job training and classroom training on bid preparation to local contractors																
<i>Output 2.2: Technical advice and coordination support provided to NPC, ADN, MPS, MoF, MPWTC, other GoTL agencies, AECCOP, INDMO and CCI to ensure that appropriate private sector incentives are in place, including predictable annual budgets for the rural roads sector, an effective system for contractors classification, and transparent and uniform tendering and bid-evaluation procedures that provide value-for-money</i>	Provide advice on an annual basis to MPWTC and the inter-Ministerial Forum regarding annual RRMPIIS budget requirements for capital works, taking into account achieved progress and the evolving capacities of the local contractors																
	Provide advice to MPWTC regarding further improving the contractors' classification system – to align with requirements associated with the use of labour-based work methods and technologies																
	Provide facilitation and coordination support for consultations between MPWTC, ADN, CCI, AECCOP, IADE, INDMO, ERA and other concerned agencies regarding tendering and bid-evaluation modalities and contracting formats/systems																
OUTCOME 3: MPWTC is effectively planning, budgeting and delivering rural road works as set out in the GoTL Rural Roads Master Plan																	
<i>Output 3.1: On-the-job training, classroom training, and mentoring provided to MPWTC staff in core capabilities provided (planning, budgeting, GIS/MIS), technical design, procurement, technical supervision, etc.)</i>	Prepare Staff training/mentoring plan (updated annually) to strengthen MPWTC's capacities in core areas at central and municipal level, in close consultation with MPWTC – based on an assessment of needs and taking into account priorities																
	Prepare M&E Plan to assess progress in training/mentoring																
	Develop Guidelines and provide training/mentoring																
<i>Output 3.2: Technical advice provided to support key products or technical processes</i>	Prepare Systems strengthening and development plan with MPWTC (including systems and guidelines for planning – e.g. GIS, IRMIS, budget planning, work planning, workforce planning -, surveying, designing & cost-estimation, procurement, contract management, supervision & quality control/systems)																
	Provide support to MPWTC on annual planning and budgeting (including RRMPIIS updates), designing, costing,																

Output	Activity	Year															
		1 2017				2 2018				3 2019				4 2020			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	procurement, and management of pipeline rural roads projects																
	Develop M&E plan, in close consultation with MPWTC – for monitoring and evaluating the progress/achievements in the development and application of the various systems.																
	Provide ongoing technical advice and facilitation support to MPWTC through regular internal coordination meetings with MPWTC and other MPWTC TA																
OUTCOME 4: Municipal Public Works staff are ensuring the quality and timeliness of local rural road works																	
<i>Output 4.1: On-the-job training, classroom training, and mentoring provided to Municipal Public Works staff provided on different aspects of the management and supervision of rural road works contracts)</i>	Prepare training and mentoring plans and update annually in consultation with Municipal Public Works offices - based on identified priority areas of training/mentoring and conducted needs assessment																
	Prepare M&E Plan to assess progress in training/mentoring																
	Implement Planned training and mentoring activities																
	Undertake M&E activities as planned																
<i>Output 4.2: On-the-job training, classroom training and mentoring provided to Municipal Public Works staff on the application of key systems/procedures related to surveying and designing & cost-estimating of contract packages and the management and supervision of rural road works contracts.</i>	Review and advice on standardized documentation and Systems strengthening in close consultation with MPWTC (including systems for planning – e.g. GIS, IRMIS, budget planning, work planning, workforce planning -, surveying, designing & cost-estimation, procurement, contract management, supervision & quality control/s)																
	Develop M&E plan, in consultation with MPWTC – for monitoring and evaluating the progress/achievements in the development and application of the various standardized documents and systems.																
	Provide ongoing technical advice and facilitation support to MPWTC through regular internal coordination meetings with MPWTC and other MPWTC -TA																