

WORKFORCE DEVELOPMENT PROGRAM TIMOR-LESTE

ANNUAL REPORT

JANUARY – DECEMBER 2019



Workforce Development Program
Timor-Leste (WDPTL)



Seasonal Worker at Cable Beach Resort, Broome, Australia. Photo: Cable Beach Resort.



Abbreviations and acronyms

AAE	Australian Approved Employer	MECAE	Ministério Coordenador dos Assuntos da Economia (MECAE) / Ministry of Coordinating Economic Affairs
AAS	Australia Awards Scholarships		
APACC	Asia Pacific Accreditation and Certification Commission	M&E	Monitoring and Evaluation
APOTL	Associação do Profissionais de Otelaria de Timor-Leste (Association for the Hospitality Professional Timor-Leste)	MEF	Monitoring and Evaluation Framework
APTC	Australia Pacific Training Coalition	MELP	Monitoring, Evaluation and Learning Plan
ATELP	Australia Timor English Language Program	MIS	Management Information System
CDU	Charles Darwin University	MOU	Memorandum of Understanding
CNEFP	Centro Nacional de Emprego e Formação Profissional	NES	National Employment Strategy
CNIMT	Centre for Labour Market Information	OASIS	Online Australia Awards Scholarships Information System
DP	Development Partner	PDB	Pre-Departure Briefing
DIT	Dili Institute of Technology	PLF	Pacific Labour Facility
DFAT	Department of Foreign Affairs and Trade (Australia)	PLS	Pacific Labour Scheme
DNIMT	National Directorate of Labour Market Information (SEFOPE)	PPA	Partner Performance Assessment
DNAFOP	National Directorate for Vocational Training Policy (SEFOPE)	PSEAH	Preventing Sexual Exploitation, Abuse and Harassment
EL	English language	PWD	People with a disability
E&C	Eligibility and Compliance	SAS	Scholarships and Alumni Support
ELC	English Language Centre	SDE	Skills Development and Employment
Embassy	The Australian Embassy in Timor-Leste	SEFOPE	Secretariat of State for Vocational Training and Employment Policy
EOPOs	End of Program Outcomes	SEJT	Secretariat of State for Youth and Employment (Jan to late Jun 2018)
ETAN	East Timor Action News	SENAI NT	Serviço Nacional de Aprendizagem Industrial – Northern Territory
ETDA	East Timor Development Agency	SMG	Scholarships Management Group
GESI	Gender Equality and Social Inclusion	SOP	Standard Operating Procedures
G4D	Governance for Development	STA	Short Term Adviser
GoA	Government of Australia	STVJ	Sentru Treinamentu Vokasional Juventude
GoTL	Government of Timor-Leste	SSC	Stories of Significant Change
GoTL Embassy	Government of Timor-Leste Embassy in Canberra	SWP	Seasonal Worker Programme
IELTS	The International English Language Testing System	SW	Seasonal Worker
INL	Instituto Nacional de Linguística	TL3A	Timor-Leste Australia Alumni Association
KJFL	Knua Juventude Fila-Liman	TC	Training Centre
INDMO	The National Institute for Labour Force Development	TOC	Theory of Change
ISC	Industry Sub-Commission	TOR	Terms of Reference
LELI	Lorosa'e English Language Institute	TVET	Technical and Vocational Education and Training
LMAP	Labour Mobility Assistance Program	UNTL	The Universidade Nacional Timor Lorosa'e (National University of Timor-Leste)
LMIS	Labour Market Information System	WDPTL	Workforce Development Program Timor-Leste
LSU	Labour Sending Unit (SEFOPE)	WRP	Work Ready Pool
		WRS/T	Work Ready Skills/Training

KEY OUTPUTS AND ACHIEVEMENTS IN 2019

A SKILLED WORKFORCE FOR A PROSPEROUS TIMOR-LESTE

LABOUR MOBILITY SUPPORT

1763 SEASONAL WORKERS MOBILISED TO AUSTRALIA
71% MEN | 29% WOMEN

969 PROSPECTIVE SEASONAL WORKERS TRAINED

MOBILISATIONS INCREASED BY 125% SINCE 2017



- ✓ LABOUR SENDING UNIT RENOVATED & EQUIPPED
- ✓ SEASONAL WORKER OPERATIONS MANUAL COMPLETED
- ✓ 200 HOURS STAFF TRAINING AND MENTORING

TVET STRENGTHENING

LEADERS, MANAGERS & TRAINERS TRAINED **79** 44% WOMEN

166 PEOPLE ATTENDED THE FIRST INTERNATIONAL TVET CONFERENCE IN TIMOR-LESTE



= 10 HIGH PERFORMING TRAINING CENTRES SUPPORTED TO DEVELOP QUALITY IMPROVEMENT PLANS & NEW TRAINING PRODUCTS

AUSTRALIA AWARDS

33 STUDENTS ON AWARD
12 FEMALE | 21 MALE



22 STUDENTS GRADUATED
13 FEMALE | 9 MALE

TWENTY SCHOLARSHIPS AWARDED TO STUDY
SIXTEEN MASTERS DEGREES
FOUR UNDERGRADUATE DEGREES

276 ELIGIBLE CANDIDATES SUBMITTED APPLICATIONS

NEW SELECTION PROCESS EXPLAINER VIDEOS DEVELOPED

ALUMNI ASSOCIATION

995 PEOPLE ATTENDED
12 ALUMNI EVENTS

TWO AUSTRALIA AWARDS ALUMNI SMALL GRANTS ISSUED
ONE DISABILITY PROJECT | ONE GENDER PROJECT

322 ALUMNI
58% MALE | 42% FEMALE

TL3A FORMALLY REGISTERED

GESI



29% FEMALE SEASONAL WORKERS

HIGHEST PERCENTAGE AMONGST THE 10-COUNTRY PROGRAM



SHORT COURSES DEVELOPED

FOR 20 FEMALE TVET LEADERS AND 21 PEOPLE WITH A DISABILITY



60% FEMALE AUSTRALIA AWARDEES (2020 INTAKE)

PUBLIC DIPLOMACY



32 POSTS ON EMBASSY PAGE

64,784 LIKES | 2,337 COMMENTS
3,212 SHARES

12 TV

TELEVISION NEWS ITEMS

28.1K YOUTUBE REACH



1,477 PEOPLE ATTENDED
16 PROGRAM EVENTS

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EXECUTIVE SUMMARY

This report covers the calendar year 2019 and includes an assessment of the Workforce Development Program's (WDPTL) operating context, progress against workplans & outcomes, related risks and lessons learnt, high level recommendations and a summary of operational elements.

The goal of the Department of Foreign Affairs and Trade (DFAT) funded Workforce Development Program Timor-Leste is to contribute towards a Skilled Workforce for a Prosperous Timor-Leste. This goal is pursued through four activity areas. Australia Award scholarships address high level skill gaps via tertiary education opportunities in Australia, while Alumni support provides professional and leadership development opportunities for a network of increasingly influential graduates. Technical and Vocational Education and Training (TVET) strengthening supports Timor-Leste's emergent TVET system to increase the quality and quantity of training products available for a rapidly growing young population and a skills hungry marketplace. Aligned with TVET, and responsive to the Government of Timor-Leste's (GoTL) employment priorities, WDPTL increases employment and skills for Timorese young people through improved implementation of Australian labour mobility programs in Timor-Leste.

Operating Context

In 2019 the GoTL approved its National Employment Strategy (NES), aiming to provide 60,000 new jobs per year for a rapidly maturing youth population. To support this, a new law was passed prioritising overseas employment and creating a secretariat to link ministries in behind employment and skills. On the supply side, the GoTL developed an ambitious plan for a TVET centre of excellence, to provide skilled workers for local and regional markets and for the planned south coast resource processing project.

The staff and manager of the GoTL's Labour Sending Unit (LSU) were replaced in April by a new team with limited experience in delivering labour mobility programs. In June, this new team absorbed administrative functions historically managed by the Timor-Leste Embassy in Canberra. The Pacific Labour Facility (PLF) established a presence in Timor-Leste in early 2019, followed by the launch of the Australian Department of Foreign Affairs and Trade (DFAT) managed Pacific Labour Scheme (PLS). Meanwhile in Australia, agricultural businesses increasingly looked to labour mobility programs to secure a reliable, legitimate workforce. This, along with the increasing popularity of Timor-Leste workers, drove

increased demand, contributing to a record 1,763 Timorese workers mobilised in 2019.

On the program side, a new WDPTL team leader commenced in May 2019 and the program was extended another 12 months to 30 June 2020. Following an updated team structure and theory of change, TVET and Labour mobility work were integrated, the English language teaching component was absorbed, and a new deputy team leader was appointed with strategic responsibility for public diplomacy, gender equality and social inclusion (GESI).

Progress and Results

Workplans are relatively on track for WDPTL's four activity areas, with adjustments approved by the Embassy in line with changing contexts and lessons learnt. Progress in each area is outlined below:

1a Scholarships and Alumni Support (SAS)

2019 was a year of solid achievement for the Australia Awards scholarship component. 2020 intake applications increased substantially from both male and female applicants, the number of applications from females more than doubled and the percentage of female (to male) applicants compared to the previous year increased from 38 to 41%. These increases, which resulted from a combination of re-introducing undergraduate awards and targeting of female applicants, demonstrate that gender parity in applications is improving. In addition, more females progressed to interview and 60% of 2020 scholarships were awarded to females. Whilst applications from people with a disability (PWD) were low, they still resulted in one 2020 scholarship being awarded to a PWD. Support for alumni on return to Timor-Leste included two alumni research showcases on direct investment and domestic violence and two reintegration events that provided employment support and networking. Key challenges for SAS included high non-eligible and non-compliant applications and low PWD and public servant applications, with related response strategies approved by the Embassy through 2019.

1b Timor-Leste Australia Alumni Association (TL3A) Support

The TL3A was consolidated in 2019 with registration as an association, new branding and communications tools and a strategic review to explore future directions. Alumni-led engagement was relatively strong with professional development activities delivered in education, environment, health and entrepreneurship reaching more than 900 Timorese. In December the first Alumni of the Year Award Gala Dinner was held with the award going to Doctor Raimundo Dos Santos for his work on hospital admissions and domestic violence injuries. Alumni Small Grants recommenced with grants awarded to two alumni projects focused on disability and nutrition. While a core cohort of alumni were engaged, the key challenge for TL3A is to clarify its value proposition and reach unengaged alumni within both its current membership of 322 and the untapped cohort of non-Australia Awards Australian graduates.

2a TVET Strengthening

In 2019 WDPTL became the primary support for the GoTL's TVET system among donor agencies, moving beyond a focus on hospitality to strategically link its TVET and Labour Mobility work and enhance the capacity of key training centres. Following evidence of limited training centre - industry connection revealed in the GoTL led National Training Centre Stocktake, WDPTL supported the GoTL to deliver an industry themed International TVET conference, pilot its 'recognition of prior learning' (RPL) process, consolidate the hospitality traineeship system and plan industry outreach hospitality training.

WDPTL identified 10 high performing training centres with potential to support Labour Mobility worker preparation. These centres completed a short course at William Angliss Institute, Australia, and developed individualised 'quality improvement plans' to increase each centre's capacity to deliver higher quality training for Timorese youth and the private sector, in Timor-Leste and in Australia. Through these plans, WDPTL supported 79 training centre staff to improve their skills, two training centres to update their agricultural equipment to Certificate II level, one training centre to develop a training café, and one centre to build an English teaching hub. Future work is still needed to bring together industry and the training system and for the GoTL to clarify a TVET planning and funding system that unlocks the innovation potential of a network of emerging training centres and TVET leaders.

2b Labour Mobility

WDPTL's labour mobility support was significantly increased from June in line with a 12-month contract extension and a request from the new GoTL LSU Team who were facing operational challenges. In partnership with PLF, WDPTL developed an intensive support and investment package for leadership, staff training, facilities, equipment

and coordination, implemented from July to December 2019. To coordinate delivery of this package a team of three SEFOPE Unit and two Australian Aid program leaders known as the Labour Mobility team was created. This team, along with Embassy and senior SEFOPE staff, combined its resources to navigate complex political and technical Labour Mobility challenges, advocating (though not always successfully) for the budget, policy and support required to run a successful labour mobility program at scale.

Now the LSU has a functional space, a Seasonal Worker Operations Manual, the equipment it needs to operate, and staff have received 200 hours of training and mentoring. However, leadership, staff capacity and worker unrest remain a challenge with the LSU still struggling to absorb additional functions while mobilising an all-time high 1,763 workers in 2019. Additionally, risks in the labour mobility area remain significant and include; staff safety and security, limited staff continuity, the shifting political and GoTL budget environment and dissatisfaction by some Australian employers due to delays.

Progress against end of program outcomes (EOPs)

WDPTL has three EOPs reflecting Australia's development cooperation objectives in Timor-Leste: improving livelihoods and economic development; enhancing human development; and strengthening governance and institutions. All WDPTL activities support the Embassy's over-arching priorities of empowering women and girls and supporting disability-inclusive development.¹

EOP1: Improved policy and systems for workforce development | Some Delays

This area of work explores whether WDPTL's efforts have supported government and other stakeholder's capacity to more effectively implement Timor-Leste's TVET and Labour Mobility systems. Overall progress experienced some delays, but both work areas are characterised by collaborative and healthy relationships with GoTL, an important outcome for ongoing GoTL support in the uncertain year ahead.

Under Labour Mobility, 2019 saw the highest number of SWP mobilisations to date, 1,763.² While there were significant challenges, this outcome is a proxy measure for a system able to function at increased scale. GoTL initiated significant changes in 2019, including a new LSU team in April, the absorption of additional administrative functions in July, a new governing law and internal restructuring in September and new SWP recruitment policies. These changes strained resources meaning progress in this area was slower than anticipated. However, the updated SWP Operations Manual was completed in September, providing SEFOPE a proxy policy and procedure guide for the program. From September 2019, the labour mobility team was supported to move to a new customer service orientated space, to implement new worker service practices and

¹ Overview of Australia's aid program to Timor-Leste: <https://dfat.gov.au/geo/timor-leste/development-assistance/Pages/development-assistance-in-timor-leste.aspx>

² Calculated from Government of Australia data. Increase of 24% from the 1,426 in 2018, and a large increase from the 794 in 2017.

utilise improved data management processes.

Progress in TVET was more advanced, with clear evidence of strengthened systems for hospitality training, underpinned by the approval of two Certificate III Hospitality qualifications and the absorption of these qualifications and the traineeship model into several training centres. WDPTL supported GoTL agencies, INDMO and DNAFOP who showed strong leadership in the delivery of the national skills competition, the first international TVET conference and the funding of their RPL pilot. With ongoing investment in 10 targeted training centres, this area looks promising, with 90% of centres rated as substantially progressing their Quality Improvement Plans and 70% completing a revised strategic plan.

EOP2: People are workforce ready | On Track

This component explores the amount, type and quality of training WDPTL delivered to prepare Timorese for work and is rated on-track with the average participant satisfaction rating across all 2019 training at 95%.

Under SAS, 22 Timorese men and women graduated with Australian tertiary qualifications through Australia Awards Scholarships (AAS) including one PhD, 14 Masters and seven Undergraduates. A further 20 were selected for the 2020 intake. A further 79 TVET centre managers and trainers commenced or completed capacity building, training including qualification-based courses such as the CIV in Training & Assessment and customised courses or opportunities to develop industry competence. Additionally, to enhance outcomes across activity areas and support GESI aims, WDPTL developed four customised short courses targeting female TVET managers, people with disabilities (PWD) and public servants.

In Labour Mobility, the LSU was supported to mobilise 1,763 seasonal workers (29% female) to Australia in 2019, an increase of 24% on 2018 but below the target of 2,000 workers set in the DFAT Performance Assessment Framework. 992 seasonal workers also undertook work ready skills training including English, forklift operation & driving and 32 alumni and 58 returned seasonal workers participated in a one-day entrepreneurship workshop. The LSU was supported to deliver 20 PDBs preparing 602 workers for Australian employment. This 602 however, represents approximately 35% of 2019 mobilised workers, well below the 95% target for this activity. Delivering PDBs, and Reintegration workshops, to all workers remains a challenge and reflects LSU capacity challenges described earlier. The proposed labour mobility preparatory course and the reintegration pilot planned for 2020 are a direct response to both these challenges.

EOP3: Program beneficiaries utilise their skills, experience or income | On Track

This area of work analyses what WDPTL target groups are doing with the workforce development opportunities they have received and is rated on track against end of program targets.

91% of the 322 AAS alumni are in study or employment and making use of their skills, with 22% in senior leadership positions including three ministers, a member of parliament and the secretary of state for gender and social inclusion. Alumni report utilising their AAS skills to achieve a range of outcomes including development of strategic plans for line ministries and legislative acts, making important political decisions as public service managers and policy advisers, and revising the TVET curriculum for the Ministry of Education. Alumni also shared their knowledge through two research showcases and multiple alumni led sectoral events in health, education and infrastructure reaching over 900 people. A further two alumni were successful in winning an Australia Awards small grant which they will utilise to improve their respective communities, focusing on disability awareness and nutrition.

Seasonal workers benefit financially from their work in Australia and have utilised their income and skills to support their families & communities and develop a range of businesses. The potential remittances and savings from the 1,763 seasonal workers mobilised in 2019, based on 30% notification by returned seasonal worker to the Labour Sending Unit, is estimated according to LSU remittance data at USD14.1 million. Workers report using savings for building houses, educating their children, funding cultural activities and starting a business. Examples of new businesses in 2019 include; eleven returned seasonal workers started a chicken business in Lahane, two returned workers established a mini restaurant and bakery respectively.

Progress towards achieving Gender Equality and Social Inclusion outcomes | On Track

These outcomes ask how well WDPTL activities in 2019 included, benefited and reflected the voice of, women, people with a disability and Timorese from rural areas. Overall, progress is on-track but varies between WDPTL activity areas.

In SAS, of the 276 applications received for the AAS 2020 Intake, 113 (41%) were from women, double the number of the 2019 Intake, 14 (5%) were from people outside Dili and five (2%) were from people with disabilities. While the percentage of applications from women rose from 38% in 2019 and is meeting the 40% target, the percentage of applications from people with disability fell short of the 8% target. In response, the Embassy has approved a PWD short course designed as an application pathway for the 2021 intake.

TVET activities supported and increased opportunities for women in training and mentoring activities and increasing rural inclusion, with 41% of TVET training participants female and 70% of targeted training centres from municipalities outside Dili. With the sector dominated by male leaders, a TVET female leadership short course was approved by the Embassy and will begin in early 2020. However, limited progress has been made to promote disability inclusion in TVET work. In response, the WDPTL PWD short course

aims to pathway graduates into the 2021 AAS applications but also into TVET courses and potentially into the labour mobility work ready pool.

Labour Mobility performed well on gender, with 29% of 2019 seasonal workers being female, which is a two per cent increase from the 2018-19 year's figures, and the highest percentage across the ten-country program. Rural inclusion is also strong after SEFOPE implemented a national recruitment process which expanded rural candidates in the work ready pool. Disability inclusion remains challenging due to the demand-driven nature of the work and limited appetite for workers with disabilities by Australian employers. A cross program challenge is the limited inclusion of PWD, equal gender and rural Timorese voices in WDPTL programming decisions. With the dissolution of two representative governance mechanisms in 2017 and 2018, the program needs to consider how to improve gender and social inclusion voices in its post June 30 iteration.

Program Management

Strategic promotion of high-quality Timorese staff and the creation of new leadership positions underpinned a new more GoTL embedded and led approach while simultaneously enhancing program operational capacity and risk management in order to maintain the confidence of the Embassy team. The program is fully staffed and stable, expenditure is tracking at 47.9% of the 2019-20 financial year budget, forecasted at 100% expenditure by June 30, 2020.

Public Diplomacy has been a highlight of 2019, with increased program resources from July enhancing the quality and reach for Australian Aid and GoTL messages. This comprised 12 television appearances including 28.1K affiliated YouTube views, 32 Facebook posts generating over 5,500 comments and shares, and 16 events attended by 1,477 participants.



*An Australian employer test a prospective seasonal worker for the Australian Government's Seasonal Worker Program.
Photo: WPDTL.*

INTRODUCTION

The goal of the Department of Foreign Affairs and Trade funded Workforce Development Program Timor-Leste (WDPTL) is to contribute towards a *Skilled Workforce for a Prosperous Timor-Leste*.

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

As outlined in the Theory of Change **Annex 1**, the program aims to achieve the following end-of-program outcomes (EOPOs) to contribute to this goal:

1. Improved policy and systems for workforce development
2. People are workforce ready
3. Program beneficiaries utilise their skills, experience or income.

These three outcomes align with Australia's development cooperation objectives in Timor-Leste: improving livelihoods and economic development; enhancing human development; and strengthening governance and institutions. All WDPTL activities also support the Embassy's over-arching priorities of empowering women and girls and supporting disability-inclusive development.¹

This report provides a summary of progress against WDPTL's EOPOs and annual workplan for the period 1 January to 31 December 2019. The report should be read in conjunction with the *WDPTL 2019-2020 Implementation Plans*² and the *WDPTL Monitoring, Evaluation and Learning Plan (MELP) 2019-2020*.³

The completion date of WDPTL is June 2020. A Completion Report covering the whole duration of the program (2014-2020) and a Transition/Handover Plan will be provided prior to the conclusion of the program.

¹ Overview of Australia's aid program to Timor-Leste: <https://dfat.gov.au/geo/timor-leste/development-assistance/Pages/development-assistance-in-timor-leste.aspx>

² Due to program extensions there are two plans that cover this period- Jan- Jun 2019 & July 2019- June 2020

³ The MELP 2019-2020 is the third version, updated September 2019.

OPERATING CONTEXT

Taking a historical view, there are intersecting elements in Timor-Leste's history and current demographic that provide the rationale for the Australian Government's investment in skills and employment for Timorese young people.

A Timorese baby boom, which began post 2002, is driving a youth bulge just beginning to hit maturity, with young people at tertiary education and employment age. This bulge will continue swelling for a significant time and creates opportunities, but also significant risk for Timor-Leste and for Australian Aid and foreign policy objectives in Timor-Leste. Timor-Leste has been a model for reconciliation and post conflict peace since 2006, but a large youth population without access to employment and education opportunities creates conditions for dissatisfaction and the potential for conflict driven from this cohort.

At the same time, the GoTL is funding the majority of its budget from oil and gas revenues. Current petroleum production from active fields is predicted by some research to run out somewhere from 2022. Meaning the Petroleum Fund will continue to be depleted without a source of replenishment until new oil and gas developments are brought online. There is understandable concern about what happens if the government exhausts this revenue source completely or is unable to establish new viable production streams. The VIII Government is acutely aware of the intersection of these factors and is focused on generating diversified employment for young people – both locally and overseas through labour mobility programs. Their national employment strategy (NES) sets a goal of generating 60,000 new jobs a year to be able to realistically engage the number of young people coming into employability age over the next decades.

Sixty thousand is vastly different from the number of new jobs emerging each year⁴ but reflects the GoTL's prioritisation of employment. To support this, GoTL have recently passed a new organic SEFOPE law raising the status of labour mobility and creating a secretariat aimed at linking all ministries and GoTL entities in behind employment and skills. This secretariat has significant potential to support a whole of government approach to their ambitious employment goal.

Linked to the employment goal is the emerging GoTL focus on skills development and its training sector. For many years the budget for most training (TVET centres) has been small⁵, creating challenges

for this still fledgling sector. But recently SEFOPE have set out an ambitious plan for skills development through a centre of excellence, designed to provide skilled Timorese workers for its south coast resource processing projects. The vision of the south coast processing and the vision for the TVET Centre of Excellence for a Qualified Workforce are intimately linked and make up a key part of GoTL's plan for employment and skills.

Skills development is also linked closely to Labour Mobility for GoTL and in the work of the Australian Government through WDPTL, The Pacific Labour Facility (PLF) and in other areas of the region by the Australia Pacific Training Coalition (APTC). The opportunities to drive both enhancements in the Timor-Leste skills sector and in the individual skills of labour mobility workers through the whole labour mobility cycle are significant, however, the stakeholders and the political sensitivity at this nexus are numerous and complex.

Zooming in to 2019, the operating context for the WDPTL shifted significantly this year. A detailed list of political, economic, policy, program and social shifts covering both the Timor-Leste and relevant Australian context is provided in **Table 1**.

The VIII Constitutional Government of Timor-Leste (GoTL) stabilised during 2019 after being sworn in mid-2018. In April 2019, historical corruption allegations against the government personnel involved in the seasonal worker program (SWP) translated into almost all Labour Sending Unit (LSU) staff being replaced by new staff with generic skills but limited experience in delivering labour mobility programs. This was a significant setback to the proceeding two years of WDPTL's capacity building investments, and a challenge to maintaining operations in a program with increasing labour mobility worker numbers.

The Pacific Labour Facility (PLF) established their presence in Timor-Leste in 2019 with one permanent staff member. This was followed by the DFAT managed Pacific Labour Scheme (PLS) MOU signing between Australia and Timor-Leste, which resulted in the Australian Embassy Timor-Leste (Embassy) and subsequently the WDPTL focus on labour mobility stepping up to a new level. In June

⁴ Potentially 4,000 per year; DFAT WDPTL Strategic Review 2018

⁵ See Training Centre Stocktake Report

2019, the GoTL changed its approach to delivering labour mobility, absorbing the functions historically managed from their embassy in Australia. This had the effect of increasing the workload on the new GoTL LSU team, impacting the mobilisation of workers and resulting in dissatisfaction by some Australian employers whose historical interface had changed.

This situation – a new inexperienced LSU team, absorption of new tasks and the increased demand for labour mobility workers – led to a ‘crisis’ point in June 2019, with delivery issues and employer complaints combining to motivate the Embassy team to request an urgent solution from the WDPTL and PLF (both managed by Palladium International). Both programs responded and the WDPTL developed a package of additional staff and resources, a flexible funding stream and a coordination mechanism to bring together the five key stakeholders in labour mobility delivery around a shared six-month plan.

In September 2019 the SEFOPE New Organic Law and accompanying organisational structure was passed. This established overseas employment as a Directorate, equal to national employment, and created the National Employment Secretariat (NES), tasked with driving cross-ministerial employment strategies to achieve its goal of creating 60,000 new jobs per year.

On the program side, a new WDPTL Team Leader commenced at the beginning of May 2019 and the program was extended another 12 months to 30 June 2020. This provided the opportunity to translate the findings of the Embassy's 2018 strategic review of the WDPTL and the shifting context into an updated team structure and leaned down Theory of Change (TOC) and Monitoring, Evaluation and Learning Plan (MELP). Key programmatic changes included the integration of a third component (English Language teaching) into the Scholarships and Skills Development components; a focus on integrating component activities to maximise outcomes; a focus on Training Centres and TVET institutional capacity building; the creation of a new strategic and operational role to enhance public diplomacy and Gender Equality and Social Inclusion (GESI); and the increased resourcing of both Labour Mobility and TVET teams.



*TVET leaders after presenting their quality improvement plans.
Photo: WDPTL*

TABLE 1 | Operating context in 2019

Area	Operating context changes or factors in 2019
Political and Policy	<ul style="list-style-type: none"> • Government of Timor-Leste ministries reshuffle end of 2018/start of 2019 • SEFOPE Project Management Unit (PMU) created • Increased focus on labour mobility in Australia • National Employment Secretariat launched • New Centre of Excellence for Qualified Workforce idea becomes SEFOPE priority • New SEFOPE organic law – LSU become Overseas Employment Directorate • Pacific Labour Scheme begins in Timor-Leste • Approved National Employment Strategy • SEFOPE enforcing funding guidelines to access government funding for training centres • Budget restrictions – limited operational funding for labour mobility
Economy	<ul style="list-style-type: none"> • Increased focus on labour mobility – remittances second highest national income source • South coast development – fuelling labour market projections • Limited flight connectivity and high costs are leading to decreased tourism and impacting labour mobility costs to workers • Window of opportunity for demographic dividend (high number of young people finishing school and seeking work) • Increased interest in establishing labour mobility programs – Canada, Thailand, Japan, possibly Ireland • Uncertainty about how Brexit will impact UK labour mobility opportunities
Social	<ul style="list-style-type: none"> • Youth bulge continues to mature as baby boom post 2002 reach employment age
Development Partners	<ul style="list-style-type: none"> • ILO and IOM (International Organisation for Migration) continue work on remittances • A range of researchers focus on labour mobility and reintegration • The Asia Foundation and USAID continue supporting aspects of tourism and hospitality • The ADB finalises its mid-level skills development project
Program	<ul style="list-style-type: none"> • 12-month extension • Updated TOC and MELP developed

PROGRAM COMPONENTS SUMMARY

This section provides an overview of progress, achievements, challenges and lessons learned against each of the program's four components; Scholarships & Alumni, Alumni Association Support, TVET Strengthening and Labour Mobility Support. A summary of key outputs during the period and outputs against the annual plan are summarised in Annex 2, with the majority of planned activities completed on-time and within budget.

Component 1a: Scholarships and Alumni Support (SAS)

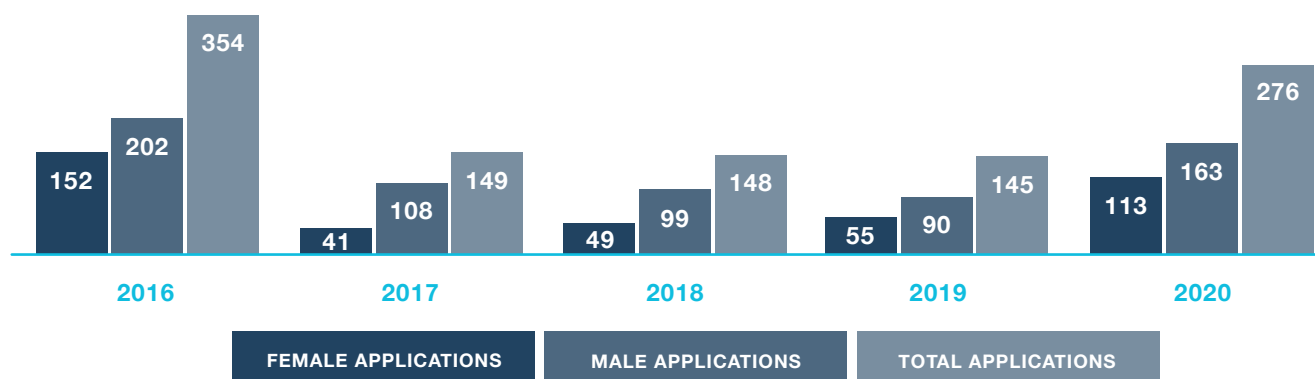
2019 was a year of solid achievement for the Australia Awards scholarship support component and team. Multiple lessons from previous years were translated into new selection approaches in 2019 which translated into significantly increased applications especially from females.

Key achievements

- 2020 intake applications increased substantially from both male and female applicants, the number of applications from females more than doubled and the percentage of female (to male) applicants compared to the previous year increased from 38 to 41%. These increases resulted from a combination of re-introducing undergraduate awards and promotional targeting of female applicants⁶

GRAPH 1 | Number of Female, Male and Total Applications: 2016-2020 Timor-Leste Australia

Total applications increased 90% and female applications increased 105% from 2019 to 2020

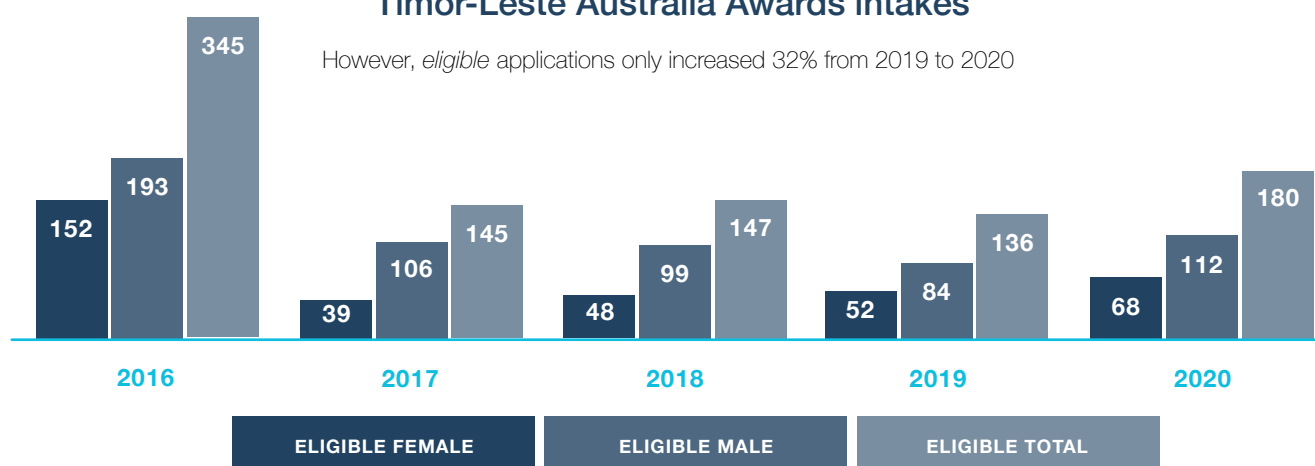


Source: OASIS and WDPTL Australia Awards applications databases. 2016 is an outlier as many more scholarships were on offer in this first year of operation. The 2020 increase is mainly due to an enhanced promotion strategy and the re-inclusion of undergraduate awards, which expanded the pool of eligible applicants, especially females who tend to have lower levels of tertiary education than males (e.g. postgraduate scholarships limit those eligible to apply).

⁶ While this shows the success of the promotional strategy, there were issues with eligibility and compliance which saw 'eligible' female applications significantly lower than applications submitted. This has been addressed for 2021 intake.

GRAPH 2 | Number of Female, Male and Total Eligible Applications: 2016-2020 Timor-Leste Australia Awards intakes

However, *eligible* applications only increased 32% from 2019 to 2020



Source: OASIS and WDPTL Australia Awards applications databases. 2016 is an outlier as many more scholarships were on offer in this first year of operation and eligibility requirements were different.

This data highlights that meeting eligibility requirements was an issue for 2020 applicants. For instance, 113 females applied but only 68 applications were eligible. This issue and solutions are highlighted elsewhere in the report and include online video explainers, and additional printed material focused on eligibility and compliance.

Key achievements continued

- Twenty scholarship awardees selected for the 2020 intake, including one person with a disability and 12 women.
- Delivered two well-attended Alumni Showcases on direct investment perspective and domestic violence hospital admissions.
- Developed English and Scholarships pathway short courses for people with a disability and for permanent public servants in preparation for the 2021 intake.
- Developed explainer videos for the 2021 intake to increase potential candidate awareness and understanding of the AAS selection process.
- Prepared the promotions strategy for the 2021 intake, including to organise a university expo during the application period and a new advertisement video.

Outputs and progress

Overall, there was excellent progress against the SAS workplan. Refer to the workplan at **Annex 2** for details.

Key outputs and notable progress include:

- WDPTL launched the promotions of the AAS 2020 intake in January 2019, increasing television, radio and newspaper coverage. Briefings were more strategically targeted for Gender Equality and Social Inclusion (GESI) candidates.
- The alignment of the AAS applications with the global Australia Awards application dates (February to April), conducted online and with online shortlisting resulted in a considerably more cost and time efficient process and also supported greater

confidentiality and security of information.

- In 2019, 371 users visited the newly improved Scholarships Access Centre (25 per cent female). Continuous improvement of both the website and promotions strategy was undertaken as lessons learned were documented throughout the year. Data collection systems were also improved to report attendance of 812 people at the program briefings and increased female participation from 36 to 46 per cent. The improved data collection systems also identified that low academic English language skills and leadership attributes for people with a disability and public servants were a key factor that inhibited these applications progressing.
- While the number of applicants with a disability was lower than last year, one person with a disability secured a scholarship this year. There was an increase in the number of applicants from outside of Dili, but similar to previous intakes, the numbers of municipality-based applicants, and subsequently provisional awardees, remains low. The number of female applicants continued to increase in 2019, indicating effective targeting, and the proportion of scholarships offered to females for the 2020 intake was 60 per cent (12 female and eight male). Refer to Section 4: GESI Outcomes, for an analysis of these results.
- WDPTL continued to strengthen the reintegration processes in 2019 by proactively seeking feedback prior to, and after, return to Timor-Leste. A total of 22 awardees successfully completed their studies in 2019 (seven undergraduates, 14 postgraduates and one PhD student) and returned to Timor-Leste. The program worked with returnees to update their Career Plans and tailored the reintegration workshop agendas for the sectors of study of the returning awardees. As in previous years, alumni were offered one-to-one employment counselling and job

placement by a local employment agency.

- The Timor-Leste Australia Alumni Association (TL3A) Secretariat, together with the WDPTL, supported two Alumni Showcase Seminars highlighting research achievements of alumni. Each of these events enjoyed high attendance and participation by a range of relevant stakeholders from government, civil society, alumni and the private sector.

Response to issues and challenges

Key issues that emerged for the Scholarships and Alumni Support (SAS) team through 2019 and the subsequent program response or lesson learnt is detailed below in **Table 2**.

TABLE 2 | Responses to issues and challenges faced by the SAS team

Issues/challenges	Management response in 2019 and lessons learned
Shortlisting panel provided inadequate feedback on individual candidates.	Updated TOR of shortlisting STAs to include more specific requirements and recruit new panel for shortlisting assessment.
The face-to-face promotion information sessions are effective but have limitations in access, reach and understanding.	Enhanced promotional tools are needed specifically for priority areas of study, eligibility criteria and the selection process. Commissioned a series of AAS application explainer videos.
The WDPTL team conducted manual AAS eligibility and compliance checks, via OASIS, which was time consuming and prone to human error.	Separate online eligibility check explored. However, is not allowed by DFAT Canberra due to security issues, so manual eligibility checking in OASIS will continue.
Ineligible and non-compliant applications were high, this required significant follow-up from staff within a tight timeframe.	Develop a video guide for the selection process to improve understanding, develop and improved AAS advert video, develop a video about online application submission and the compliant document criteria, so that the number of non-compliant applications decreases.
Interview questions included some repetition and were not ideal for the time provided.	Revise interview questions to minimise repetition. In addition, if possible, maintain one panel member from previous year to encourage consistency, knowledge transfer and efficiency.
PWD and public servants applications were low with English as a key barrier to progress.	Embassy approved USD 100,000 funding for WDPTL short courses in FY19/20. Two English language training short courses designed to increase AAS number of applications from people with disability and permanent public servant.
Public servant applications are low, potentially missing opportunity for scholarships to support other Australian Aid programs working with GoTL.	Include shorter postgraduate courses for 2021 Intake aimed at increasing access for and targeting key public servants and GoTL agencies. Decreasing the capacity gap and reintegration challenges that public sector leaders need to consider with longer term scholarships.
Universities have limited opportunity to promote to Timor-Leste applicants. Low scholarship numbers make roadshow idea marginal.	A university expo and virtual information sharing session during the 2021 application period will be trialled.



Seasonal Worker sorts fruit in Australia.
Photo: SEFOPE

Component 1b: Timor-Leste Australia Alumni Association (TL3A)

2019 was a year of organisational consolidation for TL3A and the emergence of new platforms for alumni engagement and development. A review of the TL3A strategy was completed providing useful evidence for progressing the organisation toward increased independence and success.

Key achievements in 2019

- The statute of the TL3A was officially signed in the Notary Office in October with 10 alumni founders (five female and five male), formalising TL3A as an association
- The TL3A logo was upgraded with a new look and the guidelines for the use of the logo for communication and branding strategy was also updated.
- The Alumni of the Year award was designed and implemented at the first Alumni Gala Dinner, held in December
- Alumni Small Grants were recommenced with two high quality recipients in 2019
- A TL3A strategic review was undertaken to explore progress of, and future directions for, the association.

Outputs and progress

Overall, progress against the TL3A workplan was satisfactory, as some activities did not proceed due to the alumni and TL3A-driven nature of the work. Funding was moved to other activity lines to ensure that alumni continued to receive opportunities to develop. Refer to the workplan at **Annex 2** for details.

Key outputs and notable progress include:

- The Annual Review Meeting was held in January 2019, attended by 12 female and 22 male alumni. During this review meeting the Agriculture Sector Group was established.
- An Annual Planning Day was held in April 2019 resulting in four sectoral alumni groups in Health, Development, Education and Infrastructure.
- Alumni from the Education Sector completed a two-day Career Management Competency Training for job seekers in Senai, Becora in May 2019. Nineteen females and 21 males attended the training.
- A seminar on Early Pregnancy Prevention was held on 11 May 2019 by the alumni from the Health sector in partnership with BuiMauTL, a voluntary-based youth group. 200 participants attended including those from youth groups, students and civil society groups.

- An Entrepreneur Workshop for Australia Award alumni was held on 15-16 November 2019. Of those who attended 98 per cent agreed or strongly agreed with the speakers and 91 per cent were encouraged to set up a business.
- The Alumni Development sector training for the trainers in recycling of plastic bottles held in 2018 resulted in six young people, three females and three males, being trained. From this training, this one Junior High School and four High Schools in Dili were reached through November 2018 to March 2019.
- Two videos for public service announcement were produced by the alumni, one on Reading Habits (by the Development sector) and the other on Waste Management (by the Health sector). Both videos were shared on YouTube, Facebook, RTTL and GMN TV.
- Two talk shows, one on Foreign Direct Investment presented by two alumni (both male) and the other on the Non-oil Economy, presented by four alumni (two female and two male), were screened on RTTL, a local television station.
- Alumni of the year award created to promote the achievement and contribution of the alumni in the development of Timor-Leste. The winner was announced in the Gala Dinner on 13 December. The gala dinner is one of the events to invite other alumni who have studied in Australia (self-funded/funded by Government) and to increase TL3A membership.
- The Agriculture sector alumni disseminated cooking stoves, that reduce the use of wood consumption, to local community and high school students in Suco Costa and Naimeco in Oe-Cusse December 2019.
- Eleven applications were received for the Alumni Small Grant of which two applications were selected. The grants went to:
 - two female alumni focusing on community development in nutrition gardening, who established a women's nutrition group focused on school feeding programs in the Bobonaro Municipality
 - male alumni focusing on the development of a non-discriminatory language brochure and booklet for people with a disability in Luro, Lospalos Municipality.

Responses to issues and challenges

Key issues that emerged for TL3A support through 2019 and the subsequent program response or lesson learnt is detailed below in **Table 3**.

TABLE 3 | Response to issues and challenges faced by TL3A support

Issues/challenges	Management response in 2019 and lessons learned
The limited TL3A Standard Operating Procedures (SOPs) creates grey areas for Secretariat and Board decision-making	Work with incoming TL3A to consider future direction of organisation, need for SOPs, structure, membership and funding etc
Low activity from some alumni sectoral groups	Encourage new sectoral groups to emerge where there is energy and re-energise existing sectoral groups by encouraging new members. Appreciation letters should be sent after events and activities seeking feedback of the event/activity.
Limited engagement from a high number of existing alumni. Increasing the number of alumni engaging in the TL3A activities has been difficult as most alumni are working full-time and have time constraints	Developed new tools and incentives for alumni engagement in TL3A including enhanced communication tools, Alumni of the Year award, return of small grants and high value PD workshops. Importance of the association's work and objectives should be emphasized more through social events Networking and partnership with university students and youth groups can support the implementation of the program. Increasing visibility of the association through social media is important to reach the wider public
The absence of a TL3A communication plan and branding strategy has impacted on efforts to increase visibility of the TL3A	Increase visibility through creating links with other alumni funded by government and agencies. Eg. GoTL Australia scholarship recipients
Out of date alumni database information means that information is not reaching all alumni	Targeted campaign to update contact details needed. Could include a shift to new membership structure, or stand alone project for alumni volunteers



Component 2a: TVET Strengthening

Through 2019 WDPTL became the primary support for the GoTL training (TVET) system among donor agencies, working more closely with INDMO (The National Institute for Labour Force Development), DNAFOP (National Directorate for Vocational Training Policy) and SEFOPE. Moving beyond a historic targeted hospitality focus, WDPTL sought to more strategically link its TVET and Labour Mobility work to enhance the capacity of key training centres and the training system more broadly.

Following evidence of limited training centre - industry connection revealed in the Training Centre Stocktake, WDPTL focused on encouraging industry – TVET relationships, but specifically leveraging Australian labour mobility and employers, who make up a significant percentage of 'industry' for Timor-Leste, but are not well targeted by training centre products or services.

Key achievements in 2019

- 28 training centres were assessed to identify the capacity of leadership and management during a nationwide training centre stocktake
- Quality Improvement Plans (QIPs) for 10 highest performing training centres were supported; focusing on human resources, facilities, equipment and industry engagement were developed and implemented
- Technical support from the WDPTL TVET team has resulted in improved leadership and management capacity in 10 training centres. In addition, coordination between the 10 training centres and local industries has improved, including on the job training and sharing of knowledge and training resources
- A TVET network is emerging among the 10 training centres and stakeholders with potential to develop into an influential sectoral association
- INDMO and DNAFOP were supported to strengthen their relationship with local industries in training delivery and new training products
- INDMO and DNAFOP were supported to organise the first TVET conference and implement Recognition of Prior Learning assessor training
- Two revised certificates – Certificate III in Food and Beverages and Certificate III in Accommodation services – were endorsed by the INDMO executive committee.
- 79 training centre staff (41 female and 38 male) improved their skills in areas of Training Methodology, English language, and industry currency

Outputs and progress

Overall, there was excellent progress against the TVET workplan, though some retargeting of activities and funding will occur in 2020. Refer to the workplan at **Annex 2** for details.

The first half of 2019 saw historical WDPTL TVET work paused in preparation for a June 30 2019 contract end date and staff tasked to a single important project, The Timor-Leste Training Centre Stocktake. This review of all major training centres in Timor-Leste was a partnership with INDMO/ DNAFOP and assessed centres (with the potential to support Australian Labour mobility) against seven operational indicators.

With the program extension till 2020 approved in April, a new TVET workplan was developed, building on past successes (like hospitality support) but taking a new angle by supporting training centres in line with findings in the Stocktake report. The new workplan sought to link TVET activity more clearly to labour mobility work but also with the scholarships component, via the Australia Awards short course modality. A 2018-9 financial year underspend provided the opportunity to trial this integration through the development of a customised short course for high performing training centres with the potential to train labour mobility workers.

While eventually not branded Australia Awards, this short course, involving 10 high performing training centres, was delivered by William Angliss Institute in Australia in July with mentoring and ongoing support through to November. Each training centre developed a Quality Improvement Plan to enhance their capacity to deliver training products for the local market while exploring their potential to develop a shared product or course to prepare workers for Australian Labour Mobility, a growing 'overseas' market. The plans underpin a range of ongoing work with each centre in 2019, supporting their human resource capacity, delivery infrastructure and links to industry and each other.

Complementing the training centre quality improvement work, and following another key finding in the Stocktake report, WDPTL focused on Industry – TVET system engagement from July 1. This work area included three main activities. Firstly, working closely with INDMO to support first the National Skills Competition, then the first International TVET Conference, themed as 'Strengthening the Industry- TVET system relationship'. Both are spaces aimed at bringing industry, training centres and GoTL together and at raising the profile of, and respect for, TVET in Timor-Leste.

Secondly, following from a successful 'hospitality traineeship' pilot in 2018, WDPTL aims to support training centres to provide innovative training products that specifically serve industry needs. Three ideas were planned; a second hospitality traineeship (which was paused as training centres delivered this without WDPTL support), mobile hospitality training (which is still in design discussion with HoTL) to reach strategic district employers with short course/ module training & a preparatory course for labour mobility, delivered for SEFOPE by regional training centres. The pilot of this first labour mobility preparation course has been

approved by SEFOPE and is planned for February 2020 at TIBAR, with a range of Australian employers informally engaged so far to feed into this course design.

The final, interconnected WDPTL work area is supporting INDMO and DNAFOP to pilot its Recognition of Prior Learning (RPL) process. This capacity exists but has not so far been implemented. RPL offers another service or product for industry and skilled yet unqualified individuals, and in October WDPTL guided SEFOPE to use their funding to procure a master assessors course from William Angliss which has graduated 10 hospitality trainers qualified

to RPL students under the Timor-Leste qualifications framework. In 2020, WDPTL will then support SEFOPE and INDMO to pilot RPL 20 students through a Certificate III in Hospitality, including a number of returned seasonal workers.

Responses to issues and challenges

Key issues that emerged for TVET support through 2019 and the subsequent program response or lesson learnt is detailed below in **Table 4**.

TABLE 4 | Responses to issues and challenges faced for TVET strengthening

Issues/challenges	Management response in 2019 and lessons learned
Lack of local industry willingness to work with the GoTL training system	<p>The WDPTL's TVET team should continue its engagement with INDMO, DNAFOP, individual hotels, training centres</p> <p>WDPTL needs to continue supporting spaces (like the TVET conference) for industry and the training system to come together and value each other</p>
HoTL engagement was minimal in 2019	Engage with specific HoTL Board members to gain access to Board meetings and present opportunities for partnership with WDPTL
Changes in the GoTL and Director of DNAFOP have had a potential impact on program activities/ loss of continuity	WDPTL continues its constant engagement with the new director through sharing workplans, regular meetings, monthly updates and activity completion meetings to ensure commitment to the progress of the WDPTL activities
There is limited connection between labour market data around skills gaps and employer training needs and the courses supplied by training centres	In 2020, WDPTL will work more closely with the Centre for Labour Market information (CNIMT) and DNAFOP to link labour market data with training centre supply

Component 2b: Labour Mobility

WDPTL's 2019 labour mobility support work was responsive to the rapidly evolving operational landscape detailed earlier and defined by deeper GoTL partnerships and higher investment in both human and financial resources. It was a year of rapid learning for new SEFOPE LSU and WDPTL staff and a shift from targeted support to SWP elements to broader Embassy led leadership of, and investment in, the success of Australian labour mobility.

Some key learning developed through 2019. Firstly, capacity development has its limits with a new GoTL team forced to bear a heavy weight of 1,700+ mobilisations and new administrative tasks. Managers and staff struggled to learn and develop capacity without the opportunity to build from a manageable workload. In this case capacity substitution and embedded support becomes essential, but with clear parameters around time, handover and exit planning.

Labour Mobility in Timor is politically volatile. In a small nation most people are touched by the program and either have family and friends who have been to Australia or would like to. The pressures and incentives on staff to bend the rules are significant. At the same time the historical corruption allegations in the program means this government is firmly focused on a transparent and fair selection process, a process that can be challenging for Australian employers and challenging to implement. It's important to understand the pressure staff are under and the costs to them in this highly visible work area.

Third, employers in Australia need to be carefully and thoroughly engaged considering the above. Employers have their needs, and these can clash with SEFOPE's goals for the program. However, Timorese workers are highly valuable for employers and will continue to be in demand, so SEFOPE can be supported to prioritise establishing transparent and accountable processes as long as its approach is rational and consistently applied. The key in supporting this relationship is high quality communication and the policy and tools that sit behind this.

Key achievements

In 2019 the Embassy directed WDPTL to invest in the Labour Sending Unit (LSU) physical and organisational development which supported it to mobilise over 1,700 seasonal workers. A summary of the background and elements of this investment are as follows;

- The whole LSU team and its manager were replaced in April 2019. The new staff had limited experience with delivering labour mobility programs
- In July the majority of recruitment administrative functions were transferred from the GoTL Embassy staff in Canberra to the LSU team
- At the same time 2019 saw the highest number of SWP in a year mobilised to Australia while the Pacific Labour Scheme also commenced

- Collectively these factors have meant the team has faced significant challenges with delivering the SWP cycle and led to an Embassy request for intensive and creative support from WDPTL and PLF
- The Embassy approved a package of supports for leadership, staff, facilities, equipment and coordination and a period of intensive investment and support was implemented from July- December 2019
- The LSU now has a functional space and the majority of equipment it needs to operate. While employer and worker challenges are ongoing, the LSU team has managed to mobilise over 1,700 workers in 2019.
- A key success in this has been coordination with a team of five SEFOPE and Australian Aid program leaders formed to lead the LSU transformation. A team that has been able to combine resources to navigate the complex political and technical spaces required to run successful labour mobility programs at scale.

A second key achievement was the finalisation of, and training in, the updated Seasonal Worker Program (SWP) Operations Manual.

- SWP Updated Operations Manual produced and approved by SEFOPE Secretary of State in October 2019
- The manual acts as the primary procedure and guidelines bank for the operation of the entire SW program
- The development of staff training linked to the manual commenced in November. Three LSU staff trainings have so far been delivered including: customer service, communication, confidentiality and conflict of interest, tracking recruitments, scanning and filing, security and more.

Outputs and progress

Overall, progress against the Labour Mobility workplan was satisfactory, though some planned activities were paused, became redundant or were delayed. Refer to the workplan at **Annex 2** for details.

In the first half of 2019, the WDPTL's support for labour mobility was scaling down in preparation for program completion (30 June 2019) with the PLF commencing in Timor-Leste to take on the primary role of supporting labour mobility. Activities were focused on pre-departure briefings, reintegration workshops and work ready skills. However, the workplan and approach shifted significantly in mid-2019 with the WDPTL 12-month extension (to 30 June 2020), and challenges in SEFOPE's delivery of the seasonal worker program.

These challenges saw the Embassy led development and approval of a labour mobility crisis response plan, including a coordination role for WDPTL and flexible LSU support budget lines from July 1. This package supported investment in LSU

capacity in four main ways; leadership training and mentoring, staff training in operational processes, renovating a space and procuring equipment for the LSU team and improving key processes such as filing and online systems.

The delivery of this package occurred through July-December, with some delays but the majority of tasks completed. Ongoing context changes including the new SEFOPE organic law, corruption accusations, LSU security challenges and medical test development. These provided a background to implementation but were each partially or fully resolved by strong partnership efforts by GoTL, the Embassy and WDPTL/PLF. The completion of the SWP Operations manual in October was an important achievement as both the basis for ongoing staff training and a response to allegations of poor program operating procedures.

There was also a shift to the historical approach to worker preparation and skills training in 2019. As SEFOPE directed its own funding at English and employability skills, WDPTL moved away from direct provision of worker training to focus on connecting its TVET workstream with labour mobility skills development, an important goal of both SEFOPE and the WDPTL. This meant that this work ready skills area of the workplan was not activated, but as noted above, a worker preparation course pilot has been approved by SEFOPE for February 2020 and funding will likely be redirected to this area in 2020.

The last months of 2019 saw an intense period of worker mobilisation and employer recruitments⁷ with strong leadership coming from staff of the Labour Attache team, seconded to the LSU.

The key outcomes for the Embassy and WDPTL in the labour mobility space have been the management of multiple risks, including physical safety risks to staff, and the ongoing operation of the unit in the face of various pressures, in particular, a completely new LSU team. These outcomes have been at least partially

achieved and represent some exceptional staff efforts beyond what was originally in the labour mobility workplan.

Responses to issues and challenges

Key issues that emerged for Labour Mobility support through 2019 and the subsequent program response or lesson learnt is detailed below in **Table 5**.

The management response to these challenges and lessons is fluid and continuous. WDPTL works collaboratively in a Labour Mobility team of five to solve problems and implement strategic changes. These changes are many and loosely tied to a six-month plan developed by this group covering July- December 2019. This requires the flexible application of WDPTL staff and resources which is enabled by both a flexible LSU support package approved by the Embassy in June and a close working relationship with the Embassy team which allows for rapid analysis and approval of actions. This in turn has been well supported by the counsel of the Palladium corporate and regional WDPTL team and the PLF team.

These multiple levels of shared decision-making and guidance have underpinned a highly flexible management response to labour mobility support in 2019. From developing a Media and Communications plan to leadership coaching to supporting PLS logistics needs, this area of work has required constant adaptation. Coordinating this, the WDPTL Team Leader, since June 2019 has been spending between 20 and 70 per cent of time on this work area. This time commitment has had its challenges but has been made possible by the Embassy's support for and the engagement of a Deputy Team Leader and high capacity Operations Manager. Thinking about how to stabilise the unpredictability and response needed in this workspace is ongoing, but at present the flexibility and shared coordination amongst the Embassy, WDPTL/PLF and the GoTL is allowing for the volatility in this space to be handled.

TABLE 5 | Responses to issues and challenges faced for Labour Mobility Support

Issues/challenges	Management response in 2019 and lessons learned
Limited coordination among historical and emerging labour mobility stakeholders	Development of Labour Mobility team of leaders of five key units/ programs. Co-develop plans, decisions and policy.
Limited communication tools for workers, Timorese public and Australian Employers	Developed an LSU Media and Communication plan and initial communication tools from this plan
Initial PLS recruitments highly resource intensive while PLF presence in Timor-Leste still establishing	Supported PLF with logistics, staff and other resources for initial recruitments

⁷ In November 2019, 472 workers were mobilized (Government of Australia data), easily the highest month ever and the largest single recruitment by an Employer, MADEC, took place.

Progress towards End of Program Outcomes (EOPOs)

WDPTL has three EOPOs reflecting Australia's development cooperation objectives in Timor-Leste: improving livelihoods and economic development; enhancing human development; and strengthening governance and institutions. All WDPTL activities support the Australian Government's overarching priorities of empowering women and girls and supporting disability-inclusive development.

Progress of the program was monitored and assessed using the WDPTL Key Evaluation Questions (KEQs) as an organising framework. KEQs 1-3 measure effectiveness and address the three program EOPOs. KEQ 4 addresses relevance and KEQ 5 assesses GESI outcomes.

- KEQ 1** To what extent has the program contributed to the improvement of workforce development policy and systems?
- KEQ 2** To what extent has the program led to more workforce ready people in Timor-Leste?
- KEQ 3** In what way are program beneficiaries utilising their skills, experience or income?
- KEQ 4** To what extent are program activities relevant to workforce development priorities in Timor-Leste?
- KEQ 5** To what extent has the program benefited women, people with disabilities and people from rural areas?

The following section provides a summary of evidence of achievements against each of the evaluation questions during this reporting period. A summary box shows progress made in 2019 against evaluation questions under the relevant EOPO, using the following criteria:



ON TRACK

Progress towards achieving the EOPO is on track at this stage of the program.



SOME DELAY

There have been some delays or challenges towards achieving the EOPO



SIGNIFICANTLY DELAYED

There have been significant barriers and/or delays to progress



TOO EARLY TO TELL

Outcomes will not be realised in the term of this program

The WDPTL monitoring and evaluation framework (MEF) was updated in September 2019, reflecting changes to the theory of change finalised earlier in 2019. Most targets in the MEF are in line with the 1 July 2019 – 30 June 2020 period, which means they are not expected to be achieved by the end of 2019. Progress towards the June 2020 targets is included below.

EPO 1

IMPROVED POLICY AND SYSTEMS FOR WORKFORCE DEVELOPMENT

This outcome explores whether WDPTL's efforts have supported government and other stakeholder's capacity to more effectively implement Timor-Leste's TVET and Labour Mobility systems.

Overall progress experienced some delays, but both work areas

are characterised by collaborative and healthy relationships with GoTL, an important outcome for ongoing GoTL support in the uncertain year ahead.



SOME DELAY | There have been some delays or challenges towards achieving the EPO

There has been mixed progress towards improved policy and systems for workforce development. In 2019 Timor-Leste experienced its highest number of mobilisations to date under the Seasonal Worker Program. In managing these mobilisations the capacity of the newly-established labour mobility team in SEFOPE has been tested, with some pleasing results, but also some challenges. These are discussed in detail below. Overall, progress towards improved systems for the Seasonal Worker Program was slower than expected, but understandable given the staffing changes in SEFOPE and other challenges faced.

Progress towards improved policy and systems in TVET was more advanced, with evidence of strengthened TVET centres, and strengthened systems for hospitality training.

Progress towards June 2020 targets

The target of eight out of 10 target TVET centres implementing their Quality Improvement Plans has been met, with nine centres rated as substantially progressing their plans.

As at end October 2019, seven out of the 10 targeted TVET centres have a revised strategic plan in place, making the target of eight out of 10 centres achievable by June 2020.

KEQ 1: To what extent has the program contributed to the improvement of workforce development policy and systems (Effectiveness)

1.1. In what way has the program supported the GoTL to collect and utilise labour market data to inform GoTL workforce development decision making?

In January 2019, the Labour Market Information support aspect of WDPTL was transferred to the Governance for Development Program (G4D). The Labour Market Information adviser reports to and is managed by G4D. However strong relationships still exist between WDPTL, this area of work and the adviser. G4D

and WDPTL are currently working together to decide how best to manage this area of work to maximise the value of the adviser and to integrate the labour market work across other WDPTL activity areas. At this point however there is no data to share against this sub question.

1.2. To what extent are relevant stakeholders effectively implementing workforce development policy and system initiatives?

Labour mobility

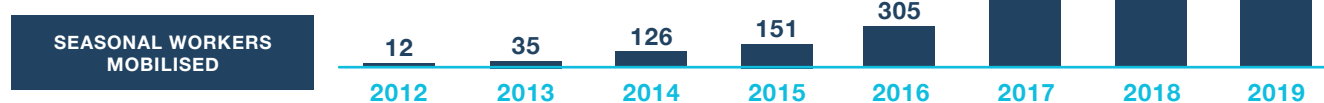
2019 saw the highest number of SWP mobilisations to date, with 1,763⁸ in 2019. This was an increase of 24% from the 1,426 in 2018, and a large increase from the 794 in 2017.

The capacity of relevant stakeholders to effectively implement workforce development policy and system initiatives was directly influenced by the challenges in managing this large volume of SWP mobilisations.

⁸ Calculated from Australian Government data

GRAPH 3 | Number of Seasonal Workers mobilised: Timor-Leste 2012-9

The annual number of Seasonal Workers mobilised
has increased rapidly



Source: Australian Government Data.

During 2019 the labour mobility team was established, and a workplan for the second half of 2019 developed. There are early signs that this team will make positive progress in implementing workforce development policy and system initiatives. The labour mobility team collaborated on and advocated for an appropriate SEFOPE annual budget – an example of leadership and advocacy, which if successful would support a realistic operational capacity in the labour mobility program and improve sustainability as less operational donor support would be needed.

The labour mobility team is showing more capacity to lead activities, with decreasing support from WDPTL in some areas. For example, in November, the largest ever single recruitment of 400 seasonal workers was led by the labour mobility team. There is also strong leadership in the Labour Attaché team, and the three SEFOPE teams tasked with Labour Mobility are working together more harmoniously than previously. From September 2019, the labour mobility team moved to a new customer service orientated space. With support from WDPTL, a series of service windows, an outdoor training area, office equipment and training facilities were supplied. A range of new customer service initiatives included online labour mobility applications, online enquiries, factsheets and briefing notes for government communications. It is too early to expect customers (workers, the public and employers) to perceive improved service delivery.

Technical and Vocational Education and Training

There is evidence of links between TVET and industry becoming stronger with TVET centres and industry discussing training/qualification priorities. For example, in Hospitality, with WDPTL advice, the Hilton spoke with a number of training centres about meeting its staff needs.

There is evidence that hospitality training delivery and assessment in Timor-Leste is transforming from a disparate and non-qualification based system to an increasingly relevant and quality system of training delivery and assessment, rooted in industry requirements. 2019 saw the strengthening of hospitality qualifications and industry engagement in the TVET system through the introduction of five accredited qualifications and a hospitality traineeship model. This set of new qualifications not

only conform to Timor-Leste's National Qualifications Framework but actively support Timor-Leste Government's aims of growing successful tourism and hospitality sectors.

Investment in TVET Centres commenced in March 2019 with a stocktake of training centres and identification of baseline capacity, in seven areas from staff to resources to leadership. 18 representatives (10 men/8 women) from the 10 highest performing stocktake TVET centres participated in the TVET Strengthening Program, which consisted of a short course in Australia plus mentoring and quality improvement packages.

The Timor-Leste International TVET Conference held in November 2019 was significant for several reasons. It was the first international TVET Conference to be held in Timor-Leste and was well attended, with 166 attendees from across INDMO, DNAFOP, Training Centres, private sector, and industry bodies and donors. Planning for the conference was undertaken predominately by INDMO, with support from WDPTL and DNAFOP. The conference resulted in some significant actions being identified for Timor-Leste's TVET system, including: (i) INDMO to strengthen the curriculum of various productive sectors in considering to employability skills; (ii) SEFOPE/MECAE (Ministry of Coordinating Economic Affairs) and aid donors invest in providing higher standard facilities and spaces that include ICT based training; (iii) TVET providers start introducing e-service (also for jobs) and innovative teaching methodology by qualified trainers; and (iv) INDMO in coordination with SEFOPE and MECAE to lead the discussion with industries on introducing apprenticeship or skills development/ TVET fund. The conference had significant buy-in from the Timor-Leste Government. For a relatively minimal WDPTL investment (USD18,000) there were noticeable relationship improvements, for example, MECAE requested conference results to inform government planning for TVET funding, priority areas.

1.3. In what ways have government counterparts demonstrated improved technical or management capacity?

Throughout the second half of 2019 the SEFOPE labour mobility units became more independent in some areas. In November 2019, the LSU ran a recruitment process for 400 workers for MADEC, the largest single employer recruitment to date, with minimal support from WDPTL or PLF.

The SEFOPE labour mobility units incorporated all tasks in the SWP cycle into their work for the first time in 2019. For example, the team managed communications with Australian employers, organised visas, and processed medical checks.

Despite the SEFOPE labour mobility units facing significant challenges the labour mobility cycle continued to adequately

function in 2019, with successful mobilisations of seasonal workers throughout the year.

Looking to TVET, some clear examples of GoTL capacity are emerging. Following an initial pilot in 2018, the Tibar TVET Centre launched its second Hospitality Traineeship program in 2019 without WDPTL support. INDMO co-led the planning and delivery of the first International TVET Conference in Timor-Leste. Notwithstanding the significant support provided through WDPTL, INDMO demonstrated a high level of ownership of, and ability to deliver, this high-quality event.

1.4. To what extent have we improved capacity of training institutions to deliver quality training in priority areas?

The review of progress against Quality Improvement Plans, undertaken in October 2019, rated nine TVET centres as green (i.e. substantially progressing their Quality Improvement Plan) and one TVET centre as red (i.e. no progress). Seven of 10 targeted TVET centres had revised strategic plans as at end of October 2019.

Throughout 2019 there were multiple examples of collaboration between TVET Centres:

- Agriculture students from CDC Baucau helped cultivate the agriculture land at STVJ Gleno as it planned to run agriculture course in the future, organized by the directors of the two training centres in November 2019.
- STVJ delivered some parts of Certificate III Food and Beverage course for trainers and students at St Madalena Manatuto in September 2019, improving this centres capacity to deliver hospitality event services to local communities and government departments.
- The majority of the 10 training centres are actively engaging with their local industries and working together to increase

their trainers' industry experience. One example is that four training centres collaborated and sent seven trainers to have industry experience in Bali in October to November 2019

The training centres were also able to negotiate additional support from William Angliss Institute after the short course and outside the scope of the WDPTL contract. This included opportunities for Timorese trainers to come to Australia for additional training and experience at no cost.

A potentially significant advance for TVET centres developing industry responsive products occurred towards the end of 2019 with the pilot of a new Labour Mobility Preparation Course being approved by SEFOPE. This 2-4 week pilot will be held at Tibar training centre in February 2020 and will include English, practical agricultural and fitness work, soft skills, preparation of labour mobility documents and worker medicals plus a more thorough delivery of current pre-departure briefing content on Australian wages, culture and laws.

EPO 2

PEOPLE ARE WORKFORCE READY

This outcome explores the amount, type and quality of training WDPTL delivered to prepare Timorese for work and is rated

on-track with the average participant satisfaction rating across all 2019 training at 95%.



ON TRACK | Progress towards achieving the EPO is on track at this stage of the program

Key achievements in preparing people for work in either Timor-Leste or Australia included Timorese men and women gaining Australian tertiary qualifications and completing TVET training or non-formal training in Timor-Leste. Beyond Australia Awards (AAS), highlights included a suite of training programs aimed to build the capacity of TVET centre managers and trainers and the inaugural WDPTL short courses; two of which were launched in 2019: (1) English for People with Disabilities and; (2) English for Public servants, both designed to increase AAS 2021 applications from these target groups.

Other employment-ready initiatives included pre-departure briefings for students and workers travelling to Australia.

Progress towards June 2020 targets

All AAS awardees who were scheduled to complete their studies in 2019 did so successfully.

Although slightly below the target of 2,000 workers set in the DFAT Performance Assessment Framework, 1,763⁹ Timorese [71% men / 29% women¹⁰] were mobilised to Australia under the SWP over the period 1 January – 31 December 2019.

In 2019, approximately 35% of seasonal worker attended pre-departure briefings (PDB), significantly lower than previous years and below the target of 95% set in the WDPTL MEL Plan. This reflects the changeover of staff in the LSU, subsequent loss of capacity, uncertainty in policy (e.g. returning workers not requested to do a PDB) and competing priorities of the Labour Mobility team.

In contrast, participation of AAS awardees in pre-departure briefings is high, with 100% of 2020 Intake awardees attending the pre-departure briefing/s held across 16-27 November 2019.

The number of returning Australia Awards awardees completing training courses or professional development is lower than the 80% target set in the Embassy PAF.

KEQ 2. To what extent has the program led to more workforce ready people in Timor-Leste? (Effectiveness)

2.1. How and to what extent are seasonal and labour mobility workers prepared for work in Australia?

As noted above, 1,763 Timorese [71% men / 29% women] were granted visas under the SWP over the period 1 January – 31 December 2019. In 2019 SEFOPE aimed to take on full responsibility for organising the pre-departure briefings for seasonal workers. During this time approximately 20 pre-departure briefings were delivered to 602 workers (F=170, M=432). At around 35% of those mobilised, this is well under the 95% target. The delivery of pre-departure briefings decreased significantly over the peak worker mobilisation period of October-November due to the system and team being under strain. LSU staff were simply focused on other more urgent tasks and neglected PDBs.

Related to this, reliance on WDPTL staff to initiate and deliver PDBs continues. The PDB process needs to change if scaling

up is to occur, though plans are already underway to reorganise roles within the LSU to increase PDB ownership.

It is acknowledged that increasing the capacity of SEFOPE to deliver PDBs is constrained by the many other pressures on the labour mobility team's time. In response and reflective of SEFOPE's planning, a combined PDB and worker preparatory courses will be designed by the Labour Mobility team and piloted at a training centre in February 2020. If successful, this will be scaled up to include training centres in Timor's districts to act as regional labour mobility preparation hubs.

All the seasonal workers who attended pre-departure briefings reported that the information presented in the briefings was useful and relevant to their work in Australia. For example, through

⁹ Calculated on Government of Australia data.

¹⁰ This is calculated using Government of Australia data by using actual gender split for July- Nov 2019 plus an average of the gender split for Jan-June 2019.

the participant feedback forms, they acknowledged receiving adequate information to respect cultural difference and employee and employers' obligations and also understand tax, wages and deductions. This is consistent with previous years, whereby seasonal workers usually express satisfaction via the PDB feedback forms.

Other work-ready skills training for workers included:

- Forklift training for 21 workers (20 men/one woman). 18 of these workers have travelled to Australia for work, of these 18, one has gained their full forklift license

- English language training for 218 seasonal workers (157 men/61 women) from the Work Ready Pool. 90% of participants achieved a basic English conversational level from a baseline of very basic skills. Of these 218 the majority have since been mobilised to Australia
- Driving training and testing for 753 seasonal workers (727 men/26 women) from the Work Ready Pool, with 730 of them (706 men/24 women) passing the driving test.

2.2. How many people have gained qualifications or completed training courses?

In addition to the courses mentioned above, the reintroduction of undergraduate scholarships for the 2020 Intake has been very well received, with 99 (49 women/50 men) of the 270 applicants being for study at the undergraduate level.

Twenty-two Australia Awards Scholarship awardees (nine men/13 women) successfully completed studies in 2019. This represents 100% of those scheduled to complete in this period:

Level of study (sector/s)	Male	Female	Total
PhD (environmental science and management)	1	0	1
Master (community development, engineering, information technology, education, environment, agriculture, natural & physical science, management and commerce)	6	8	14
Undergraduate (society and culture, natural & physical science, education, health, management and commerce)	2	5	7

2.3. To what extent are people better prepared for work in Timor-Leste?

Over July- December 2019 WDPTL supported professional development and industry placements for staff across the 10 targeted TVET centres. SEFOPE staff attended the English

language training course alongside TVET staff, and were provided a dedicated course on writing minutes.

Course name	Male	Female	Total
Certificate III in Training and Assessment	8	4	12
Certificate IV in Training and Assessment	2	3	5
English Language training	9	7	16
Industry placement and barista training	4	10	14
Timor-Leste TVET Strengthening Short Course	12	8	20
Minute Writing Short Course	4	8	12

It is too early to tell the effects of the above training. However, in 2019, WDPTL undertook monitoring of the effects of the Hospitality traineeships conducted in 2018, with the following results:

- Of a sample of hospitality trainees and trainers (18% sample) 100% reported they have shared their skill and knowledge from the training in their workplace (Interview)
- Of employers of the trainees (30% sample) 100% reported that the graduate trainees are now well prepared and sharing their skills and knowledge to the co-workers

at their workplace, have added new menu items, customer service improved, skills and knowledge in food and beverages are improved and the employees are more organized and oriented (Interviews)

- Three training centres (ETDA, Tibar and STVJ) recognised and valued their trainees from the program to become trainers in Certificate III in hospitality. (Follow up survey). There was also participant demand for another course in 2020.

In addition, 32 Australia Awards alumni (13 men/19 women) and 58 seasonal workers (45 men/13 women) participated in two separate one-day entrepreneurship workshops.

2.4. How satisfied are the direct beneficiaries with the education/training programs provided by WDPTL?

Participants reported high levels of satisfaction across all training provided by WDPTL (~95% average across WDPTL trainings), although it is worth noting satisfaction feedback is typically very high:

- 95% of returning Australia Awards Scholarships awardees were satisfied with the reintegration workshops held in January and August.
- 100% of 602 (F=170, M=432) Seasonal Worker candidates Pre-Departure Briefing participants were satisfied and agreed that they are well prepared for their role as seasonal workers
- 97% of 2018 Seasonal Worker English Language training participants were satisfied by the ETDA delivered training

- 100% of 247 (88 Females and 159 Males) participants of SWP reintegration workshops satisfied with the presentation and were encouraged to set up a business.
- Timor-Leste TVET Strengthening short course participants- 95- 97% level of satisfaction
- TVET conference participants – 88% satisfaction
- SEFOPE Minutes writing training – 95% satisfaction
- Timor-Leste TVET Strengthening Quality Improvement Plans Presentation – 93% satisfaction
- The lowest satisfaction was with the SWP forklift training, with 84% of the 21 participants satisfied.

An awards student. Photo: Queensland University of Technology.



EPO 3

PROGRAM BENEFICIARIES UTILISE THEIR SKILLS, EXPERIENCE OR INCOME

This outcome analyses what WDPTL target groups are doing with the workforce development opportunities they have received and is rated on track against end of program targets.



ON TRACK | Progress towards achieving the EPO is on track at this stage of the program

The majority of AAS alumni are in employment and utilising their skills. A range of evidence indicates alumni have a wide range of technical skills and knowledge and they are influencing and contributing to the development of Timor-Leste.

Seasonal workers have benefited financially from their work in Australia. The money earned in Australia has contributed to improved standards of living for the workers and their families in Timor-Leste. The workers have also gained skills and knowledge that are able to be applied back in Timor-Leste.

Progress towards June 2020 targets

Of the 30 respondents (15 women/15 men) to the recent alumni reintegration survey, 87% reported using skills and knowledge gained during their studies, almost reaching the DFAT Performance

Assessment Framework target of 90%.

86% of Australia Awards alumni are in employment in Timor-Leste, with a further 5% living, working or studying overseas, achieving the target of 90% of alumni in employment.

According to LSU data the potential remittances/savings from seasonal workers mobilised in 2019 is estimated to be around USD14.1 million in 2019.

The number of returning seasonal workers participating in reintegration workshops is 247 of 538 who returned in 2019 (Dec 16, 2019 data), 46%, significantly lower than the 80% target. By contrast, participation of returning Australia Awards Scholarship awardees in reintegration workshops is high, with all but one awardee attending a workshop in 2019.

KEQ 3. In what way are program beneficiaries utilising their skills, experience or income? (Effectiveness)

3.1. In what ways are Australia Award alumni utilising their skills, knowledge and experience on their return to Timor-Leste?

Alumni are mostly employed, with many occupying senior leadership positions

At the time of writing, 15 alumni are working in the executive

arm of Government: three as ministers (Foreign Affairs, Public Works, and Education); one as Secretary of State for Equality and Inclusion and the remainder are working in advisory positions across a range of areas. Another alumnus is a parliamentarian.

Position level	Male	Female	Total
1 Managers	32	55	87
2 Professionals	54	86	140
3 Technicians, associate professions	21	22	43
Other (living & working overseas)	5	1	6
Other (studying overseas)	4	3	7
Other (searching for job)	6	5	11
Other (no information)	12	16	28
Total	134	188	322

22% of alumni are in an influential or senior level positions within the government, private sector and civil society.

Influential/Senior role by employment sector	Male	Female	Total
Donor/Project	5	5	10
Government	5	37	42
NGO	1	0	1
Private sector	3	9	12
Total	14	51	65

Alumni are using their skills and knowledge to contribute to development in Timor-Leste

The 2019 Alumni Reintegration Survey shows that 91% report using their skills and knowledge. 87% of recently returned alumni¹¹ who responded to the 2019 Alumni Reintegration Survey reported using the skills/knowledge gained during their studies in Australia to a great or medium extent. This included contributing to Timor-Leste's development through policy development, strategic planning and review, M&E, IT, media and communications, project management, research and business development. Challenges to utilising their skills included difficulty finding relevant work (35%), difficulty in adjusting to new work and people (26%), and political or system level challenges (17%).

Six prominent alumni were profiled in 2019 and report that they are using their skills and knowledge in their workplace in relation to their academic background (High Profile Interviews/ Profiles).

Mrs. Dulce de Jesus Soares – Minister of Education

"When I studied in Australia, I gained a lot of knowledge and experiences related to my study which have supported me to develop a national curriculum to the school and basic education to improve education policy in this country"

Mrs. Maria José da Fonseca Monteiro de Jesus – SEII

"Before I become a Secretary State for Gender Equality and Social Inclusion, I taught as a lecturer at Dili Institute of Technology with the skills and knowledge that I learnt and gained from Australia Awards. And now, I've been able also to apply all the knowledge to help staff here in different department to improve themselves."

Mrs. Endang Soares da Silva – Executive Director of National Health Laboratory

"I've learnt and got a lot of experiences from Australia Awards. The study really helps me to contribute in terms of providing

better and accurate diagnosis to assist curation proper treatment in the laboratory. I also transfer my skill and my knowledge to other colleagues through intensive training specially inset pathology and advance molecular technique and conduct specially laboratory testing and previously transferring some sample to Indonesia."

Mr. João Olivio Freitas – President of National Communications Authority

"What I've learnt in my study in the University of Sydney really helps me to do my research and I've been able to helps the staffs here to do their research and theory as well. Another part is increasing my capacity, now as a president of ANC to help the government Timor-Leste to achieve the goals has been set out in their telecommunication objectives policy and how to implements it to become a reality"

In April 2019, WDPTL presented a story of significant change showcasing the ways that the 300 plus Australia Awards alumni in Timor-Leste are using their skills and knowledge to contribute to development in Timor-Leste. This story highlighted that as well as occupying positions of leadership and influence as noted above, alumni are using their skills to contribute to development, including:

- Developing IT and communication strategic planning for line ministries
- Developing and revising TVET curriculum for the Ministry of Education
- Developing legislative acts and making important political decisions as public management practitioners as policy advisers

Plus completing alumni association funded research and community projects:

- Inclusive education - Lautem, targeted 20 people (10 with vision impairment, six parents, four School Teachers)
- Farming techniques - in Dili (identify appropriate bean and grass pea that can be grown during the dry season to increase food production)
- Enhancing literacy skills – Dili, Liquica, Baucau (promote

¹¹ Recently returned alumni are those who returned to Timor-Leste in the past two years.

- reading habits, over 30 children in each District)
- Building water tanks – Railicu/Maubisse (promote hygiene, improve access to clean water and sanitation – over 10 households)

Timor-Leste Australia Alumni Association (TL3A)

While the start-up phase of TL3A has taken considerably longer than anticipated, the TL3A Statute was signed on 8 October 2019. Through its five alumni sector groups (agriculture, development, education, health and infrastructure) the TL3A is supporting alumni to identify, plan and implement alumni engagement activities. These activities enable alumni to contribute their professional expertise and personal commitment to addressing development challenges in Timor-Leste. From showcases to sector activities the highlights of alumni engagement include sharing research findings which have informed government representatives, civil society and the private sector and educating and advising over 400 young people about a range of issues that affect their lives. Examples include:

- Showcase Seminar: The role of Foreign Direct Investment in Trade and Technology Innovation in Southeast Asia particularly reference to TL (May 2019). Attended by 50 people (21 women/29 men).
- Showcase Seminar: Domestic violence related injury admissions to hospitals in Timor-Leste and Papua New Guinea (October 2019). Attended by 131 people (85 women/46 men).

- Entrepreneur Workshop (November 2019). Attended by 32 people (19 women/13 men).
- The TL3A Development Sector Group (comprising two female and five male alumni) provided environment awareness training, with a focus on recycling, to high school students from November 2018 until May 2019. More than 100 pupils from five schools in Dili (ES 4 de Setembro, ES Finartil, ES An-Nur, EPS Nicolau Lobato, ES Cristal participated in environmental awareness sessions. The activity culminated in a public speaking competition which was attended by 60 students (32 boys/28 girls) from four of these schools.
- The TL3A Health Sector Group (comprising six female and three male alumni) delivered an early pregnancy seminar in May for Timorese youth. 229 young people (109 F/120 M) attended including representatives from social inclusion groups, civil society and students from high schools in Dili and higher education institutions.
- The TL3A Education Sector Group (comprising seven male alumni) conducted a two-day career management competency training for 40 young people (21 M/19F) at the Knua Juventude Fila-Liman centre. The training was well-received, with 100% of participants very satisfied or satisfied.

The Alumni Small Grants Fund provides grants of between USD 500 to 5,000 to support Australia Awards alumni to undertake research, community development, or leadership/professional development. In 2019, the administration of the grants has been taken on by the TL3A. In September 2019, a call for grants was undertaken with two grants offered – one on raising awareness of and tackling the use of discriminatory disability language in Timor-Leste and another on nutrition.

3.2. In what ways have labour mobility participants benefited from their work in Australia?

In 2019, data on actual remittances was limited to those seasonal workers who provide the information to the LSU. In 2019, approximately 30% of returned seasonal workers notified LSU of how much they had remitted or saved during their deployment. The average figure from this data is USD 8,000 remitted/saved per worker. Applying this average across the total number of workers mobilised in 2019 (n=1,763), the potential remittances/savings from 2019 workers is estimated from LSU data at USD 14.1 million.

In 2018, LMAP tracer studies indicated that the average remittance for horticulture workers was AUD 5,000 – 10,000, and the average for hospitality workers was AUD 10,000 – 15,000. At a conservative average estimate of USD 5,000 per seasonal worker, the potential remittances to Timor-Leste for 2018 from the 1,426 workers was estimated at in excess of USD 7.1 million.

Seasonal workers consistently report that the main benefit to them and their families is that they have been able to use their

savings to improve the lives of their families through education of family members, building a house, general living expenses, purchasing consumer goods, starting up a small business and assisting parents with their ceremonial obligations.¹²

The workers have also gained skills, knowledge and capital that they are applying on their return to Timor-Leste. Examples include:

- Ciliani Renata Bani, from Oecussi district, built a house, and paid for family school fees (LM July- August Report, Embassy Facebook Post)
- Returned seasonal workers donated money and groceries to the Dili-based disability organisation, the Ahisaun Foundation.
- Eleven returned seasonal workers have started new business of chicken raising in Lahane. Members contributed USD 1000 each with the total of USD 11,000 and this activity has employed two local residents.
- Another two returned seasonal workers reported that they have established businesses including a mini restaurant and bakery.

¹² Participants follow-up case study interviews on 28 June, 8 Aug 2019 and 23 Oct 2019

3.3. To what extent are SW and AAS recipients successfully reintegrated on return to Timor-Leste?

WDPTL organises reintegration workshops for Australia Awards returning scholars. These are well attended, with 100% of Australia Awards scholars who returned to Timor-Leste in 2019 attending a reintegration workshop. In addition to the reintegration workshops, an alumni entrepreneurship workshop was held for alumni to encourage them to set up a new business or develop an existing one.

The participation of returned seasonal workers in reintegration workshops is lower than planned, 247 (F: 88/M:159) of 538 or 46% of returnees participated. When reintegration workshops are made available, seasonal workers readily attend. A significant challenge however has been the capacity of the labour mobility team to organise and conduct reintegration workshops that are available to all returning seasonal workers.

In late 2019, WDPTL undertook a review of the current approach to the reintegration of seasonal workers. The review identified a range of options and a model for how Labour Mobility Reintegration could be supported to increase impact in this area.

Draft Findings were presented to GoTL stakeholders in Dili on December 12 to a positive reception. An improved reintegration model will be piloted in the first half of 2020.

Those that did attend the Australia Awards and SWP reintegration workshops reported being highly satisfied:

- All participants at the Australia Awards Reintegration workshops reported being either satisfied or very satisfied. At least one unemployed alumnus was placed in work using the employment support service embedded in the August Workshop.
- All 247 (88 Females and 159 Males) participants of SEFOPE reintegration workshops were satisfied with the presentations. A range of complex issues involving the SWP system and worker welfare emerged during the workshops, but the process of SEFOPE absorbing this information into process or policy change is limited at this point.

3.4. To what extent have links between employers, workers and graduates been demonstrated?

The TVET conference provided a valuable opportunity for strengthening existing links, and establishing new ones, between industry and TVET Centres. For instance, the Hilton Hotel is coordinating with STVJ, CNEFP Tibar, ETDA and DIT regarding their recruitment and job placement next year in 2020. Also, for some TVET centres this was the first time they had heard from INDMO with APACC and the employers from MADEC and Raitech, Australia about the skills and knowledge needed for employment in Australia under labour mobility schemes.

A TVET Leaders network is emerging over social media (Facebook and WhatsApp) to share knowledge and experiences on how to improve TVET profile in Timor-Leste and contribute to labour mobility in the future.

Following the entrepreneurship workshop in November 2019, Australia Awards alumni are planning to convene an alumni sectoral group of business owners and graduates within TL3A.

77% of recently returned alumni who responded to the 2019 Alumni Reintegration Survey reported they maintained links with individuals/organisations in Australia. These included social/friendship link (63%), links with Australian university lecturers/fellow students (53%) and with other Australian organisations (40%).

KEQ 4: To what extent are program activities relevant to workforce development priorities in Timor-Leste? (Relevance)



ON TRACK | Progress towards achieving the EOPD is on track at this stage of the program

4.1. What evidence exists that the program activities remain relevant to Timor-Leste's workforce development priorities?

4.2. How well do the program activities align with broader Australian Aid and GoTL priorities?

Findings:

The WDPTL adapted significantly through 2019 as it sought to maintain relevance to both the GoTL and the Australia Aid program's workforce development priorities in Timor-Leste.

This adaptation was in response to a shifting workforce development context including a new GoTL Government plan; the NES; the approval of a new SEFOPE organic law and resultant structural changes; and the emergence of the TVET centre of excellence as a priority. On the Australian side, 2019 saw the WDPTL strategic review released; the launch of the PLS in Timor-Leste; and the rise in political and academic focus on labour mobility.

In response, the WDPTL updated its Theory of Change and MELP, restructured program components and team structure to increase resourcing for labour mobility and TVET, developed and implemented a labour mobility crisis response plan for the Embassy and shifted to a more embedded approach to working with the GoTL.

The labour mobility response plan and package approved by the Embassy in June 2019 included an operational GoTL-Australian Aid programs coordination team and a flexible funding stream. Together these have been very useful in maintaining relevance as they allow quick responses to requests from both the GoTL and the Embassy, including supporting the needs of the emerging PLS.

Evidence:

The WDPTL adapted to changing workforce development priorities in the following ways:

- Shifted from three components to two in June 2019, ATELP integrated across other two components in response to the WDPTL Strategic Review, focus on integrating three elements of the WDPTL to increase impact, e.g. TVET activities support labour mobility, short courses support TVET and labour mobility (2019-2020 Implementation Plan).
- Developed intensive response plan for the Australian Embassy to support labour mobility in June – including the WDPTL taking on a coordination role across the labour mobility stakeholders (Embassy Brief June 2019, Labour Mobility six-month plan August 2019)
- The program team was restructured over June and July 2019

to give more support to labour mobility due to the increased priority for GoTL and GoA and the launch of PLS. There was also a ramp up of the Media and Communications team in response to an enhanced need for public diplomacy, and an increased strategic focus on GESI in response to the M&E House stocktake (Implementation Plan 2019-2020).

- Responded to the SEFOPE New Organic Law, (refer to the WDPTL's Embassy Monthly Report for August and September 2019, Analysis section) by engaging strongly with key SEFOPE personnel to support continuity in labour mobility investments.
- Shifted to a more embedded approach to working across SEFOPE, responding to the emerging priority of the NES. The SEFOPE short course was approved as a tool for this (refer to the WDPTL's Embassy Monthly Report for September 2019, Analysis section).
- Updated Theory of Change and MELP to reflect new WDPTL priorities and focus (October 2019).
- Shifted TVET approach to focus on institutional capacity of DNAFOP and Training Centres and raising the TVET profile in response to the GoTL's shifting priority toward TVET (Centre of Excellence) (Implementation Plan 2019- 2020).

Examples of what has changed in response to these actions is emerging and include:

- Initial findings from Story of Significant Change (SSC) interviews with the GoTL Labour Mobility leaders indicates WDPTL's hands-on leadership approach was an appropriate and appreciated response (SSC Interviews, SEFOPE Directors).
- Labour Mobility mobilised 20+ per cent more workers in 2019 than 2018. Key supported staff are still in leadership positions in SEFOPE's Labour Mobility unit (Labour Mobility Monthly Reports).
- Responsiveness to the GoTL changing workforce development priorities appreciated from Embassy (Partner Performance Assessment – October 2019). This has been an improvement from the last PPA.
- New integrated approach across TVET and Labour Mobility is on track to support the pilot of Labour Mobility Preparation courses in TVET Centres (Labour Mobility Coordination Meeting minutes, November 2019).

GESI Outcomes

BENEFITS TO WOMEN AND MARGINALISED GROUPS



ON TRACK | Progress towards achieving the EOPO is on track at this stage of the program

Highlights from 2019 include dedicated strategies to increase the participation of people with disability in Australia Awards. While the number of people with disability applying for an Australia Awards scholarship remains low, all those who do apply receive additional support in areas such as language training to increase their chances of meeting the minimum IELTS score.

Support packages for TVET centres based outside Dili has also been a highlight in 2019, as has been the focus on ensuring equal participation of men and women in TVET training and mentoring support.

Overall, outcomes are rated as on-track but vary between WDPTL activity areas. The Australia Awards component is doing well with all elements of GESI, particularly with the new PWD short course approach. TVET is doing well with gender and rural inclusion but

has made limited progress in including PWDs. More can be done here. Labour Mobility does well with gender and rural inclusion but less so with PWD inclusion due to the limited appetite for PWD workers by Australian employers. A cross program challenge is the limited inclusion of PWD voice in WDPTL programming decisions.

Progress towards June 2020 targets

Of the 276 applications received for the Australia Awards Scholarships 2020 Intake, 113 (41%) were from women, 14 (5%) were from people outside Dili, and five (2%) were from people with disability. While the percentage of applications from women achieved its 40% target, the percentage of applications from people with disability did not meet the 8% target, a challenge that is discussed elsewhere.

KEQ 5. To what extent has the program benefited women, people with disabilities, and people from rural areas?

5.1. How is the program ensuring women, PWD, and people from rural areas are accessing the benefits and services of the program?

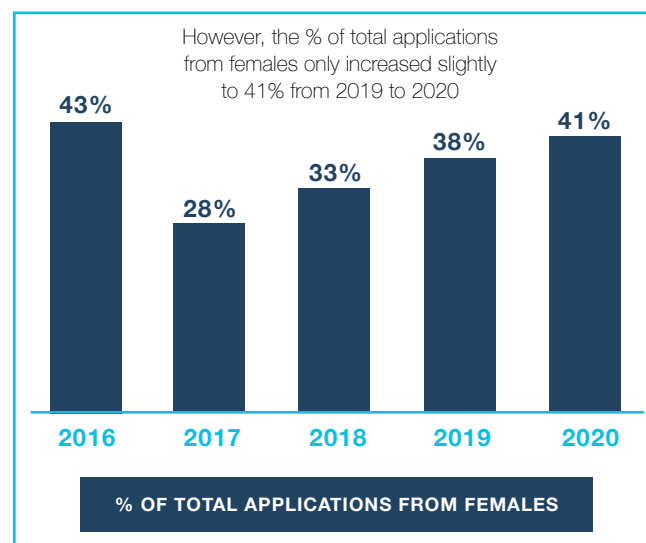
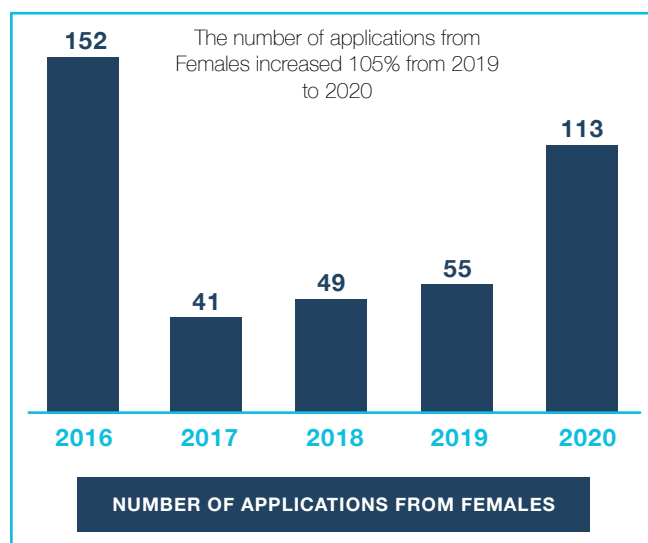
Australia Awards

WDPTL administers the selection, placement and on-award monitoring of Australia Awards scholars. Selection is merit-based and transparent, and particularly targets women, people with disability and rural-based applicants. Promotional activities are directly targeted to women, people with a disability and those located outside Dili in an effort to increase their awareness of, and application for, scholarship opportunities in Australia.

We are seeing:

- Every year the number of women applying is increasing (taking aside 2016), and the overall percentage of females applying is rising slowly but steadily. This translates into an increase in the number and percentage of women being interviewed and selected for a scholarship.

GRAPH 4A AND B | Number of Applications received from females and % of Total applications received from females: 2016-2020 Timor-Leste Australia Awards intakes



Source: OASIS and WDPTL Australia Awards applications databases. 2016 is an outlier as many more scholarships were on offer and eligibility requirements were different.

A slow but steady increase in the % of applications from females is apparent from 2017- 2020, reflecting gender prioritisation in promotions and country profile. However 2016 remains the highest % of applications from females, so it is worth revisiting the 2016 promotion strategy for any learnings.

- Fewer people with disability are applying each year. The numbers of PWD interviewed and selected are holding steady.
- Although low, the number of applicants from rural areas is high compared with the 2018 and 2019 intakes
- AAS candidates with a disability are offered additional English language training support as part of the AAS selection process for the 2020 intake:
- For the 2020 intake, five people with a disability (three men/two women) completed 30 hours of intensive English training with LELI (as part of the AAS selection process) to improve their IELTS test scores. All five improved their IELTS scores, with one woman with a disability being awarded a scholarship.

Labour Mobility

A short course has been developed to increase the English language skills of people with a disability to support their access to labour mobility schemes (SWP and PLS) as well as Australia Awards scholarships.

WDPTL is liaising with the PLF inclusion adviser to identify strategies for inclusion of people with a disability.

The program supported LSU to implement GoTL's strategy for district recruitment of seasonal workers in seven districts (Ainaro,

Covalima, Manatuto, Manufahi, Liquica, Oecusse, Dili and Atauro). A shift to online applications for PLS is aimed at increasing equity of access. Further work is needed to see if this has made a positive impact.

TVET

Nine training centres and 10 participants (4 women/6 men) from the municipalities participated in the TVET conference. Municipal based training centres were also prioritised for the TVET strengthening short course in Australia, with three Dili-based and seven municipal-based training centres represented at the short course.

A short course for Leadership development for 20 female TVET trainers and leaders is planned to start in January 2020.

Selection of TVET centres purposefully focused on rural inclusion – one centre in each of the four regions has been selected.

The support to two agriculture training centres aims to increase the availability of place-based training options outside Dili. Acting as regional hubs, these training centres are being supported in an effort to increase agricultural skills for Timorese seeking to participate in labour mobility schemes.

WDPTL-funded English Language Courses are required to have 50% female participation.

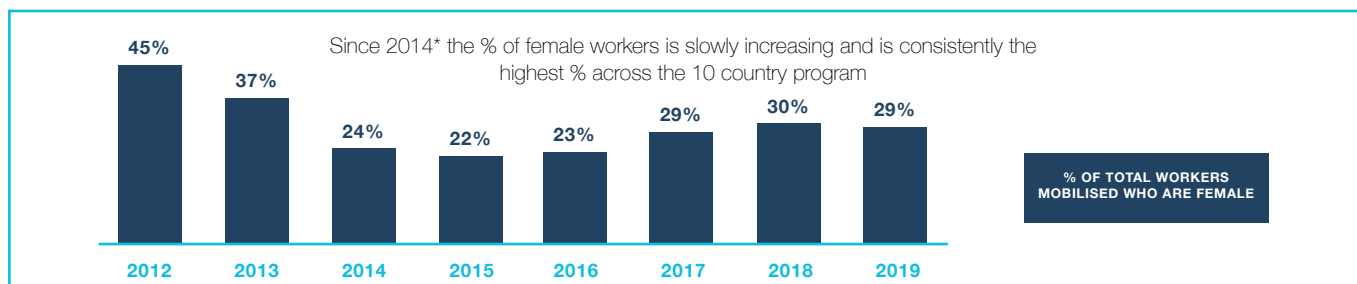
5.2. What proportion of women, PWD, and people from rural areas participated in program activities?

Overall, people with a disability are under-represented in WDPTL training and alumni engagement activities. WDPTL has seen some success with training and support that is specifically targeted for people with a disability. For example, five people with a disability (three men/two women) completed 30 hours of intensive English training with LELI to improve their IELTS test scores as part of the AAS 2020 intake selection process. All

five improved their IELTS scores, with one woman with a disability being awarded a scholarship (commencing in 2020).

Participation of women in the seasonal worker program in 2019 was at 29%. This puts Timor-Leste as number one¹³ for participation rates for women in the Australian Seasonal Worker Programme in 2019.

GRAPH 5 | % of Seasonal Workers mobilised who are female - Timor-Leste 2012-2019



Source: Australian Government data. Gender data % from this source are financial year only, not calendar year. The methodology employed is to average gender % for the two financial years that applied to each calendar year.

*2012 and 2013 included small numbers of workers, 12 and 35 respectively with cultivated demand and more control with gender %. In 2014, the program grew rapidly and became more employer and agricultural industry driven, with related impact on demand for male and female workers.

However, we are seeing fewer women in the Work Ready Pool (WRP) which has implications for future participation of women in labour mobility schemes. Targeted recruitment of women will be necessary to ensure the pool remains large enough for future recruitment requests.

There was strong (near equal) participation of women in the quality improvement plan training package for TVET centres, with 49% (39) women and 51% (40) men participating in the training and industry placements.

The engagement activities by the TL3A alumni sector groups were held in Dili.

5.3. To what extent do women, PWD, and people from rural areas have a voice in our program decision-making?

The most visible example of women directly participating in program-related decision-making is through representation on the TL3A Board (two of the five Board members are women) and being active members of the TL3A sector groups which are

responsible for planning, budgeting and implementation of TL3A activities. Overall, inclusion in decision making is a weak point since the dissolution of the scholarships and SDE governance groups.

¹³ Calculated from Government of Australia data, country and gender data, averaging gender % from 2018-2019 and 2019-2020.

5.4. To what extent have women, PWD, and people from rural areas benefited from program activities on an equal basis to others?

For the 2020 Intake of Australia Awards Scholarships, 60% (12 scholarships) were awarded to women, 5% (one scholarship) to an applicant outside Dili, and 5% (one scholarship) to a person with a disability.

Seasonal workers who were interviewed reported that benefits included improving the lives of their families in rural areas through education of family members, building a house, general living expenses, purchasing consumer goods, starting small businesses and assisting parents with their ceremonial obligations. Some interesting findings around gender roles emerged during reintegration review research, with males and females indicating more equal gender roles after returning from seasonal work (Reintegration Review).

Two alumni small grants were awarded in November 2019, one targeting females in a district outside Dili and one piloting a PWD language program in a district outside Dili.

Instances of women and people from rural areas benefitting from support to strengthening TVET include:

- Eight of the 18 participants in the TVET strengthening short course in Australia were women, and five of the 10 TVET centres represented were from outside Dili.
- Two District Agricultural Training Centres received a package of materials and training support, aiming to be training hubs for SWP
- Three District Hospitality Training Centres received a package of training support, including infrastructure support for Manatuto and Baucau



An Awards student. Photo: Victoria University.

KEY RECOMMENDATIONS

Multiple smaller operational recommendations are included in the management response table under each component section. Three key recommendations are made capturing more strategic lessons and thinking.

1. Continue the flexible support fund and mechanism for labour mobility

The sheer number of stakeholders and the political interest in labour mobility in Timor-Leste, combined with the growth in numbers and addition of the PLS, makes it difficult to predict what support will be required and what risks will emerge. The 2019 flexible labour mobility support package was useful in responding to this program and risk unpredictability, helping keep the program operational in the face of multiple shocks.

2. Support the expansion of the Alumni Association (TL3A) with the development and implementation of a media and communications plan and organisational development plan

Australia Awards alumni in Timor-Leste occupy a high percentage of leadership positions. The TL3A is in its inception and operating well but engagement of the 300+ alumni is limited, partially constrained by limited media and communication but also an unclear value proposition, and membership structure. Membership and influence could grow substantially with the inclusion of other Australian Timorese scholars from other Australian and GoTL scholarship programs. A step up to the next level of national influence could be sparked by an injection of short term support to produce and implement these two key organisational elements.

To note: there were no recommendations in the 2018 Annual Report that require an update

PROGRAM MANAGEMENT AND OPERATIONS



Governance and oversight

The team leader routinely reported to DFAT through monthly meetings and reports and communicated on other matters almost daily. WDPTL senior management and the Embassy team worked closely and collaboratively. Palladium's respective Contractor Representative and Program Manager liaised directly with the Embassy in relation to contractual issues, especially in regard to financial management, risk and the development of intra-Palladium responses.

Within the Labour Mobility component, two governance and partnership mechanisms were employed, operating at different levels. At the higher level, the Embassy initiated a 'Labour Mobility Coordination Meeting' including the highest levels of SEFOPE representatives, embassy team and both relevant Palladium teams. These roughly monthly meetings served as space to make higher level policy decisions, socialize changes and share information. At the operational level a 'labour mobility team' was created, comprising the leaders of the three relevant SEFOPE Labour Mobility units and the two Australian Aid programs. This team allowed for shared and swift decisions on all operational aspects, with a direct line to the Secretary of State, Director Generals and other GoTL staff.

The Scholarships Management Group was discontinued at the end of 2018 and the Embassy absorbed the role of developing Timor-Leste scholarship direction. The Skills Development and Employment advisory group was discontinued in 2017. Instead, in the TVET space, WDPTL worked closely with GoTL SEFOPE directors to co-design annual workplans and to co-deliver on certain activities related to employment and skills. This close planning and working relationship with INDMO and DNAFOP are a key feature of WDPTL's success in ensuring WDPTL is delivering to GoTL priorities and under GoTL oversight in the area of TVET.

Risk management

TVET and Scholarships and Alumni have been low risk components of WDPTL in 2019. The high-risk area has been Labour Mobility. The reasons for this are described above but relate to the high political visibility of the program for both governments, the historical corruption challenges, the shifts within 2019 that affected operational capacity and the increasing growth in worker demand. Collectively, these created a challenging operating context for Timor-Leste labour mobility in 2019.

Key risks have included:

- Security at the Labour Sending Unit (LSU) and implications on WDPTL staff and equipment- specifically or misunderstanding of program.
- Large and uncontrolled crowds during recruitments.

Two high risk events were escalated to higher Embassy and Palladium levels during 2019.

The first was during the first Pacific Labour Scheme recruitment information session. Large numbers turned up, overwhelming the recruitment process and leaving some staff and workers unable to leave the buildings or continue with the information session.

Risk is managed by WDPTL in several ways. The program risk register (updated in June 2019) is the basis for regular informal and quarterly formal risk conversations between Palladium corporate and program staff. Standard pre-emptive risk management strategies such as compliance training, travel assessments and monthly security reports are also employed.

However, a more targeted approach to risk mitigation has been applied to labour mobility.

In June, the development of the labour mobility response plan was firmly driven by the embassy's needs to mitigate risk in the fast-moving labour mobility space. Risk is mitigated in partnership with the embassy, WDPTL, PLF and SEFOPE in three main ways:

- Having the WDPTL Team Leader providing embassy rapid assessments, quick response and a single point of communication.
- Second, the embassy approved a flexible fund for supporting the labour mobility unit. This allows WDPTL to act quickly to resolve blockages, capacity and equipment issues and meet unexpected logistics needs.
- Third, in specific response to the worker protests in September, WDPTL developed and SEFOPE approved, a media and communications plan targeted at the misunderstandings amongst multiple audiences behind key risks identified above. This plan has been partially implemented and continues to require prioritisation.

Public diplomacy and communications

Public Diplomacy (PD) and WDPTL Communications improved significantly through 2019. In June the WDPTL team was restructured. A Deputy Team Leader with strategic oversight of Media and Communications was created and the part time Media and Communications role was changed to full time. These roles were filled in July and September respectively. This extra capacity allowed WDPTL to capture and promote a higher number of positive stories and events in the second half of 2019 and also to expand communications efforts into new areas including GoTL labour mobility communications and enhanced scholarships promotion. See details in **Table 6** below.

The three elements of WDPTL have substantial public diplomacy potential. Scholarship awardee and alumni stories regularly generate good results for the embassy Facebook page and serve other reporting and global Australia Awards promotion needs. An emerging bank of labour mobility worker stories, especially those involving the success of returned workers are important to balance the sometimes negative and historically corruption focused publicity that surrounds the Seasonal Worker Program in Timor-Leste.

After negative media and corruption investigations, a decision was taken in October to support SEFOPE more actively with their own public diplomacy and communications on labour mobility. A labour mobility media and communication plan was developed and approved by SEFOPE leadership and the production of materials, website and approaches is at various stages of completion. This plan includes SEFOPE branded materials and messages for workers, the Timor-Leste public, labour mobility staff and Australian employers.

Key outputs to date have included:

- Employer communications
- Posters
- Factsheets
- SEFOPE Briefing note
- Labour Mobility Website (drafted by PLF)

It is advised that public diplomacy and communications efforts across Labour Mobility TVET and Scholarships/Alumni continue to be resourced and prioritized at both a strategic and operational level.



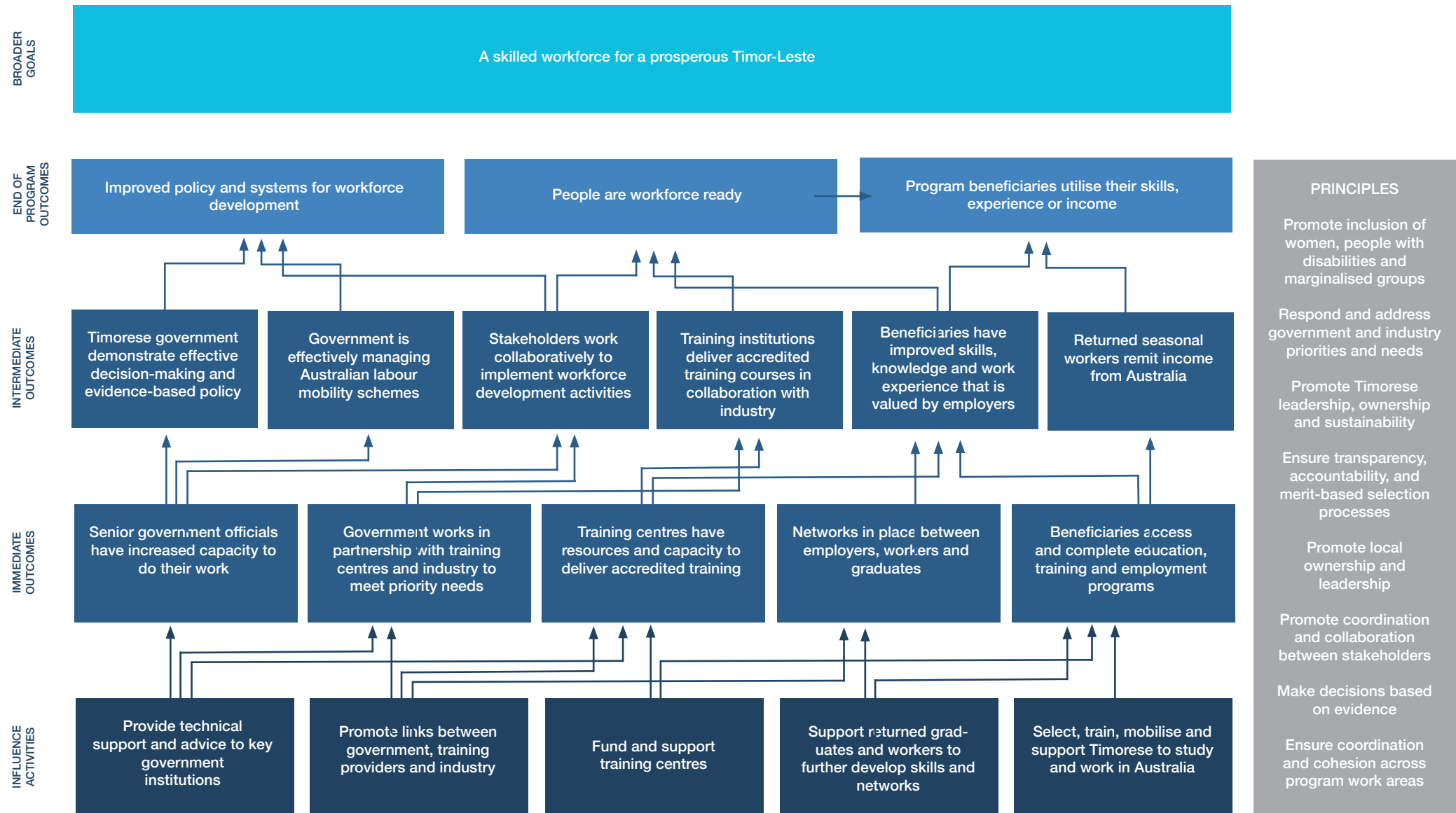
A seasonal worker picks fruit as part of the Australian Government's Seasonal Worker Program. Photo: SEFOPE.

TABLE 6 | Key Public Diplomacy Activities and Reach

Material	No	Audience	Reach
Embassy Facebook Posts	32	Government, NGO/INGO, students	64,784 likes 2,337 comments 3,212 shares
Media releases in Etan including in Facebook post	2	Government, NGO/ INGO, alumni, students, private sector	Total reach 6,839
TV shows or appearances	12	Government, NGO/ INGO, alumni, students, private sector	28.1K affiliated YouTube views
WDPTL and Alumni Events	16	AAS students, Embassy, WDPTL, family, government, NGO/INGO, alumni, students, public servants, private sector	Total: 1,477
Online news platforms		NGO/ INGO, government, students, private sector	11,464 views and 7,257 likes
Etan article, Blog news, Tatoli and Tempo Timor	8		



Workforce Development Program Timor-Leste: Theory of Change (July 2019 - June 2020)



Summary of progress against work plan

ON TRACK

Progress towards achieving the activity is on track at this stage of the program

COMPLETED

Planned activity for the period completed







SOME PROGRESS

There have been some delays or challenges towards achieving the EOPO

NO PROGRESS

The activity was not commenced as planned

COMPONENT 1A: Scholarships and Alumni Support

No.	Activity	Task	Progress	Outcome
1a.1	Scholarship and Alumni Support	Develop Promotional Materials (Banners, Posters, Brochures, Flyers, Application Form, etc)		<ul style="list-style-type: none"> 812 people attended program briefings sessions (46% female, 54% male) from 5 February 2019 to 16 April 2019 at the WDPTL. In 2018 the split was 36% female and 64% male. 371 users visited the Access Centre (25% female, 75% male). 13,253 unique visits to the AAS website. Promotional material distributed to 13 municipalities (MoE, Administrative Municipality and Church) via the PHD and PNDS programs PWDs reached by briefings at RHTO and ADTL – 11 participants (3 male, 8 female).
		Farewell to Awardees Event (Departure)		<ul style="list-style-type: none"> 97 (31 female, 36 male and other 30 guests) people attended the function, included awardees families, line supervisors, alumni, TL3A board members and DFAT staff.
		Other Promotional Activities (newspaper inserts)		<ul style="list-style-type: none"> Advertisement video for 2020 intake was broadcast on local radio, TV (GMN TV and TVTL) and on a billboard (Jardim 5 Maio).
1a.2	Application Receipt, Screening and Shortlisting	Shortlisting process		<ul style="list-style-type: none"> Online shortlisting assessment was completed by two international consultants.
		Pre-Screening English Test (PELT) & Diagnostic		<ul style="list-style-type: none"> 140 applicants (53 female, 87 male) sat for PELT test, administer by LELI.
		IELTS for People with a Disability		<ul style="list-style-type: none"> 5 PWD accessed additional English course with LELI prior to the IELTS preparation.

		IELTS Preparation and Testing	●	<ul style="list-style-type: none"> 40 hours of IELTS preparation were provided to 70 candidates (30 female, 40 male) at LELI. 70 candidates sat the IELTS test administered by IALF Bali.
1a.3	Selection Panel interviews	Joint Selection Panel	●	<ul style="list-style-type: none"> Panel for 2020 intake interview process convened, including a DFAT representative, Human Capital Development Fund (HCDF), private sector and International consultant.
		Interviews	●	<ul style="list-style-type: none"> 37 candidates (16 female, 21 male) invited for interview.
		Finalisation of Selection	●	<ul style="list-style-type: none"> 20 (12 female, 8 male) candidates were recommended for AAS 2020 intake.
1a.4	Placement and Mobilisation	University Placements	●	<ul style="list-style-type: none"> 20 awardees for 2020 intake were accepted by their preferred university.
		Applicant Briefing	●	<ul style="list-style-type: none"> 19 awardees attended the briefing session for the placement process and visa arrangement.
		Pre-Departure Briefing	●	<ul style="list-style-type: none"> 19 awardees attended the PDB session. One awardee is on a Mangold scholarship in Melbourne and could not attend the PDB session.
		Visa Processing and Medical Checks	●	<ul style="list-style-type: none"> Visa granted to 7 awardees. Medical check for 20 awardees of 2020 intake completed.
		Travel Arrangements	●	<ul style="list-style-type: none"> Travel arrangements for 7 awardees for 2020 intake completed.
1a.5	Reintegration Support	Review of Career Plan	●	<ul style="list-style-type: none"> End award career plan collected and recorded on the evidence matrix.
		Workshops	●	<ul style="list-style-type: none"> Reintegration workshop was held in January and August 2019: <ul style="list-style-type: none"> January: 20 participants (8 female, 12 male) attended. August: 5 participants (3 female, 2 male) attended. Career consultation: <ul style="list-style-type: none"> January: 5 male (Konnekto agency) August: 3 female, male (Invest People agency) Job placement held in August: 1 female, 1 male (Invest People agency)
		Promote Graduate Internship Program	N/A	<ul style="list-style-type: none"> Funding for this was not approved
1a.6	Australia Awards Alumni Network Support	Assist Maintain TL-ADAAA Website	●	<ul style="list-style-type: none"> Regular updates for new information. The website is being updated for easy access by the users.
		Support Timor-Leste Australian Development Awards Alumni Association (TL-ADAAA)	N/A	

		Alumni Seminars / Conference	●	<ul style="list-style-type: none"> 1 PhD Showcase “The role of foreign direct investment of trade and technology innovation in Southeast Asia particular to Timor-Leste” – 50 participants (21 female, 29 male). 1 Masters Showcase on “Domestic Violence related Injury admissions at Hospital Nacional Guido Valadares (HNGV), Timor-Leste and Port Moresby General Hospital (PMGH), Papua New Guinea” – 131 participants (85 female, 46 male).
		Other Alumni Events (dinner)	N/A	
		Welcome back reception	●	<ul style="list-style-type: none"> Welcome home dinner for 2018 returned intake (alumni) held in February 2019 with participation of 150, of which 80 were Alumni, 27 from development partners, 15 government representatives, 9 from the private sector and 19 others. In December 2019, SAS team commenced planning for 2019 returning alumni welcome home reception.
		Mentor program / workshop	N/A	
		Secretariat allowance for activities	N/A	
1a.7	Short courses	Short Course 1 in Australia (flexible, individuals)	N/A	<ul style="list-style-type: none"> This is for targeted individuals to take short courses (e.g. less than 1 year) in Australia. No funding approved for this activity area
		Short Course 2 in Timor-Leste: Women, PWD, Social Inclusion, Digital Literacy	●	<ul style="list-style-type: none"> Provision of 2 short courses for PWD and public servants to undertake academic English course : 40 people, selection almost complete

COMPONENT 1B: TL3A Support

No.	Activity	Task	Progress	Outcome
1b.1	Provide support to secretariat	Meeting supporting alumni board meeting	●	Seven alumni board meetings held between March and October 2019.
		Annual Review meeting and election for the new board members	●	Annual review meeting completed; the Annual General meeting is on track waiting for the Agenda to be finalised.
1b.2	Increase TL3A membership	Membership Drive and Card	●	The statute was officially signed in October 2019 and TL3A needs a strategic plan to increase membership. See Recommendation 3, Section 5
1b.3	TL3A Sectoral activities	Workshops	●	Two Entrepreneur workshops were completed successfully for the Australia Award Alumni and Returned seasonal workers.
		Infrastructure	●	No proposal emerged from the sector group in 2019 (infrastructure).
		Education	●	The Education sector completed the school visit program to two schools and completed the Career Management Competency training for 40 young people from SENAI training centre. The education sector is working on the proposal to have mentoring session for the young people who have attended the training.

		Health	●	The health sector completed the Seminar for the Early Pregnancy Prevention for 200 young people and Waste Management Public Service Announcement aired in two local tv Stations and social media.
		Development	●	One reading habit video featuring influential leaders in Timor-Leste was shared via social media and also aired on local TV. Completed training for trainers for recycling activity and successfully implement and trained 4 high school students and 1 junior high school students.
		Agriculture	●	The first activity, a sustainable stove, to be launched in Oe-cussi is still in progress, the stove dissemination activity will reach school students and communities.
		Alumni Talk Show	●	Talk shows were conducted for two topics on the Foreign Direct Investment and the Non-oil Economy.
1b.4	Networking activities	Alumni of the year award and GALA dinner	●	The gala dinner and Alumni Award were held on December 13, over 120 guests attended
		Promotion on the websites and pamphlet printing	●	No website yet (might not be applicable), the TL3A is working on developing a new Facebook page.
1b.5	Media communication plan	Hiring a graphic design for TL3A branding	●	The logo is completed and the secretariat office need to have strategic plan for the branding and communication plan.
		Promotion – printing banner for TL3A, T-shirt	●	Printed some materials such as banners and information sheets with the upgraded logo. T-shirts not yet completed.
		Newsletter	●	Produced and delivered 300 newsletters, in the future we plan to reduce the printing of the hard copy and use other modes of dissemination.
1b.6	TL3A MEL Plan	Working closely with M&E to revise the M&E plan for the secretariat	●	Alumni Strategy reviewed but no new M&E plan proposed yet
		Alumni database with M&E	●	Updated some of alumni data but more work needs to be done
1b.9	Small Grant	Small grant recipient targeting 4 people	●	The small grant selection process was successfully completed and 2 recipients selected. If budget available, another 2 may be awarded in the first half of 2020

COMPONENT 2A: TVET Strengthening

No.	Activity	Task	Progress	Outcome
2a.1	Hospitality Qualification	Endorsement of certificate III in accommodation services by the INDMO executive committee	●	Qualification endorsed in September 2019.








		Endorsement of certificate III in Food and Beverage services by the INDMO executive committee	●	Qualification endorsed in September 2019.
		Work with INDMO /Tibar to issue a full certificate III qualification to the students graduated in 2018 with certificate of attainment	●	Tibar has just started the process by engaging with the industry and students in October and November. Will not be achieved in December 2019 but early 2020
2a.2	Strengthening TVET Training Centres	English course for TVET leaders	●	16 TVET staff have attended a one-week intensive course at LELI prior to the short course in Melbourne, Australia.
		Mobilisation of TVET leaders	●	Preparation including a two-day pre-departure briefing was held with a maximum participation of all short course's participants.
		Short course for TVET leaders in Australia	●	20 TVET leaders (15 staff from 10 training centres including 5 staff from INDMO, DNAFOP and WDPTL were involved).
		Mentoring of the TVET leaders in the training centres by William Angliss Institute	●	All 10 training centres mentored by William Angliss Institute in October 2019 – CTID Baucau, CDC Baucau, CFIJC Manatuto, STVJ Camea, STVJ Comoro, STVJ Gleno, ETDA, CNEFP Tibar, CVTC Suai and CTC Salele.
		Completion report by WAI	●	The report was submitted by William Angliss Institute on 29 November 2019.
		Quality improvement evaluation based on the projected plan by the training centres	●	This is planned for next year towards the completion of the WDPTL program.
		Support municipal training centres to deliver certificate I and II in hospitality, horticulture and English (CTID Baucau, CDC Baucau, CTC Salele, CVTC Suai and STVJ Dili)	●	<ul style="list-style-type: none"> Ongoing. Procurement of equipment started in November and December 2019. Industry placement started in October and November 2019 in Bali for 7 staff (5 female, 2 male) and in Timor-Leste for 3 staff (1 female, 2 male). Certificate III and IV in Training and Assessment for 18 trainers (8 female, 10 male) commenced in November 2019 and will be completed in February 2020.
		Support INDMO/DNAFOP to conduct Training for RPLS assessors through CDU	●	Planning and coordination are in place to pilot the Recognition of Prior Learning (RPL) system against the Certificate III hospitality in early 2020.
		Support Tibar/CDU to conduct RPL assessor training in hospitality/horticulture	●	Assessor training funded by INDMO and DNAFOP took place at William Angliss Institute in December 2019.
2a.3	TVET National Conference	Development of TOR and approve by government and DFAT	●	
		Coordinate with stakeholders, INDMO/DNAFOP on logistics on the conference	●	







		National TVET conference and report	●	The TVET conference was successfully held in November 2019 with more than 200 participants attending from government, industry, diplomatic corps, universities and training centres. The conference report has been accepted by INDMO and DFAT in December 2019. The key points and access forward are recorded in the conference report.
		Support to the national skills competition	●	Competition took place in November 2019.
2a.4	Hospitality Traineeship support	Support INDMO/DNAFOP to engage with local industry (Hotel Owners Timor Lorosae) and individual hotels	●	The approach has been to the industrial body such as HOTL and individual hotels/employers to participate in the TVET activities.
		Support Tibar to continue to deliver certificate III in Hospitality traineeship courses	●	Tibar has taken the initiative and advertised a second hospitality traineeship, but is yet to commence delivery.
2a.5	Mobile Hospitality Training	Coordinate with DNAFOP and training centres on the model of mobile training	●	There has been delay in direction from HOTL and DNAFOP on areas of mobile training that could be conducted. This is partially because DNAFOP has a new director, yet to familiarize himself to decide on training centres and areas of training and partially due to a slow HoTL response. This area is now progressing as of late 2019 HoTL meetings.
		Set up a modern mobile training facility attached to a TVET training centre	●	This area is now progressing as of late 2019 HoTL meetings. On track to complete by mid 2020.
		Coordinate with APOTL and HOTL/SEFOPE on mobile hospitality training	●	This area is now progressing as of late 2019 HoTL meetings. On track to complete by mid 2020.
		Coordinate with training centres and municipality SEFOPE to conduct hospitality training in Quality customer services and customised certificate I in general hospitality in Baucau, Ainaro, Covalima and Lautem	●	This area is now progressing as of late 2019 HoTL meetings. On track to complete by mid 2020.

COMPONENT 2B: Labour Mobility

No.	Activity	Task	Progress	Outcome
2b.1	LSU Org Development	LSU Office Renovation/Security hut	●	Renovated the LSU office and provided service windows, air conditioning, toilets and space for meeting in front of the LSU Office. Completed October 2019. Security hut built to create space for security officer to keep safe environment. Completed December 2019.
		Launching LSU Office	●	Secretary of State for SEFOPE and the Australian Ambassador Launched the LSU Office in October 2019. Office established and utilised by the LMU team to provide services to their clients.
		Filing System Consultant	●	An alternative approach is being progressed involving saving all documents to a cloud based share drive. This is more cost effective and in line with the shift to online recruitment

				and the new PLF database. Some physical filing may still be necessary but the amount of this required is still being established. Some funds from this activity are being reallocated to the flexible support budget line for the LSU with Embassy approval
		English Language Training (ELT) for LSU staff	●	English Training provided to 21 Labour Mobility (SEFOPE) staff (9 female, 12 male). Commenced September 2019. The 21 LSU staff will complete the course in January or February 2020.
		Staff Training (Flexible)	●	SWP Training Materials have been translated and utilised by the staff, including information on SWP processes, Medical Processes, Code of Conduct. However, more training will be delivered in the coming months. As well as English Training, the following staff trainings have been completed with all LSU, PMU and some Labour Attache Unit participants: July (2 weeks): 30 participants November 8: 35 participants November 22: 19 participants
		Stationary support	●	Basic stationary supplies provided every month to LSU team.
		Flexible Office and LSU support (Equipment etc)	●	This activity line was approved by the Embassy to offer flexible support to the LSU and to PLF activities where operational funding is needed urgently. Support funded in 2019 included: 7 Computers, 1 Printer 6 Desks, 10 Chairs, other office equipment to set up new LSU space, 2 mobile phones, PLS recruitments (logistics), Labour Attache and GoTL Embassy staff travel to support training and leadership in LSU, additional LSU renovation and security
		Printing Visual Dictionary	●	Approximately more than 300 visual dictionaries have been produced and distributed to SWP workers and training centres. Some workers utilised the dictionaries but some of them have not.
		Communication support	●	Provided ongoing LSU office phones credit and internet access. Without this support the LSU would not have internet access and LSU staff unable to contact workers.
		Pre-Departure Briefing (PDB)	●	Delivered 20 PRBs to 602 workers (F=170, M=432). These workers obtained sufficient information to live and work in Australia. However many workers travelled to Australia without PDBs, mainly returning workers.
2b.2	SW Skills Training	English Language Training (ELT) for seasonal workers – integration into TC	●	218 workers from the work ready pool attended and completed the ELT at ETDA from June to August 2019. Around 75% of the workers got the offer to work in Australia. However, ELT will be delivered differently moving forward, utilising training centres
		Hospitality Training	●	These activities have not progressed. The approach to supporting workers to prepare for labour mobility is shifting. SEFOPE indicated in July a desire for SWP and PLS worker

		Horticulture Training (returning workers do the practical training)		<p>preparation to be shifted to training centers. WDPTL supports this as more sustainable and with potential to drive business and enrolments in training centres. WDPTL was well placed to support this idea and have been working on this through their TVET strengthening program.</p> <p>Employers also made it clear that advanced hospitality or agriculture training is not necessary for SW but that ELT and other soft skills should be prioritised. This activity area is evolving but likely funding will be retargeted toward TVET based skills training, with a pilot scheduled for TIBAR in early 2020.</p>
		Forklift Training (returning workers do the practical training)		21 workers (F:1/ M: 20) were trained in May 2019. However, the translation of the training into an Australian licence was challenging and repeating this training with the supplier would not be recommended.
		Driving Training (returning workers do the practical training)		Driver training and testing for 753 seasonal workers (727 men/26 women) from the Work Ready Pool in January, with 730 of them (706 men/24 women) passing the driving test.
2b.3	SW Reintegration	Reintegration Workshop		<p>Conducted 7 Reintegration Workshop to 247 workers (F: 88/ M:159). Similar to PDBs, the number of workers in these workshops does not capture all the workers who returned in 2019. This relates to capacity and resources in the LSU primarily, with other more urgent tasks being prioritised and Reintegration workshops slipping.</p> <p>In December 2019, the Reintegration Review report commissioned by SEFOPE in April was submitted and discussed, with a comprehensive program and model for reintegration proposed which will likely commence in early 2020. It is expected this will see improvement in the % of workers who are effectively reintegrated.</p>
		Entrepreneur Workshop		Provided Entrepreneur Workshop to 58 returning workers (13 female, 45 male). This workshop supported the returning workers to link (expand the network) to business opportunity outside of Timor-Leste (Indonesia).
		Linking to industry/Job creation		<p>This activity was planned to support the roll out of the Reintegration Pilot, which will be based on the findings in the Reintegration Review, a larger strategic piece by WDPTL. This review was completed and presented to SEFOPE in December 2019 so this activity has not yet commenced.</p> <p>However, it is looking likely SEFOPE will approve the Reintegration model and this activity or similar will commence in 2020.</p>
		Pilot Reintegration cycle idea with Hilton Resource (Hotel)		Similar to the above explanation, this activity has been paused as the review and new Reintegration model were completed. This activity may or may not proceed, dependant on how the available Reintegration budget is focused in 2020.

2b.4	SWP Operation Manual	Produce SWP Training Materials		Developed six modules for LMU training: Overview of SWP; Management of Conflicts of Interest; Customer Service; Communication Skills; Method for providing Customer Service; and Presentation Skills and Facilitation Skills. Training materials developed for facilitating the LMU to improve their skills and knowledge for better serve the clients (workers, candidates and applicants). More modules will be developed in 2020.
		Translation of SWP Training Materials		SWP Training Materials have been translated and utilised by the staff, including the Fact Sheet on SWP processes, Medical Processes, Code of Conduct. Some of the SWP materials have been utilised during the training to LSU staffs, however more work needs to be done.
		Produce SWP Operational Manual		Produced 60 SWP Operational Manuals (20 Tetum version and 40 English version) and distributed to all LSU staffs and relevant stakeholders in November and December 2019. The SWP Operational Manual produced and supported the LMU to better manage and implement SWP Program.
		Training to LSU team on utilisation of SWP Operational Manual		A later than planned start for this activity, but once the Operations Manual was approved, three operations manual trainings have been completed with staff: November 8: 35 participants November 22: 19 participants More work needs to be done.
		Socialisation of SWP Operational Manual at SEFOPE National Office		Manuals were distributed to SEFOPE National Directors and staff in November 2019, but further socialisation is yet to happen. This is scheduled for 2020
		Socialisation of SWP Operational Manual at SEFOPE District staff		This is behind schedule as the completion of the manual was delayed but is planned for 2020

Cover Image: Awardee celebrates his graduation. Photo: Sydney University

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