



UNMISET



GABINETE DO PRIMEIRO MINISTRO
CAPACITY DEVELOPMENT
COORDINATION UNIT



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DP

Analysis of the Results-Oriented Workshop on the Roles and Functions of International Advisors

Towards a Capacity Building Strategy and Action Plan for Timor-Leste

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1. ANALYSIS OF 4 NOV WORKSHOP
 - WORKING GROUP SESSION 1
 - WORKING GROUP SESSION 2
2. MAPPING OF MAJOR ISSUES AND SUGGESTIONS
3. TENTATIVE ACTION PLAN

WORKING GROUP SESSION 1: OBJECTIVES

Morning Session Objectives

1. To clarify the vision and direction of the roles and functions of international advisors & Timor-Leste counterparts.
2. To identify factors impeding these roles and functions in order to bridge the present gap.
3. To consult broadly with stakeholders and separate the “desirable” from the “achievable”.
4. To flag areas adversely affecting the attainment of the goal and seek urgent attention for action by the Government of Timor-Leste.
5. To exhibit the functional difference between the “stability” & “development” advisors.

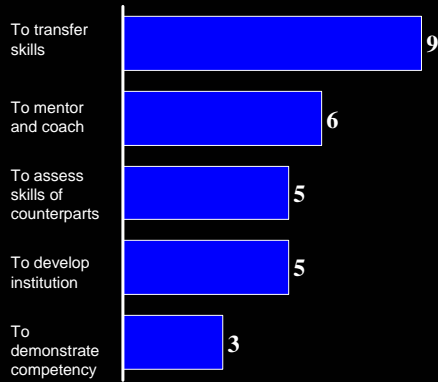
WORKING GROUP SESSION 1: EXPECTED OUTPUTS

Morning Session Expected Outputs

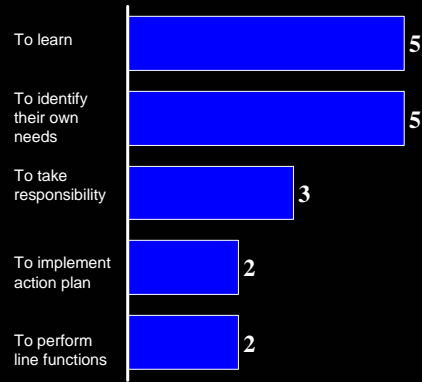
1. Clear role and function of international advisor and Timor-Leste counterpart;
2. Factors impeding the “mentoring & coaching” role and exerting pressure to deliver line functions by international advisors;
3. What is realistically achievable by May 2004?
4. Areas adversely affecting the attainment of the goal set by the Security Council and recommended actions seeking urgent attention of the Government of Timor-Leste; and
5. Difference between the role and functions of “stability” & “development” advisors

ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 1

Roles & Functions of Advisors Number of Groups Out of 10

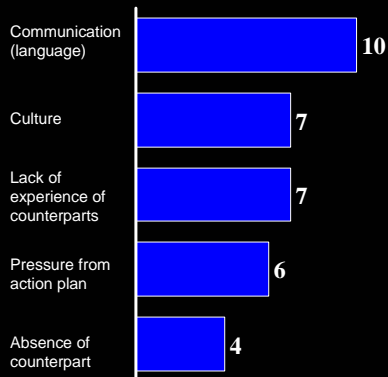


Roles & Functions of Counterparts Number of Groups Out of 10

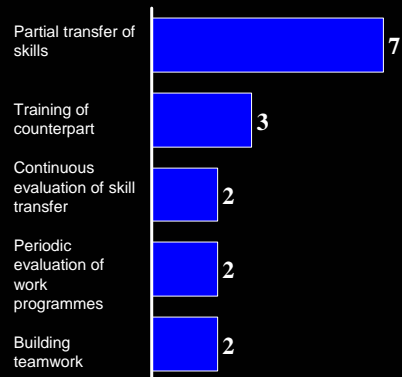


ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 1

Factors impeding the "mentoring & coaching" role and exerting pressure to deliver line functions Number of Groups Out of 10

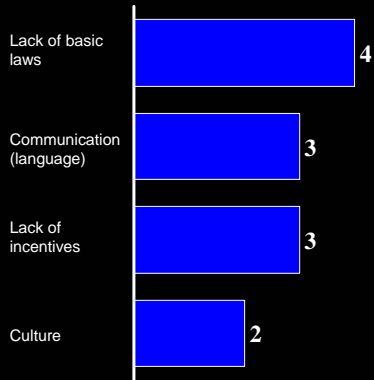


Realistically achievable by May 2004 and how to align advisors and counterparts as partners Number of Groups Out of 10

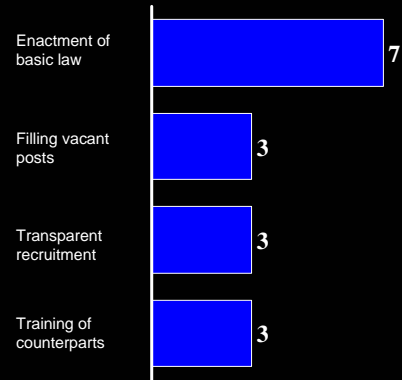


ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 1

Areas adversely affecting the attainment of the aforementioned goals
Number of Groups Out of 10

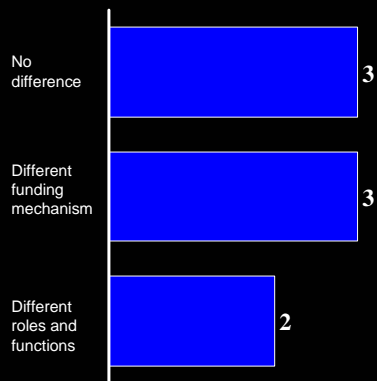


Recommended actions seeking urgent attention of the DRTL
Number of Groups Out of 10



ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 1

Difference between “stability” and “development” advisors
Number of Groups Out of 10



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WORKING GROUP SESSION 2: OBJECTIVES AND EXPECTED OUTPUTS

Afternoon Session Objectives

1. To identify solutions to the constraints based on discussions of the Working Group Session I.
2. To recommend specific capacity building activities that need to be undertaken from now until May 2004, by both the Government and donor countries and organizations.
3. To identify specific elements of an effective exit strategy for the use of international advisors.

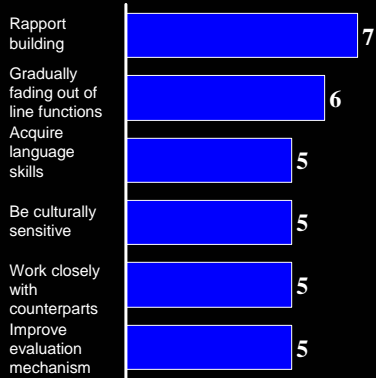
Afternoon Session Expected Outputs

1. At least five specific measures on what international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues.
2. At least five specific measures on what steps the government colleagues can take to deal with the constraints facing them and ensure transfer of skills by international advisors.
3. At least five specific measures the Government, donor countries, and international organizations can take, respectively, in support of transfer of skills and capacity building of Timorese colleagues and institutions. Please consider yourself designer of a major capacity building project.
4. At least five elements of what could constitute an exit strategy for the use of international advisors by May 2004.

ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 2

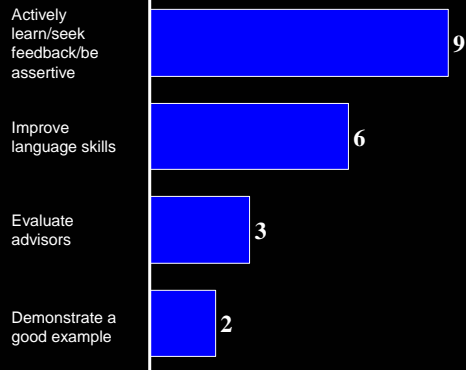
Measures to be taken by international advisors to ensure transfer of skills and capacity development

Number of Groups Out of 10



Measures to be taken by their Government colleagues

Number of Groups Out of 10



ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 2

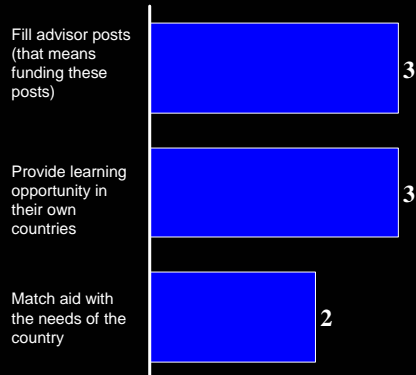
Measures to be taken by the Government of Timor-Leste

Number of Groups Out of 10



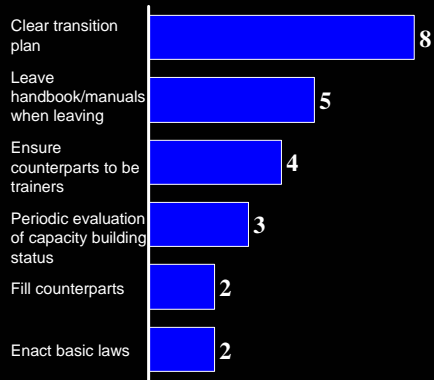
Measures to be taken by bilateral and multilateral donors

Number of Groups Out of 10



ANALYSIS OF 4 NOV WORKSHOP: WORKING GROUP SESSION 2

Elements that constitute an exit strategy Number of Groups Out of 10



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MAPPING ISSUES AND SUGGESTIONS

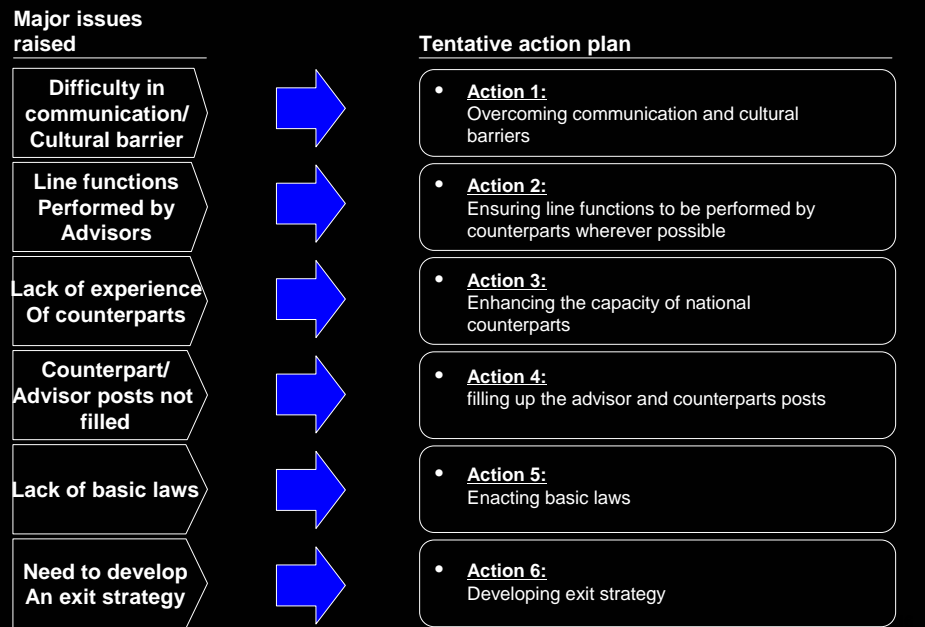
<i>Major issues raised</i>	<i>Suggestions made</i>				
	<i>Government of TL</i>	<i>Counterparts</i>	<i>Advisors</i>	<i>Bilateral donors</i>	<i>Multilateral org</i>
1 Difficulty in communication/insufficient cultural sensitivity (10)	a. provide language Training (3)	a. actively learn/seek feedback/be assertive (9) b. improve language skills (6)	a. Rapport building (7) b. Acquire language skills (5) c. Be culturally sensitive (5)		
2 Line functions performed by advisors	a. strengthen evaluation mechanism (5)	a. gradually and actively take on more responsibility (6)	a. Gradual fading out of line functions (6)	a. strengthen evaluation mechanism (5)	a. strengthen evaluation mechanism (5)
3 Lack of experience of counterparts (7)	a. Develop training facilities (7) b. Evaluate/identify skills gap (5)	a. actively learn/seek feedback/be assertive (9)		a. Provide learning opportunities in their own countries (3)	
4 Counterpart/advisor posts not filled (5)	a. Unfreeze recruitment of local staff (5)				
5 Lack of basic law (4)	a. Ensure basic laws to be drafted, discussed, and enacted (7)				
6 Need to develop exit strategy (8)	a. develop strategy (8)		a. ensure institutionalisation of knowledge (manual/handbook) (5)		

Source: November 4 Workshop

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TENTATIVE ACTION PLANS



ACTION 1: OVERCOMING COMMUNICATION AND CULTURAL BARRIER

PRELIMINARY

Actions	Responsibility	Timing
1-a. Hold a <u>workshop</u> for advisors on working in multicultural settings	<ul style="list-style-type: none"> The Government of Timor-Leste through Civil Service Training Center (CSTC) design and implement the courses with assistance of CDCU, UNMISET and UNDP 	<ul style="list-style-type: none"> February 2003
1-b. Provide both advisors and counterparts with <u>language training courses</u> in Portuguese, Tetun, English, or Bahasa Indonesian	<ul style="list-style-type: none"> The Government of Timor-Leste through Civil Service Training Center design and implement the courses with assistance of CDCU, UNMISET and UNDP 	<ul style="list-style-type: none"> In progress

ACTION 2: ENSURING LINE FUNCTIONS TO BE PERFORMED BY COUNTERPARTS WHEREVER POSSIBLE

PRELIMINARY

<u>Actions</u>	<u>Responsibility</u>	<u>Timing</u>
2-a. Hold a <u>workshop</u> for advisors on mentoring and coaching methodologies	<ul style="list-style-type: none">The Government of Timor-Leste through CSTC design and implement with assistance of UNMISSET and UNDP	<ul style="list-style-type: none">February 2003
2-b. Strengthen the <u>performance evaluation mechanism</u> to monitor the progress of skill transfer	<ul style="list-style-type: none">The Government of Timor-Leste, CDCU, UNMISSET, UNDP and donor countries are jointly developing the performance evaluation mechanism	<ul style="list-style-type: none">In progress

ACTION 3: ENHANCING THE CAPACITY OF NATIONAL COUNTERPARTS

PRELIMINARY

<u>Actions</u>	<u>Responsibility</u>	<u>Timing</u>
3-a. <u>Identify skills gap</u> of individual staff, based on the Annual Action Plan	<ul style="list-style-type: none">The Government of Timor-Leste with the support of a bilateral project currently under consideration	<ul style="list-style-type: none">March 2003
3-b. Design and implement <u>training courses</u> on generic skills and work ethics based on the findings of the above exercise	<ul style="list-style-type: none">The Government of Timor-Leste through CSTC design and implement with assistance of bilateral and multilateral donors in partnership with CDCU	<ul style="list-style-type: none">May 2003

ACTION 4: FILLING UP THE ADVISOR AND COUNTERPART POSTS

PRELIMINARY

<u>Actions</u>	<u>Responsibility</u>	<u>Timing</u>
4-a. <u>Unfreeze</u> the recruitment of local staff	<ul style="list-style-type: none">• The Government of Timor-Leste	<ul style="list-style-type: none">• In progress
4-b. <u>Prioritize</u> both counterpart and advisor posts to be filled	<ul style="list-style-type: none">• CDCU	<ul style="list-style-type: none">• In progress
4-c. Strengthen the <u>project management team</u> of development posts to speed up the recruitment process	<ul style="list-style-type: none">• UNDP assesses how many additional staff are required• Donor countries requested to provide resources	<ul style="list-style-type: none">• January 2003

ACTION 5: ENACTING BASIC LAWS

PRELIMINARY

<u>Actions</u>	<u>Responsibility</u>	<u>Timing</u>
5-a. Ensure <u>basic laws to be drafted, discussed, and enacted.</u>	<ul style="list-style-type: none">• The Government of Timor-Leste• Advisors help the government prioritize and draft the basic laws as required• Bilateral donors, UNMISSET and UNDP support the process of drafting/enacting of the basic laws	<ul style="list-style-type: none">• As soon as possible

ACTION 6: DEVELOPING EXIT STRATEGY

PRELIMINARY

<u>Actions</u>	<u>Responsibility</u>	<u>Timing</u>
6-a. <u>Assess the current status</u> of the international advisors, and make a <u>projection</u> on the status in <u>May 2004</u>	<ul style="list-style-type: none">• The Government of Timor-Leste through CDCU, in cooperation with bilateral donors, UNMISSET, and UNDP	<ul style="list-style-type: none">• March 2003
6-b. Based upon the above mentioned exercise, <u>develop an exit strategy</u> that is conducive to the Annual Action Plan and National Development Plan	<ul style="list-style-type: none">• The Government of Timor-Leste through CDCU, with assistance of bilateral donors, UNMISSET, and UNDP	<ul style="list-style-type: none">• May 2003