



UNMISET



GABINETE DO PRIMEIRO MINISTRO
CAPACITY DEVELOPMENT
COORDINATION UNIT



Timor-Leste

REPORT AND PROCEEDINGS
OF THE
RESULTS-ORIENTED WORKSHOP
ON THE
ROLES AND FUNCTIONS OF
INTERNATIONAL ADVISORS
HELD ON
4 NOVEMBER 2002

DILI, TIMOR-LESTE

11 December 2002

Acknowledgement: The organizers of the workshop would like to thank the 300 participants and invitees who made the workshop possible. These were primarily senior members of the Government of Timor-Leste, particularly the Prime Minister, Ministers and Vice Ministers, members of the diplomatic corps, bilateral donor agencies, international organizations, and the international advisors and counterparts themselves for the benefit of whom the workshop was held.

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REPORT AND ANALYSIS OF THE WORKSHOP: TOWARDS A CAPACITY BUILDING STRATEGY AND ACTION PLAN FOR TIMOR-LESTE 4 NOVEMBER 2002

“Your primary objective as international advisors both under the 100 and 200 lists is to transfer skills and knowledge to the civil servants of the Government of Timor-Leste, to enable them to perform the tasks required of them as set out in their department’s Annual Action Plan. All work plans of the advisors should be based entirely on this. Your role as advisors therefore should be that of a MENTOR, supportive in building the capacity of your counterparts, and to progressively make your own positions redundant, an exit strategy if you prefer, as the UNMISSET mandate comes to an end in May 2004.”

—Prime Minister Mari Alkatiri

“The current initial phase of support is the most concentrated one, being foundational. It is intended to launch substantially self-supporting public administration services. But this phase will require to be augmented by successor supportive assistance in identified areas. International advisers should also assist in the joint development of successor strategies so that the capacity building initiated in this phase can be maintained under bilateral arrangements or support of other institutions.”

—Ambassador Kamallesh Sharma, SRSG

1. Executive Summary

About 300 participants and invitees attended the workshop. All 86 “stability” advisors, 48 “development” advisors and their Timor-Leste counterparts participated in the workshop. About 220 participants were divided into 10 working groups, randomly. The working groups were a rich mix of advisors and counterparts, Government of Timor-Leste Ministers/Vice Ministers, members of the diplomatic corps, bilateral donors, and international organizations.

2. Major Issues and Suggestions

As the groups worked independently of one another, the outputs from each group can be seen as independent conclusions.¹ These outputs were transcribed by the rapporteur and sent electronically. They were then codified through content analysis. Content analysis itself is highly interpretive, as with any analysis of qualitative material (text), but it was essential to distill the key issues that emerged.² The following are major issues and suggestions on which strong consensus was reached independently. Six major issues³ raised are:

¹ Notwithstanding the fact that all groups worked independently, because there were no breakout rooms, it is possible that some minimal cross-fertilization of ideas occurred from one group to another.

² The original template output from all ten groups was categorized, and coded, and frequency analysis was performed in Excel.

³ These six issues and the following suggestions are by no means mutually exclusive. However, as each of them calls for distinct actions, they are categorized as such.

- All ten groups unanimously mentioned the issue of communication and cultural barrier. This was in the context of factors impeding the “mentoring and coaching” role and exerting pressure to deliver line functions by the international advisors, but elsewhere as well in the context of barriers to capacity building.
- The issue of line functions performed by advisors was treated as given in the workshop. As will be discussed below, participants made suggestions on how to ensure that advisors focus on mentoring and coaching wherever possible, rather than performing line functions.
- Seven groups out of ten mentioned lack of experience of counterparts as factors impeding the mentoring and coaching role and exerting pressure to deliver line functions by the international advisors.
- Five out of ten groups mentioned that posts for counterparts and advisors are not fully filled. The absence of advisors and counterparts would seriously affect the effort to build capacity of Timor-Leste public administration.
- Four groups mentioned that the Government of Timor-Leste had not yet enacted basic laws that were required to achieve even the realistic goal of a partial transfer of skills by May 2004, for example.
- Eight out of ten groups believed that a clear transition action plan was one element needed that would help constitute an exit strategy for the use of international advisors by May 2004, the scheduled departure of UNMISSET.

On the other hand, there are various suggestions made to overcome each of these six issues. In some cases, suggestions were made to the issues that were not explicitly mentioned:

- With regard to communication, six groups agreed that counterparts needed to improve language skills, and five groups independently agreed that advisors also should try to acquire local language skills.
- Six groups noted that international advisors needed to fade gradually out of line functions, while five groups believed that periodic evaluation of international advisors could ensure effective skills transfer, whereby enabling counterparts to perform line functions.
- Nine groups felt that counterparts should learn actively, be more assertive, and seek feedback. Seven groups agreed that the government of Timor-Leste needed to play a role in developing training courses to enhance skills of national counterparts.
- Half out of ten groups recognized the need to unfreeze the recruitment of national staff in the public administration.
- It was suggested by seven groups that enactment of basic laws needed to be in place.
- Eight groups mentioned that an exit strategy needed to be developed. Five groups recognized the need to institutionalize the knowledge obtained from international advisors in the form of, for example, manuals and handbooks.

Major issues and suggestions raised during the workshop are mapped in Table 2.1.

Table 2.1: Mapping major 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 together with multilateral donors (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 to ensure effective skill transfer(5)	a. gradually and actively take on more responsibility (6)	a. Gradual fading out of line functions (6)	a. strengthen evaluation mechanism to ensure effective skill transfer (5)	a. strengthen evaluation mechanism to ensure effective skill transfer (5)
3 Lack of experience of counterparts (7)	a. Develop generic training facilities (7) b. Evaluate/identify skills gap (5) – AusAID	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 with support of bi/multilateral donors (8)		a. ensure institutionalisation of knowledge (manual/handbook) (5)		

Sections 3 and 4 outline more comprehensively the major results compiled for the two working group sessions in which the context of the workshop (Session I) was set, and specific, concrete actions were solicited (Session II). Section 5 concludes and offers recommendations toward an outline of a strategic action plan to build capacity in the context of the international advisors who participated in the 4 November workshop.

3. Working Group Session I: Setting the Context

Summary Results

1. Clear role and function of the international advisor and Timor-Leste counterpart

On the roles and functions of international advisors, the overwhelming consensus was on transfer of skills, while a majority of the groups felt that coaching was important. Half of the groups listed institutional development/legal policy framework and an assessment of the skills of the counterpart to ensure skill transfer as two roles and functions of international advisors.

The top five roles and functions of international advisors were as follows (number of groups out of ten that mentioned this):

- 1) Transfer of skills (9)
- 2) Coaching (6)
- 3) Institutional development/legal policy framework (5)
- 4) Assessment of skills of counterpart to ensure skill transfer (5)
- 5) Demonstration of technical competence (3)

The consensus was less strong when it came to the roles and functions of counterparts. Recall that each group worked independently. Half of the groups thought that initiative taking/commitment to absorb knowledge and the counterpart's

discussion of issues with advisors to identify where they need assistance were important roles and functions of counterparts.

The top five roles and functions of counterparts were as follows (number of groups out of ten that mentioned this):

- 1) Initiative taking/commitment to absorb knowledge (5)
- 2) Discuss issues with Advisors/identify where they need assistance (5)
- 3) Take responsibility (3)
- 4) Implementation of action plan (2)
- 5) Line functions (2)

2. Factors impeding the “mentoring & coaching” role and exerting pressure to deliver line functions by the international advisors

Among the factors impeding the mentoring and coaching role of international advisors, there was unanimity in the belief that language was an impediment. Seven out of ten groups mentioned culture and the lack of experience of counterparts, while six groups agreed that pressure from deadlines set in ministerial action plans were thought to impede the transfer of skills.

The top five factors impeding the “mentoring & coaching” role and exerting pressure to deliver line functions by the international advisors were as follows (number of groups out of ten that mentioned this):

- a) Language (10)
- b) Culture (7)
- c) Lack of experience of counterparts (7)
- d) Pressure from action plan's deadline/too short for skill transfer (6)
- e) Absence of counterpart (4)

3. What is realistically achievable by May 2004 & how to align the advisors and counterparts as partners, to attain the goal set by the Security Council⁴

A number of groups inquired as to what exactly the Security Council’s goal was, and SRSR Sharma re-iterated the goal.

With respect to what was thought to be realistically achievable by May 2004, only the partial transfer of skills was thought to be achievable by the majority of groups.

The top five realistically achievable by May 2004 and methods by which to align advisors and counterparts as partners were as follows (number of groups out of ten that mentioned this):

- a) Partial transfer of skills (7)
- b) Training of counterpart (3)
- c) Continuous evaluation of skill transfer (2)

⁴ A major goal set by the Security Council for May 2004 and beyond is for the establishment of a stable and viable public administration system in Timor-Leste.

- d) Periodic evaluation of work programmes (2)
- e) Building teamwork (2)

4. Areas adversely affecting the attainment of the goal and recommended actions seeking urgent attention of the Democratic Republic of Timor-Leste

Some of the barriers adversely affecting the attainment of the goal and recommended actions aforementioned include: the lack of basic laws (4); language (3); lack of incentives (3); and culture (2).

The actions required include: enactment of basic law (7); filling up of international advisors posts/counterpart positions (3); transparent recruitment (3); and training of counterparts (3).

5. Difference between the role and functions of “stability” & “development” advisors

There was little consensus on the difference between the role and functions of “stability” and “development” advisors. Three groups thought that there was no difference. Three groups knew that the stability posts were funded from UN assessed contributions, while development posts were funded bilaterally or through UNDP (and presumably on a voluntary basis). Two groups thought that the stability posts were for strategy, and policy formulation.⁵ The factual difference is outlined in Box 3.1.

Box 3.1: 100s vs. 200s Posts... What’s the Difference? The Facts.

100 Stability Posts

Definition: Posts crucial for the political stability and functioning of the Government.

Source of Funding: UN assessed contributions.

Status: 86 posts recruited. 14 posts under recruitment.

Type: Overwhelmingly professional (“P”) remunerated positions (fewer than ten are United Nations Volunteers, or UNVs)

200 Development Posts

Definition: Posts to support social and economic development and poverty eradication.

Source of Funding: Bilateral and multilateral contributions from donors.

Status: 130 posts either recruited, in process of recruitment, or received expressions of interest.

98 posts need additional funding.

Type: Overwhelmingly UNVs⁶ (when recruited by UNDP with multilateral donor funding)

⁵ In fact, there is no mention of this difference in the Secretary General’s report to the Security Council. The difference is outlined in Box 3.1.

⁶ UNVs are highly cost-effective, *ceteris paribus*, per counterpart.

4. Working Group Session II: Identifying Solutions

Summary Results

- a) At least five specific measures on what the international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues.

The majority of groups felt that two key measures that could be undertaken to ensure the transfer of skills and capacity development of Timorese colleagues were rapport building with counterpart and the gradual fading-out of line functions/jointly carrying out line functions.

The top six measures (many groups had more than five) on what the international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues were as follows (number of groups out of ten that mentioned this):

- i. Rapport building with counterpart (7)
- ii. Gradual fading out of line functions (6)
- iii. Acquire language skills (5)
- iv. Be culturally sensitive (5)
- v. Work closely with counterparts (5)
- vi. Improve evaluation mechanism of skills transfer (5)

- b) 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.

An overwhelming majority of groups (9/10) thought that one step government colleagues could take to deal with the constraints facing them and to ensure the transfer of skills by international advisors was to actively learn skills, seek feedback, and be assertive. The majority of groups also felt that the improvement of language skills was necessary.

The top four steps (the remaining steps suggested were unique to each group prevented identification of a fifth step that at least two groups agreed upon) government colleagues could take to deal with the constraints facing them and to ensure the transfer of skills by international advisors were as follows (number of groups out of ten that mentioned this):

- i. Actively learn skills/seek feedback/be assertive (9)
- ii. Improve language skills (6)
- iii. Evaluate advisors (3)
- iv. Demonstrate good example (2)

- c) At least five specific measures the Government and donor countries and 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.

Seven out of ten groups agreed that the development of a training facility for the support of transfer of skills and capacity building of Timorese colleagues and institutions by the Government of Timor-Leste was an essential measure that needed to take place. Too often, counterparts are away on study tours a training abroad that prevents the transfer of skills.

The top six specific measures (many groups had more than five) the Government could take in support of transfer of skills and capacity building of Timorese colleagues and institutions were as follows (number of groups out of ten that mentioned this):

- i. Develop training facility in TL (7)
- ii. Evaluate/identify skill gaps of counterparts (5)
- iii. Fill vacant counterpart posts (5)
- iv. Language training (3)
- v. Identify quick learner (3)
- vi. Ensure transparency (3)

As to what donor countries and organizations could do, there was considerably less consensus. Three out of ten groups agreed that to fill advisor posts and provide training/learning opportunity in their country were specific measures they could undertake, two groups agreed that matching aid with the needs of Timor-Leste was one specific measure that could be undertaken.

- d) At least five elements of what could constitute an exit strategy for the use of international advisors by May 2004.

Eight out of ten groups agreed that a clear transition action plan was one element needed that would help constitute an exit strategy for the use of international advisors by May 2004. Five out of ten groups argued that advisors needed to leave handbook/manuals upon departure.

The top six elements (many groups had more than five) of what could constitute an exit strategy for the use of international advisors by May 2004 were as follows (number of groups out of ten that mentioned this):

- i. Clear transition action plan (8)
- ii. Leave handbook/manuals when leave (5)
- iii. Ensure counterpart to become trainer (4)
- iv. Periodic evaluation of capacity building status (3)
- v. Fill counterparts (2)
- vi. Enactment of basic law (2)

5. Conclusion and Recommendations: Towards an Outline of a Strategic Action Plan on Capacity Building for Timor-Leste's Use of International Advisors

Based on the key issues outlined above, the following is suggested action plans:

- Action 1: Overcoming communication and cultural problems
 - 1-a. Hold a workshop for advisors on working in multicultural settings. The government of Timor-Leste, through Civil Service Training Center will design and implement the courses, with assistance of CDCU, UNMISSET and UNDP.
Timing: February 2003
 - 1-b. Provide both advisers and counterparts with language training courses in Portuguese, Tetun, English and Bahasa Indonesian. Again, The Government of Timor-Leste, through Civil Service Training Center will design and implement the courses, with assistance of CDCU, UNMISSET and UNDP.
Timing: In progress
- Action 2: Ensuring line functions to be performed by counterparts wherever possible
 - 2-a. Hold a workshop for advisors on mentoring and coaching. The Government of Timor-Leste through Civil Service Training Center will design and implement the courses, with assistance of UNMISSET and UNDP.
Timing: February 2003
 - 2-b. Strengthen the performance evaluation mechanism to monitor the progress of skills transfer. The Government of Timor-Leste, CDCU, UNMISSET, UNDP and donor countries are jointly developing the performance evaluation mechanism.
Timing: In progress
- Action 3: Enhancing the capacity of national counterparts
 - 3-a. Identify skills gap of individual staff, based upon the Annual Action Plan. The Government of Timor-Leste with support of bilateral and multilateral donors.
Timing: March 2003
 - 3-b. Design and implement training courses on generic skills and work ethics based on the findings of the above exercise.
Timing: May 2003
- Action 4: Filling up the advisor and counterpart posts
 - 4-a. Unfreeze the recruitment of local staff. The Government of Timor-Leste is requested to resume recruitment of key posts.
Timing: In progress
 - 4-b. Prioritize both counterpart and advisor posts to be filled. CDCU is currently carrying this out, in close consultation with each Ministries.
Timing: In progress

4-c. Strengthen the project management team of development posts to speed up the recruitment process where funds are already secured. UNDP assesses how many additional staff will be required, and donor countries are requested to provide resources.

Timing: January 2003

- Action 5: Enacting basic laws

5-a. Ensure basic laws to be drafted, discussed, and enacted. The Government of Timor-Leste, with assistance of international advisors, bilateral donors, and multilateral donors, need to enact basic laws such as civil service statute.

Timing: As soon as possible

- Action 6: Developing an exit strategy

6-a. Assess the current status of the international advisors, and make a projection on the status in May 2004. The Government of Timor-Leste through CDCU, in cooperation with bilateral donors, UNMISSET and UNDP, will carry out this task.

Timing: March 2003

6-b. Based upon the above mentioned exercise, develop an exit strategy that is conducive to the Annual Action Plan and National Development Plan. The Government of Timor-Leste through CDCU, in cooperation with bilateral donors, UNMISSET and UNDP, will carry out this task.

Timing: May 2003

The participants of the workshop agreed that the Government of Timor-Leste, the UN agencies, and donor countries formulate relevant action plans, in coordination with the Government of Timor-Leste, for their implementation and realization. Donor countries and agencies were urged to provide resources to realize these objectives.

SUMMARY PROCEEDINGS AND ANNEXES⁷

1. BACKGROUND

The Democratic Republic of Timor-Leste, UNMISSET and UNDP jointly organized a full day workshop, on 4 November 2002, in Dili, Timor-Leste (programme Annex A). The purpose of the workshop was to enable members of the Timor-Leste Government and the International Community to exchange views and thoughts concerning the experience and expectations of role and functions of both the international “stability” and “development” advisors. The workshop was also designed to identify the main activities that need to be carried out to achieve capacity building in public administration.

The skills and capacity building task in Timor-Leste attracts interest by a large group of players. To realize optimum synergy and value creation, all players were integrated into the consultative process (list of those who attended each group Annex B). The key players were invited for leading the working groups, to facilitate becoming partners in the ownership and delivery of the outputs of the workshop (list of chair/vice chair persons Annex B).

2. PARTICIPANTS AND WORKING GROUP COMPOSITION

About 300 participants and invitees attended the workshop. All 86 “stability” advisors, 48 “development” advisors and their Timor-Leste counterparts participated in the workshop. About 220 participants were divided into 10 working groups, randomly. The working groups were a rich mix of advisors and counterparts, the Government of Timor-Leste Ministers/Vice Ministers, members of the diplomatic corps, bilateral donors, and international organizations.

The Prime Minister and the Special Representative of the Secretary General (SRSG) participated in both the opening and closing sessions of the workshop. Mr. Sukehiro Hasegawa, the Deputy SRSG and Resident Representative of UNDP, in the closing session outlined a summary of the discussions and recommendations of the workshop.

3. WORKING GROUP DISCUSSIONS: Objectives and Expected Outputs

The working group discussion was divided into two sessions. The first session was to discuss the roles and functions delineated in their current work plans and carried out by respective advisors; and identify factors and arrangements that have led to variable outcomes and results. The second session taking into account the expected departure of UNMISSET in June 2004, worked to identify key activities that need to

⁷ These proceedings and annexes were the result of joint cooperation between UNMISSET’s Civilian Service Group Liaison Team and UNDP’s 200 Development Posts Team.

be carried out in a holistic manner for human and institutional capacity building in public administration in Timor-Leste by all actors.

Clear objectives and outputs as given below were laid out for both sessions. The working groups were provided output templates for completion by the end of the workshop (copy Annex C)

4. WORKING GROUP SESSION I

Objectives

- i. Clarity of vision and direction about the roles and functions of the international advisors and Timor-Leste counterparts;
- ii. Identify the factors impeding to bridge the gap on a “mentoring”- “delivering line functions” continuum;
- iii. Stakeholder consultation to broadly separate the “desirable” from the “achievable”. Also to suggest actions for alignment of the international advisors and counterparts to achieve in partnership the consensus based outputs, aligned to the attainment of goal set by the Security Council;
- iv. Flag areas adversely affecting the attainment of the goal and seeking urgent attention for action by the Government of Democratic Republic of Timor-Leste; and
- v. Exhibit the functional difference between the “stability” and “development” advisors.

Expected Output

- i. Clear role and function of the international advisor and Timor-Leste counterpart;
- ii. Factors impeding the “mentoring and coaching” role and exerting pressure to deliver line functions by the international advisors;
- iii. What is realistically achievable by May 2004 and how to align the advisors and counterparts as partners, to attain the goal set by the Security Council;
- iv. Areas adversely affecting the attainment of the goal and recommended actions seeking urgent attention of the Democratic Republic of Timor-Leste; and
- v. Difference between the role and functions of “stability” and “development” advisors

5. WORKING GROUP SESSION II

Objectives

- i. Identify solutions to the constraints based on discussions of the Working Group Session I.
- ii. Recommend specific capacity building activities that need to be undertaken from now until May 2004, by both the Government and donor countries and organizations.

- iii. Identify specific elements of an effective exit strategy for the use of international advisors.

Expected Outputs

- i. At least five specific measures on what the international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues.
- ii. 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.
- iii. At least five specific measures the Government and donor countries and 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.
- iv. At least five elements of what could constitute an exit strategy for the use of international advisors by May 2004.

6. WORKSHOP OUTPUTS

Summary of Prime Minister's Opening and Closing Remarks

The Prime Minister in the opening remarks appreciated holding the workshop, expressed the transition of the international support from delivery of line functions to strengthening the Timor-Leste institutional skill development, laid out the primary objective of the international advisors as transfer of skills and knowledge to the civil servants of the Government of Timor-Leste and found the role of advisors as “mentors”, supportive in building the capacity of the counterparts through self redundancy. It was also observed that the Government of Timor-Leste has the ultimate responsibility and strongly encouraged the Ministers, Vice Ministers, Secretaries of State and heads of departments to make the most of the international advisers. The Prime Minister expressed the awareness about the lack of counterparts and capacity development challenges and announced the Capacity Development Coordination Unit (CDCU), as the focal point for overall coordination of capacity development throughout the Government (copy of opening remarks speech Annex D).

Using a medical metaphor, the Prime Minister suggested that the workshop had taken the pulse of the situation, revealing the diagnosis of a persistent language problem. The lack of language skills, crucial for communication, is in fact the main tool in the teaching process. This results in a more difficult exchange of knowledge. He remarked that even some of the counterpart's presentation was not in Portuguese or Tetum, the only two official languages of Timor-Leste. Thus the language barrier is not only a linguistic problem, but also a human issue, requiring immediate remedy. The Prime Minister stressed the importance of international advisors setting an example of good professional ethics, supporting the very core of development of an independent state; the honor and will of the Timorese people.

Summary of the SRSG's Opening and Closing Remarks

Ambassador Kamallesh Sharma, Special Representative of the Secretary General stated that the intent behind the Civilian Support programme of UNMISSET is to create the foundation for a broad based, self-sustaining and self-reliant administration of Timor-Leste and emphasized that the process should be demand driven i.e. the Government of Timor-Leste and its Ministers and Secretaries of State guide the direction and utilization of the key resource administered by UNMISSET (copy of statement Annex E). He expressed his optimism based on focus group interaction with the advisors in the wake of the enormous challenge posed by requirements of local conditions, the state of skills and capacity, communications and the situation vis-à-vis counterparts. The SRSG suggested that the following perspectives need consideration among others;

- i. **Availability of Counterparts:** To avoid under utilization of the international advisers, areas should be examined where the freeze policy on recruitment affects the availability of counterparts. The consequence of non-availability of counterparts is, necessity of international adviser to deliver line functions and whom to “coach or mentor”;
- ii. **Creation of Institutional Assets:** The skills and knowledge should be institutionalized and archived into permanent record, so that even after the departure of the international advisers, some of the resources they have made available in person are also able to be transmitted later;
- iii. **Developing in-country training programmes:** The rich pool and diverse expertise of the stability and development advisers should be utilized for conducting extensive in-country training programmes for public servants at the Civil Services Academy;
- iv. **Widest possible counterpart receivership:** An optimal transfer of skills and knowledge require a group of skill transfer rather than a one-to-one counterpart receivership;
- v. **Access to wider knowledge sources:** Awareness and coaching of counterparts by advisers to access world wide institutional sources of technical information;
- vi. **Legal and Administrative Umbrella:** Where as the international advisers are one part of the equation, the other part of the equation is the initiative, responsibility, and partnership from the government of Timor-Leste, from whom a contribution is required in respect of enabling legal frameworks, administrative systems and operating procedures where their absence acts as a constraint adversely affecting the delivery of outputs and outcomes of the advisers. The lack of the public services legal framework can cause immense operational constraints, as does the absence of human resources management and development regulations and procedures for public servants;
- vii. **Post-UNMISSET Strategising:** International advisers should also assist in the joint development of successor strategies so that the capacity building initiated in this phase can be maintained under bilateral arrangements or support of other institutions. A robust strategy has been adopted by the Civilian Support Group Liaison Team, to formulate a “ Beyond May 2004” strategic plan, to flag institutional strengthening needs for further skills and capacity building, to ensure sustainability.

In his closing remarks, the SRSG affirmed that the workshop had showed many constructive suggestions in the work of developing a functioning state. Underlining

the importance of international advisors to pass on the capability of leadership instead of just knowledge, he also identified cultural empathy and solidarity as necessary for international advisors, performing their task in a sensitive context. On the issue of the difference between “stability” and “development” advisers, the SRSG saw no difference and observed that the “stability” as a label used for advisers funded by the UN budget should not in any way indicate that the “development” advisers are not contributing to the stability of the government and public sector institutions of Timor-Leste. The SRSG envisaged that the integrated investment of time and effort by all key players into the workshop would yield results.

Summary Remarks by the DSRSG at the Conclusion of the Workshop

The Deputy Special Representative of the Secretary General and the Resident Representative of UNDP concluded the workshop. Mr. Hasegawa referred to the seven points raised in the opening statement by SRSG and pointed out that the day’s discussion centered around those points as well as issues raised by the Prime Minister in his opening address. He stressed three main points that had emerged from the discussion, namely a need for;

- i. better coordination;
- ii. working together; and
- iii. more assertiveness

He stated that counterparts and advisers should work closer together, and that each should demand more. Moreover, the need for appropriate legislation and the mismatch between certain advisers with respect to their roles and functions emerged as concerns. With respect to better coordination, Mr. Hasegawa stressed the need for a government-donor joint exit strategy, especially in light of the post-UNMISSET period. In turn, this required the creation of a clear joint transition plan, and underscored the vital role that CDCU can play in this regard.

Mr. Hasegawa argued that independence was certainly of high value, but that interdependence—i.e., cooperation—would be an even more desirable outcome. He closed by saying that he would not be surprised if next year, around this time, the government of Timor-Leste were to undertake a similar conference, organized, managed, and chaired by Ministers and the CDCU.

7. RECURRING THEMES

A verbatim transcript of each individual group’s output is included in Annex F. A summary of recurring themes has been laid out below.

Role and Functions of International Advisors

- Mentor and Coach;

- Plan, design in active partnership with Timor-Leste counterparts and propose legal frameworks, administrative systems and operating procedures;
- Transfer of knowledge and skills;
- Delivery of line functions only in case where inevitable, no counterpart or for on the job training;
- Pursue the implementation of the National Development Plan (NDP) in close coordination with the Timor-Leste counterpart and consultation of the Minister / Secretary of State etc.;
- Empowering and building capacity of the counterpart to take responsibility; and
- Demonstrate highest professional standards

Role and Functions of Timor-Leste Counterpart

- Mentee;
- Accept responsibility, take lead in the management of the systems developed and operational procedures;
- Utilize the international human resource available;
- Involve extensively in the implementation of the NDP; and
- Exhibit willingness to learn and acquire knowledge and skills.

Factors Impeding International Advisors in “Mentor and Coaching” and Exerting Pressure for Delivering Line Functions

- Communication barrier, particularly the Portuguese, Bahasa Indonesia, Tetum saga;
- Lack of basic essential knowledge, skills and capacity;
- Lack of legal frameworks, administrative systems and operating procedures. Primarily the Civil Servants Code and Personnel Management systems and procedures.
- Lack of counterparts due to the blanket recruitment freeze;
- No counterparts developing “do it all” and “who to transfer skills to” mind set; and
- Government and donors reporting requirements and deadlines, demanding deliveries that the nascent local institutions and developing capacities cannot sustain.

Realistically Achievable by May 2004

- Essential knowledge and skills transfer and better understanding;
- Critical legal frameworks, administrative systems and operating procedures. Primarily the Civil Servants Code and Personnel Management systems and procedures;
- A cadre of Timor-Leste civil servants possessing the basic ability and skills to sustain and lead the mission of self-reliance; and
- Achievement of the NDP targets for the corresponding time frame.

Actions Seeking Government of Timor-Leste Urgent Attention

- Accord priority to the formulation and promulgation of various legal frameworks, administrative systems and operating procedures. Primarily the Civil Servants Code and Personnel Management systems and procedures;
- Filling the vacant budgeted posts; and
- Work plans monitoring and international advisors as well as counterparts evaluation system to assess the skill transfer and capacity building.

Stability and Development Posts Difference

- Line of Funding; and
- Stability advisors concentrating on the policy formulation and development advisors focusing on the implementation of specific projects and programmes.

Five Measures that International Advisors Can Undertake to Ensure Transfer of Skills

- Awareness about cultural sensitivities;
- Need assessment, identification and preliminary preparatory action in close consultation with the Timor-Leste counterparts, on critical legal frameworks, administrative systems and operating systems in the respective sectors, that are lacking;
- On the job training, developing institutional assets in the form of training manuals etc., conducting extensive groups/ institution oriented skills and capacity building programmes, fostering training of “trainers”, demonstrate highest professional standards, phase out the delivery of line functions, transfer of skills impact assessment and need analysis;
- Communication skill building and removing language barriers through proactively pursuing learning the lingua-franca; and
- Advise and support the implementation of the NDP by the respective authorities.

Five Measures by Timor-Leste Counterparts to Ensure Transfer of Skills by Advisors

- Acknowledgment of the new role and willingness to learn and acquire knowledge and skills;
- Language skills building and improvement in the communication and relationship with the advisors;
- Take responsibility and utilize the international human resource available optimally;
- Provide frank and objective feedback on the transfer of skill and capacity building; and
- Make the international advisors aware of the local cultural sensitivities

Five Measures that Government or Donors Could Take to Support the Transfer of Skills and Capacity Building

- Accord priority to the formulation and promulgation of various legal frameworks, administrative systems and operating procedures. Primarily the Civil Servants Code and Personnel Management systems and procedures;
- Government Ministers, Vice Ministers and Secretaries of State to delegate authority to the Timor-Leste civil servants, avoid micro-management and focus on the policy and regulatory issues and monitor the implementation of the National Development Plan;
- Conduct extensive communication and language training courses for the civil servants;
- Need assessment, identify the skills and capacity gap, develop and implement extensive training programmes, pursue a demand driven review and consolidation schema; and
- Assessment and evaluation of advisor's performance on the transfer of skill and knowledge parameter and recommend corrective measure in cases of unsatisfactory performance

Five Elements of an Exit Strategy

- Develop a broad based road map for a seamless transition from UNMISSET to post UNMISSET scenario, with clear successive planning and management action plans;
- Enactment of critical legal frameworks, administrative systems and operating procedures to ensure the sustainability of the systems developed and functional. Primarily the Civil Servants Code and Personnel Management systems and procedures;
- Developing institutional assets and fostering "train the trainers" initiatives through in country training of the civil servants in the critical discipline through the currently available resource pool of stability and development advisors;
- Work Plan monitoring and performance evaluation of the international advisors in close consultation with the Government of Timor-Leste counterparts and supervisors; and
- Periodical coordination and consultation meeting on the model of the workshop within each Ministry to facilitate the process of the transfer of skills, assess impact and monitor the transfer of skills, take corrective action, encourage the development of a core mass of Timor-Leste counterparts- Think Tank to acquire the institutional assets including hand over notes developed by the international advisors

ANNEX A: WORKSHOP AGENDA

RESULT-ORIENTED WORKSHOP ON ROLES AND FUNCTIONS OF INTERNATIONAL ADVISORS

Monday, 4 November 2002

Hotel Timor, Dili, Timor-Leste

Jointly organized by the Government of Timor-Leste, UNMISSET and UNDP

The purpose of the workshop is to enable members of Timor-Leste Government and the International Community to exchange views and thoughts concerning the experience and expectations of role and functions of both international “stability” and “development” advisors. The workshop is also designed to identify the main activities that need to be carried out to achieve capacity building in public administration.

Masters of Ceremony:

Dr Florindo Pereira: Moderator of the Workshop

Tony Lapsley: Assistant Moderator.

09:00 Opening Plenary Session

Opening Address – H.E. Prime Minister Mari Alkatiri

Opening Address – Ambassador Kamallesh Sharma, Special Representative of the Secretary-General

09:30 Introductory Plenary Session

Ms. Emilia Pires, Advisor on Planning and External Assistance Coordination, Ministry of Planning and Finance

- What are the responsibilities of the East Timorese public servants?
- How can the services of the advisors be maximized to fulfill the needs of the Government?

09:50 Presentation of the “Objective and Expected Outcome of Working Group Session I” – Mr. Sher Shah Khan, Head, Civilian Support Group Liaison Team
UNMISSET

10:00 Coffee/Tea Break

10:30 Working Group Session I

The participants will constitute working groups that will:

- Discuss the roles and functions delineated in their current work plans and carried out by respective advisors;
- Identify factors and arrangements that have led to variable outcomes and results.

12:30 Lunch at Hotel Timor

13:20 “Objective and Outcome of Working group session II” by Mr. Haoliang Xu, Senior Deputy Resident Representative, UNDP

13:30 Working Group Session II

Taking into account the expected departure of UNMISSET in June 2004, the working groups will identify key activities that need to be carried out in a holistic manner for human and institutional capacity building in public administration in Timor-Leste by all actors.

15:30 Coffee/Tea Break

15: 45 Plenary Session

The working groups will report to the Plenary the outcome of their discussions.

17:30 Concluding Session

Presentation of the summary of discussions and recommendations of the Workshop

Mr. Sukehiro Hasegawa, Deputy SRSG and Resident Representative of UNDP

Concluding Remarks by:

Prime Minister Mari Alkatiri

SRSG Ambassador Kamallesh Sharma

18:00 Conclusion of Workshop

ANNEX B: PARTICIPANTS BY GROUP

Summary of Chair and Vice-Chair

Group	Chair	Position	Vice-Chair	Position
1	<i>Mrs. Ana Pessoa</i> (Morning) <i>Mr. Manuel Abrantes</i> (Afternoon)	Minister of Justice Vice Minister of Justice	<i>Mr. Sergio Ricoy Pena</i>	Charge d' Affaires, Brazil
2	<i>Mr. Ovidio de Jesus Amaral</i> (Morning) <i>Mrs. Aicha Bassarewan</i> (Afternoon)	Minister of Transport Vice Minister of Planning and Finance	<i>Jane Gordon</i>	1 st Secretary, Australian Embassy
3	<i>Mrs. Shari Villarosa</i>	Charge d' Affaires, USA	<i>Mr. Egidio de Jesus</i>	Secretary of State for Electricity and Water
4	<i>Mr. Hamish St.Clair Daniel</i>	Ambassador, U.K.	<i>Mr. Robert Lowry</i>	National Security Advisor
5	<i>Mrs. Elizabeth Huybens</i> (Morning) <i>Mrs. Christine McMahon</i> (Afternoon)	Country Manager, World Bank Capacity Building Facility (CBF)	<i>Mrs. Christine McMahon</i> (Morning) <i>Mrs. Elizabeth Huybens</i> (Afternoon)	Capacity Building Facility (CBF) Country Manager, World Bank
6	<i>Mrs. Susannah Gordon</i>	New Zealand Consul General	<i>Kadhim A. Al-Eyd</i>	Senior Resident Representative, IMF
7	<i>Mr. Agio Pereira</i> (Morning) <i>Mr. Sukehiro Hasegawa</i> (Afternoon)	Chief of Staff, President's Office DSRSG, UNMISSET, ResRep, UNDP, Resident Coordinator, UN	<i>Mrs. Cynthia Burton</i>	Counsellor, AUSAID
8	<i>Mr. Jose Teixeira</i> (Morning) <i>Mr. Arsenio Paixao Bano</i> (Afternoon)	Secretary of State for Tourism Secretary of State for Labour	<i>Mr. Sopal Ear</i>	Assistant Resident Representative, UNDP
9	<i>Mr. Roque Rodrigues</i> (Morning) <i>Mrs. J.Erriksson</i> (Afternoon)	Secretary of State for Defence Assistant Programme Coordinator, UNICEF	<i>Mrs. Johanna Erriksson</i>	Assistant Programme Coordinator, UNICEF
10	<i>Rowena Cabigon</i>	Assistant Head Office European Commission	<i>None Assigned</i>	N/A

Attendance Sheets

Group 1

Chairperson	Name	Position
	ADVISORS	
<i>Mrs Ana Pessoa</i>	1 <i>Manuel Abrantes</i>	<i>Vice Minister of Justice</i>
	2 <i>Jose Diogo Vaz pinto</i>	<i>Advisor cabinet Council of Ministers</i>
Vice Chairperson	3 <i>Gervasio Viana Ferreira</i>	<i>Ministry of planning & finance/Customs</i>
	4 <i>James de Luca</i>	<i>Ministry of Finance & Planning/Procurement</i>
Mr Manuel Abrantes	5 <i>Vaddiparthi Haraprasad *</i>	<i>Adviser Water & sanitation</i>
	6 <i>Wilbald lyimo *</i>	<i>Adviser district finance Co-ordinator</i>
Interpreter	7 <i>Pedro Cavem</i>	<i>Adviser Airport Manager</i>
	8 <i>Alessandro Righetti</i>	<i>Adviser for Local Government</i>
<i>Andre Monteiro</i>	9 <i>Mika Perkio</i>	<i>Banking & Payment Authority</i>
	10 <i>Prasit Kattachan</i>	<i>Advisor to Inventory & Warehouse Management</i>
Rapporteur	11 <i>John Leigh</i>	<i>National Land administration Advisor</i>
	12 <i>Mark Stephen Crout</i>	<i>Taxation compliance specialist (audit)</i>
<i>Vaddiparthi Haraprasad</i>	13 <i>Paulino Ximenes</i>	<i>Cabinet Secretariat Council of Ministers</i>
	14 <i>Andre Monteiro*</i>	<i>Advisor Power /Electricity</i>
Resource Person	15 <i>Edmundo Guterres</i>	<i>Large Business officer</i>
	16 <i>Francisco Marques</i>	<i>District Administrator Oecussi</i>
Wilbald Lyimo	17 <i>Pedro de Sousa</i>	<i>Land & Property Director</i>
	18 <i>Jose Martinho dos santos</i>	<i>Tax Council</i>
	19 <i>Amra Sdanovic Farell</i>	<i>Treasury Information support Adviser</i>
	20 <i>Dominika Herlinda Bupu</i>	<i>Manager budget Office/Ministry of Finance</i>
	21 <i>Leonia Joana Vong Seran</i>	<i>Office of Administration/Ministry of Finance</i>

Group 2

Chairperson	Name	Position
	1 <i>Ana Sofia Chaves</i>	<i>Legal Officer, Secretariat of Council of Ministers</i>
Mr Ovidio de Jesus Amaral (Morning)	2 <i>Jorge H.M.Lopes</i>	<i>Deputy Controller of Customs/Finance</i>
Mrs Aicha Bassarewan (Afternoon)	3 <i>Lynne Minion</i>	<i>Advisor information Officer/Council of Ministers</i>
	4 <i>Jamil Khan*</i>	<i>Advisor District Administrator Oecussi</i>
	5 <i>Yogesh Saksena</i>	<i>Advisor ministry of Transport & Publics works</i>
	6 <i>Luciana Cussi*</i>	<i>Advisor Commissioner of Revenue</i>
Vice Chairperson	7 <i>Terry Jukes</i>	<i>Advisor procurement</i>
Mrs Jane Gordon	8 <i>Joselin Montinola</i>	<i>Engineering Manager(Mechanical)</i>
	9 <i>Jose Soares</i>	<i>Custom Officer</i>
	10 <i>Jose Quintao Sarmiento</i>	<i>Cabinet officer council of Ministers</i>
Interpreter	11 <i>Martinho Lopes</i>	<i>Supply & inventory Management</i>
Dulcie Munn (<i>English/Tetum</i>)	12 <i>Ana Rita A.D.Nascimento</i>	<i>Budget & Fiscal Analyst</i>
	13 <i>Teotonio de Assis</i>	<i>Finance Co-ordinator /Ministry of Transport & P W</i>
	14 <i>Juliana Pereira das neves</i>	<i>Ministry of transport & Publics Works</i>
Rapporteur	15 <i>Evangelino Aguas</i>	<i>Custom Officer</i>
Luciana Cussi	16 <i>Martinho Sequeira</i>	<i>Procurement</i>
	17 <i>Angelo Urbano Fernandes</i>	<i>Local Government & Development</i>
Resource Person	18 <i>Vasco Soares</i>	<i>Legal Officer/Ministry of justice</i>
Jamil Khan		

Group 3

Chairperson	Name		Position
Ms Shari Villarosa	1	<i>Shari Villarosa</i>	<i>Charge d’Affair, U.S Embassy Dili</i>
	2	<i>Mior Zaharin Mior</i>	<i>Network Manager, MoPF/IT division</i>
Vice Chairperson	3	<i>Yura Udumyan</i>	<i>District Advisor Baucau</i>
	4	<i>Barid Manna</i>	<i>Non renewable Energy Advisor</i>
	5	<i>Marilia de Fatima Santarem *</i>	<i>Adviser deputy commissioner of Revenue</i>
Mr Egidio de Jesus	6	<i>Santiago Amaya Saldarriaga</i>	<i>Adviser Ministry of Agriculture</i>
	7	<i>Jorge A.Lynch</i>	<i>Procurement/Ministry of finance</i>
Interpreter	8	<i>Maria da Graca Rodrigues</i>	<i>Deputy operations-Customs</i>
	9	<i>Angelo de Almeida</i>	<i>Timor Sea Revenue Deputy Commissioner</i>
Jose Branco (English/ Tetum)	10	<i>Francisco de Lourdes Goncalves</i>	<i>Customs Supervisor Airport -Comoro/Dili</i>
	11	<i>Rosalina Perreira de Fatima</i>	<i>I T Unit Ministry of Finance</i>
	12	<i>Micaela Ximenes</i>	<i>Acting District Administrator Baucau</i>
Rapporteur	13	<i>Juliao Jose Ximenes</i>	<i>Internal Audit of Treasury</i>
	14	<i>Eustaquio Maya Gusmao</i>	<i>Gov.Local Ministry of Internal Admin</i>
Barid Manna	15	<i>Kevin Austin</i>	<i>Disaster Management Advisor</i>
	16	<i>Nathalie Ndong-She</i>	<i>Legal & Policy Adv/Provedore de D.H &J</i>
Resource Person	17	<i>Pedro Miguel Campos Moreira</i>	<i>Deputy Director of Budget Office</i>
	18	<i>Maria Vittoria do Espirito Santo</i>	<i>Advisor Internal Audit</i>
	19	<i>Francisco Amaro</i>	<i>Division of Administration & Finance</i>
	20	<i>Flavia Sereno</i>	<i>Cabinet Council of Ministers</i>
	21	<i>Robert Letchford</i>	<i>Advisor training Coordinator/Revenue</i>
	22	<i>Januario alves C.Afonso</i>	<i>Interpreter/Traductor/ministry of Justice</i>
	23	<i>Jose Branco</i>	<i>ITT/UNMISSET</i>

Group 4

Chairperson	Name		Position
Mr Hamish St Clair Daniel	1	<i>Hamish Daniel</i>	<i>British Ambassador</i>
	2	<i>Eugenie Veliotis Berandes</i>	<i>Advisor to Regional Tax Dpt Baucau</i>
	3	<i>Ismaila Ceessay</i>	<i>Director of Treasury Ministry of Finance</i>
Vice Chairperson	4	<i>Sothun Thay *</i>	<i>Computer Network specialist</i>
Mr Robert Lowry	5	<i>David Rafael Soares</i>	<i>Customs Officer</i>
	6	<i>Joel Ly</i>	<i>Roads adviser</i>
	7	<i>Luis Pite</i>	<i>Harbour master Adviser</i>
Interpreter:	8	<i>Armindo do Espirito Santos</i>	<i>Tax Council adviser</i>
*Roxana Ghiciu (English/Portuguese)	9	<i>Roxana Ghiciu *</i>	<i>Advisor labour & Solidarity</i>
	10	<i>Pascal Okere</i>	<i>Procurement Advisor</i>
*Maria Luzia Pereira (English/Tetum)	11	<i>Abrao de Vasconcelos</i>	<i>BPA</i>
	12	<i>Joao Pereira Jeronimo</i>	<i>Director Water & Sanitation Service</i>
Rapporteur:	13	<i>Ciriago do Rego</i>	<i>Treasury finance officer</i>
	14	<i>Jeff Mutuku</i>	<i>IT Manager Advisor</i>
	15	<i>Delta R Alves</i>	<i>Treasury Finance Officer</i>
Roxana Ghiciu	16	<i>Gertrudes Moniz</i>	<i>Ministry of finance/Revenue</i>
	17	<i>Victor Maia</i>	<i>Cabinet officer Council of Ministers</i>
Resource Person:	18	<i>Crisogno da Costa neto</i>	<i>Director Administration & Finance/ Min Justice</i>
	19	<i>Maria Luzia pereira</i>	<i>Training Language Cell/UNMISSET</i>
Sothun Thay	20	<i>Jacinto alves Brito</i>	<i>Training Coordinator</i>
	21	<i>Robert Lowry</i>	<i>National Security Advisor</i>
	22	<i>Olivio Correia Borges</i>	<i>Asycuda Project Director</i>

Group 5

Chairperson	Name		Position
	1	<i>Luis Quintaneiro</i>	<i>BPA</i>
Mrs Elizabeth Huybens (Morning)	2	<i>Elena Buican *</i>	<i>Head Payroll ministry of Finance</i>
Mrs Christine McMahon (Afternoon)	3	<i>Taofick Adesina Olesegun</i>	<i>IT Ministry of Finance</i>
	4	<i>Sergio A Silva</i>	<i>Advisor Local Government</i>
	5	<i>Joao Nataf *</i>	<i>Legal Advisor/ Ministry of Justice</i>
	6	<i>Edwin Urresta</i>	<i>Land & Property advisor</i>
Vice Chairperson	7	<i>Edgar pontes Patcheco</i>	<i>Advisor Port Manager</i>
Mrs Christine McMahon (Morning)	8	<i>Maria Azevedo fernandes *</i>	<i>Advisor Deputy Commissioner/Min Fin</i>
Mrs Elizabeth Huybens (Afternoon)	9	<i>John Ryan</i>	<i>Chief Technical Advisor ILO</i>
	10	<i>Jose luis Maciel</i>	<i>Customs/Ministry of Finance</i>
	11	<i>Jose Augusto Maria</i>	<i>BPA</i>
	12	<i>Jose Eduardo Corte Real</i>	<i>Deputy Commissioner (Admin)/Min Fin</i>
	13	<i>Jose Fernandes</i>	<i>Ministry of Finance</i>
Interpreter	14	<i>Manuel M Alves</i>	<i>Director of Industry</i>
*Joao Nataf (English/Portuguese)	15	<i>Ostialina Maria da Costa Belo</i>	<i>Tax Business Analyst/Ministry of finance</i>
*Mrs Vera lucia Mixtro (Portuguese/English)	16	<i>Cidalio Leite</i>	<i>Director of Planning/ Ministry of Education</i>
	17	<i>Helio Renato Ximenes</i>	<i>Plant Manager/ SoS for Water & Electricity</i>
	18	<i>Miguel Dos santos Lobato</i>	<i>Finance Officer/ SoS for Mineral Ressources</i>
Rapporteur			
Elena Buican			
Resource Person			
Maria Azevedo Fernandes			

Group 6

Chairperson	Name		Position
Mrs Susannah Gordon	1	<i>Kadhim A Al-EYD</i>	<i>IMF Senior Resident Representative</i>
	2	<i>John Subai</i>	<i>Head of accounting & Payments</i>
	3	<i>Jill Engen</i>	<i>Advisor to the Head of ALGD</i>
Vice Chairperson	4	<i>Uday Kolhatkar *</i>	<i>Advisor Network specialist Ministry of Finance /IT</i>
Mr Kadhim A.Al-Eyd	5	<i>Pascal Onegiu Okello *</i>	<i>Ministry of Planning & Finance</i>
	6	<i>Antonio Almeida Serra</i>	<i>BPA</i>
	7	<i>Maria Fatima Caiano</i>	<i>Ministry of Justice</i>
Interpreter	8	<i>Joanico Soares</i>	<i>Customs officer</i>
Saleh Belafif (English/Indonesian)	9	<i>Gary Calcott</i>	<i>Advisor Large Business taxation</i>
	10	<i>Salustiano Carvalho</i>	<i>BPA</i>
	11	<i>Manuela Gina B. Corte Real</i>	<i>Director of commerce</i>
Rapporteur	12	<i>Sorin Reach</i>	<i>Technical Adviser on Goods Sces Procurement</i>
Pascal Okello	13	<i>Luiz Nerosky</i>	<i>Ministry of Planning & Finance</i>
	14	<i>Sidonio Freitas</i>	<i>USAID-Dili</i>
	15	<i>Manuel Monteiro</i>	<i>Treasury Officer</i>
Resource Person	16	<i>Aderito Soares</i>	<i>Treasury Officer</i>
Uday Kolhatkar	17	<i>Maria Luisa das Neves Reis</i>	<i>Secretary of State for Labour & Solidarity</i>
	18	<i>Saleh Belafif *</i>	<i>Ministry of Planning & finance</i>
	19	<i>Jose Bendito</i>	<i>OCOS/OSRSG</i>
	20	<i>Paulo Alves</i>	<i>Secretariat of state for Labour &Solidarity</i>
	21	<i>Jose Nsa</i>	<i>Director of Labour</i>

Group 7

Chairperson	Name	Position
	1 <i>Kamalesh Sharma</i>	<i>SRSG</i>
Mr Agio Pereira (Morning)	2 <i>Samuel Robinson</i>	<i>BPA</i>
Mr Sukehiro Hasegawa (Afternoon)	3 <i>Sandeep Saxena</i>	<i>Head of Debts & Assets/Min of Finance</i>
	4 <i>Felix Forster</i>	<i>Advisor Budget/Min Finance</i>
	5 <i>Naser Ismael</i>	<i>Advisor Admin&fin/ Min Internal Admin</i>
	6 <i>Mark Olsen</i>	<i>Legal Adviser/ Min Fin/Revenue</i>
Vice Chairperson	7 <i>Marcial Salvatierra *</i>	<i>Advisor Min Education</i>
Mrs Cynthia Burton	8 <i>Jose Eduardo Conceicao Luis</i>	<i>Customs Officer/Min Finance</i>
	9 <i>Maria Jose Amaral</i>	<i>Audit Manager/Min Fin/Revenue</i>
	10 <i>Adriana Mueller</i>	<i>Senior System Programmer/Min Com</i>
Interpreter	11 <i>Gerard Cheong</i>	<i>Environmental Impact assessment advisor</i>
Augusto Mendoca (English/Tetum)	12 <i>Augusto Mendoca</i>	<i>Interpreter/Min Finance</i>
	13 <i>Abilio Caldas</i>	<i>BPA</i>
	14 <i>Joao Coimbra</i>	<i>Procurement Officer/ Min Finance</i>
	15 <i>Pedro Miguel P.C. de Figueiredo</i>	<i>Development Adviser/ Internal Audit/Treasury</i>
Rapporteur	16 <i>Virgilio Guterrez</i>	<i>Director Electricity of Timor/</i>
Marcial Salvatierra	17 <i>Antonio Freitas</i>	<i>Budget Manager/Min Finance</i>
	18 <i>Carlos de Freitas</i>	<i>Planning Co-ordinator /SoS Water & Elect</i>
	19 <i>Flavio Cardoso Neves</i>	<i>Director telecommunication/ Min Com</i>
Resource Person	20 <i>Januario de Jesus Martins</i>	<i>Programmer IT Unit/Min Finance</i>
<i>None</i>		

Group 8

Chairperson	Name	Position	
Mr Jose Teixeira (Morning) Mr Arsenio Paixao Bano (Afternoon)	1	<i>Jose Fernandes Teixeira</i>	<i>Sec of State for Tourism, Env & Investment</i>
	2	<i>Arsenio paixao Bano</i>	<i>SoS for Labour &Solidarity</i>
	3	<i>Moses Tefula</i>	<i>BPA</i>
	4	<i>Sophal Ear</i>	<i>ARR/UNDP</i>
	5	<i>Udaya Pant</i>	<i>Head internal Audit & control/Min finance</i>
	6	<i>Roland Laval</i>	<i>Director of Administration/Min Finance</i>
Vice Chairperson	7	<i>Fernando Camano Garcia</i>	<i>Principal Adviser to the Minister of Transport</i>
Mr Sophal Ear	8	<i>Jaime Galdonez *</i>	<i>Advisor Admin & finance/ Min of Transport</i>
	9	<i>Abu Nooman Hossain *</i>	<i>Accounting Operations Officer/Min Finances/Treasury</i>
Interpreter	10	<i>David Hinde</i>	<i>Engineering Manager/ Electricity of Timor</i>
	11	<i>Stretton C. Jones</i>	<i>Business Analyst Tax Advisor/ Min finance/Revenue</i>
*Nharebat Nancaia Intchasso (English/Portuguese) *Antonio Casmiro (English/Tetum/Bah/Portuguese)	12	<i>Nharebat Intchasso *</i>	<i>Advisor to the Director General/ Min Internal Admin.</i>
	13	<i>Antonio Casimiro*</i>	<i>Legal Translator/ Min Justice</i>
	14	<i>Leonardo da Silva Magno</i>	<i>Senior procurement Officer/ Min Finance</i>
	15	<i>Leonisa Lobato</i>	<i>Dep. Director division of environment/SoS Com & ind.</i>
Rapporteur	16	<i>Francisco da Costa Soares</i>	<i>Deputy commissioner/ Min. Finance/ revenue</i>
	17	<i>Gregorio F da Silva</i>	<i>Chief Procurement Officer</i>
	18	<i>Antonio Guterres</i>	<i>Distribution Manager</i>
	19	<i>Joao Luis Lopes</i>	<i>Auditor/Min Finance/ Treasury</i>
Jaime Galdonez	20	<i>Vasco Godinho</i>	<i>Translator Interpreter</i>
	21	<i>Cristino Gusmao</i>	<i>Head Macro Economic & Tax Policy /Min Finance</i>
	22	<i>Henrique O. Ximenes</i>	<i>Civil Registry</i>
	23	<i>Angelica Moniz Nunes</i>	<i>Customs technician (Airport Supervisor)</i>
	24	<i>Amandio Gusmao Soares</i>	<i>Director of Oil & Gas</i>
Resource Person			
Abu Nooman Hossain			

Group 9

Chairperson	Name	Position
Mr Roque Rodrigues (Morning)	1 <i>Sheila Alvarado *</i>	<i>BPA</i>
	2 <i>Paula C. Silva de Figueiredo</i>	<i>Inter Customs Advisor</i>
	3 <i>Cristina Ferreira</i>	<i>Legal Advisor to the Assembly</i>
	4 <i>Manuel Benard</i>	<i>Land Transport Advisor</i>
Vice Chairperson	5 <i>SZM Shariful Islam</i>	<i>Treasury/Min Finance</i>
	6 <i>Eduardo Margarido</i>	<i>Advisor for Immigration</i>
Mrs Johanna Erriksson	7 <i>Denisa Baciu *</i>	<i>Treasury/Min Finance</i>
Interpreter	8 <i>Camille Curtis *</i>	<i>Advisor for Admin & Fin/Min Education</i>
	9 <i>Victor da Costa</i>	<i>Director of CISPE/Min Internal Admin</i>
<i>Sheila Alvarado</i> (English/Portuguese/Tetum) <i>Jacinto dos Santos</i> (English/Tetum/Indo/Portuguese)	10 <i>Vicky Tchong</i>	<i>Director of Counsellor Division/ Min Ext. Affairs</i>
	11 <i>Evaristo de Sousa Piedade</i>	<i>Acting Director of Roads & Bridges</i>
	12 <i>Inacio Loyola Guterres</i>	<i>Reserve Vault Custodian/BPA</i>
	13 <i>Angelo Soares Ximenes</i>	<i>Assistant Director of finance/ Min Education</i>
	14 <i>Frederick Ssali</i>	<i>Finance officer/Trainer/Min Finance</i>
	15 <i>Mark Crowther</i>	<i>Advisor to deputy taxation/Min Finance</i>
Rapporteur	16 <i>Francisco de Carvalho</i>	<i>Senior Investigator/ inspector General's Office</i>
	17 <i>Sylvestre de Oliveira</i>	<i>Deputy director Land Transport/ Min Transport</i>
Camille Curtis	18 <i>Vicente da Costa Pinto</i>	<i>Director of Mining/SoS Energy&Mineral Resour</i>
Resource Person	19 <i>Cancio de Oliveira</i>	<i>Customs Senior Officer</i>
Denisa Baciu		

Group 10

Chairperson	Name	Position
<i>Ms Rowena Cabigon</i>	1 <i>Ms Rowena Cabigon</i>	<i>Assistant Head Office European Commission</i>
	2 <i>Lunxiang Yuan</i>	<i>Advisor Director General Office of SoS Commerce</i>
	3 <i>Indra Karki *</i>	<i>Advisor/Ministry of Justice</i>
Vice Chairperson	4 <i>Henk Rumbewas*</i>	<i>Legal interpreter/Ministry of Justice</i>
None	5 <i>Ennis Fontaine *</i>	<i>Adviser Admin& Finance/SoS Energy & Mineral</i>
	6 <i>Uldarico Maria Rodrigues</i>	<i>Customs Officer/Min Finance</i>
	7 <i>Alda Pereira *</i>	<i>Adviser/Ministry of Justice</i>
Interpreter	8 <i>Renato Ambrocio</i>	<i>Advisor to Harbour Master/Min Transport</i>
<i>Ennis Fontaine (English/Portuguese)</i>	9 <i>Anthony Lapsley</i>	<i>Civil Service Academy Advisor/Min Internal Adm</i>
	10 <i>J.P.Talentino</i>	<i>Head UNOPS</i>
	11 <i>Nur Aini Alkatiri</i>	<i>BPA</i>
<i>Alda Pereira</i>	12 <i>Constantino Ferreira Soares</i>	<i>Port Manager-Dili/Min Transport</i>
Rapporteur	13 <i>Florindo Pereira</i>	<i>Dean CSA/ Min Internal Administration</i>
Raju Sharan	14 <i>Johanna Eriksson</i>	<i>Assoc. Programme Officer, UNICEF</i>
	15 <i>Adelino P de Jesus</i>	<i>Director/Legislative Assembly</i>
	16 <i>Liborio Pereira</i>	<i>Secretary of Public Service Commission</i>
Resource Person	17 <i>Luis F V do Carmo</i>	<i>Assistant Director of Logistics/Min Education</i>
<i>Indra Karki</i>	18 <i>Joao Bosco dos Santos</i>	<i>Treasury Officer/ Min Finance</i>

ANNEX C: SESSIONS I & II TEMPLATES

Results Oriented Workshop on the
Roles and Functions of the International Advisors
4 November 2002

Objectives and Expected Outcomes of the Working Group Session I

OVERARCHING GOAL

Improved delivery of basic government services through a self sustained Timor-Leste public administration by May 2004.

OBJECTIVES FOR WORKING GROUP SESSION I

- i. Clarity of vision and direction about the roles and functions of the international advisors and Timor-Leste counterparts;
- ii. Identify the factors impeding to bridge the gap on a “mentoring”- “delivering line functions” continuum;
- iii. Stakeholder consultation to broadly separate the “desirable” from the “achievable”. Also to suggest actions for alignment of the international advisors and counterparts to achieve in partnership the consensus based outputs, aligned to the attainment of goal set by the Security Council;
- iv. Flag areas adversely affecting the attainment of the goal and seeking urgent attention for action by the Government of Democratic Republic of Timor-Leste; and
- v. Exhibit the functional difference between the “stability” and “development” advisors.

EXPECTED OUTPUT

- i. Clear role and function of the international advisor and Timor-Leste counterpart;
- ii. Factors impeding the “mentoring and coaching” role and exerting pressure to deliver line functions by the international advisors;
- iii. What is realistically achievable by May 2004 and how to align the advisors and counterparts as partners, to attain the goal set by the Security Council;
- iv. Areas adversely affecting the attainment of the goal and recommended actions seeking urgent attention of the Democratic Republic of Timor-Leste; and
- v. Difference between the role and functions of “stability” and “development” advisors

EXPECTED OUTCOMES

- i. Team building;
- ii. Shared understanding, ownership of the roles and functions and integrated commitment to action by all players, to realize the goal.

Results Oriented Workshop on the
Roles and Functions of the International Advisors: 4 November 2002

Expected Output Template: Working Group Session I*

Working Group No:	Chair Name:
Vice Chair Name:	Reporteur:
Q1. What is the role and function of the international advisor and Timor-Leste counterpart?	
Q2. What factors are impeding international adviser from the “mentoring and coaching” role and exerting pressure to deliver line functions?	
Q3. What is realistically achievable by May 2004 and how to align the advisors and counterparts as partners, to attain the goal set by the Security Council?	
Q4. What factors are adversely affecting the attainment of the goal and what are recommended actions that seek urgent attention of the Democratic Republic of Timor-Leste	
Q5. What is the difference in the role and functions of “stability” and “development” advisors?	

** Please attach extra sheets if more space is required to outline the outputs*

Results Oriented Workshop on the
Roles and Functions of the International Advisors
4 November 2002

Objectives and Expected Outputs of the Working Group Session II

OVERARCHING GOAL OF THE WORKSHOP

Improved delivery of basic government services through a self sustained Timor-Leste public administration by May 2004.

OBJECTIVES FOR WORKING GROUP SESSION II

- vi. Identify solutions to the constraints based on discussions of the Working Group Session I.
- vii. Recommend specific capacity building activities that need to be undertaken from now until May 2004, by both the Government and donor countries and organizations.
- viii. Identify specific elements of an effective exit strategy for the use of international advisors.

EXPECTED OUTPUTS

- i. At least five specific measures on what the international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues.
- ii. 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.
- iii. At least five specific measures the Government and donor countries and 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.
- iv. At least five elements of what could constitute an exit strategy for the use of international advisors by May 2004.

Results Oriented Workshop on the
Roles and Functions of the International Advisors
4 November 2002

Template for Working Group Session II

Working Group No	
Co-Chairpersons	
Rapporteur	
Question No. 1	Identify <u>at least</u> five specific measures on what the international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues
Answers to question no. 1	
Question No. 2	Identify <u>at least</u> 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
Answers to question no.	
Question No. 3	Identify at least five specific measures the Government and donor countries and organizations can take, respectively, in support of transfer of skills and capacity building of Timorese colleagues and institutions. Consider yourself designer of a major capacity building project.
Answers to question no. 3 Measures the Government can take	
Question No. 4	Identify <u>at least</u> five elements of what could constitute an effective exit strategy for the use of international advisors
Answers to question no. 4	

ANNEX D: OPENING REMARKS BY PRIME MINISTER

(Check Against Delivery)

**Opening Remarks Speech
Results-oriented Workshop of International Advisors
4 November 2002
Hotel Timor, Dili**

Introduction

- I am very pleased to open this workshop today which will focus on the Roles and Functions of International Advisors in Timor-Leste and I thank everyone for attending.
- I would like to thank Mr. Hasegawa, UNMISSET and UNDP for arranging the workshop to discuss such an important issue.
- I would also like to take the opportunity to give credit to everyone who is here assisting in capacity development from both the 100 Stability positions and 200 Development positions, who have equally made, and are continuing to make, an invaluable contribution to the Government of Timor-Leste and in helping to build not only the Government, but the Nation of Timor-Leste.

Transitional support to the Government

- During the UN's period of Transitional Administration in Timor-Leste the mandate for international staff was to perform line functions and to get the job done.
- It was also during the transitional period that public service responsibility was gradually handed over to the Timorese.
- It was recognized, however, that there would be a need for continued support from the international community post UNTAET, thus, a skills audit was completed by UNDP in October 2001 identifying areas within the Government that would require support from international advisors, which most of you would now know as the UNMISSET's 100 Stability Posts and UNDP's 200 Development Posts.

Shift in Role as Advisers

- Your primary objective as international advisors both under the 100 and 200 lists is to transfer skills and knowledge to the civil servants of the Government of Timor-Leste, to enable them to perform the tasks required of them as set out in their department's Annual Action Plan. All work plans of the advisors should be based entirely on this.

- Your role as advisors therefore should be that of a MENTOR, supportive in building the capacity of your counterparts, and to progressively make your own positions redundant, an exit strategy if you prefer, as the UNMISSET mandate comes to an end in May 2004.
- The Government of Timor-Leste has the ultimate responsibility for our own destiny and we recognize the value and importance of getting the best out of the advisors who have a wealth of experience to learn from.
- Ministers, Vice Ministers, Secretaries of State and heads of departments, I strongly encourage you to make the most of the advisors within your ministries in assisting to strengthen and further develop the capacity of your staff, as it will be them, the members of Timor-Leste's public service who will be guiding us into the future.

Challenges

- I am aware that it has been difficult for some advisors who do not have counterparts as yet and we ask for your continued patience as some government staff are away on training courses, while there are others whom we are still endeavoring to employ. We are currently addressing this issue of national recruitment and anticipate that it will be resolved as soon as possible.
- The Government fully recognizes the importance of capacity development at this critical time in Timor-Leste which is highlighted not only through the Government's Transition Support Program which is supported by the World Bank and donors but also through the Capacity Development Coordination Unit (CDCU), under my office, which I have asked to be the focal point for overall coordination of capacity development throughout the Government.
- The CDCU is tasked not only with the overall coordination of Technical Assistance through both the 100 and 200 lists of advisors but also across the larger picture of ministerial action plans and cross-sectoral capacity development needs as structured in the framework of the Government and Public Sector Management Framework.

Closing

- I would like to encourage everyone participating in today's workshop to make it as productive and interactive as possible. The success of the workshop depends on you and your input and I look forward to hearing the Summary of Recommendations from this workshop at the end of the day.

Thank you for your participation.

ANNEX E: OPENING STATEMENT BY SRSG

(Check Against Delivery)

RESULT-ORIENTED WORKSHOP ON
Roles and Functions of International Advisors
Monday, 4 November 2002
Hotel Timor

STATEMENT BY MR. KAMALESH SHARMA SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL

The civilian support programme of UNMISET is one of the most crucial of its mandates as the intent behind it is to create the foundation for a broad-based, self-sustaining and self-reliant administration of Timor-Leste. Sustainability and continuity of these services are critical to achieving the goal of stability and viability underlined by the mandate. For this reason, it is imperative that the process is demand driven, that is, the government of Timor-Leste and its Ministers and Secretaries of State guide the direction and utilisation of this key resource administered by UNMISET for the hundred 'stability' posts and by UNDP for the 200-odd 'development' posts. The seminar today is intended to achieve added value for the host government and also to learn from the experience so far the course-corrections required and ways in which delivery and integration of all partners, i.e., users, international advisers, donors and other institutions, can be improved. The fact that Prime Minister Dr. Alkatiri is kindly addressing us in person reflects the importance the Government attaches to this exercise. I am most grateful for his presence.

I have been personally meeting with advisers in focus groups to learn from experiences at first hand, and I am encouraged by their responses. The challenge is enormous, posed by requirements of local conditions, the state of skills and capacity, communications challenges, the situation vis-à-vis counterparts, but from the feedback received from the advisers, I am filled with optimism.

It seems to me that the following perspectives need consideration at the seminar among the many other useful points and suggestions that would no doubt be made by participants.

- **Availability of counterparts:** Clearly, availability of counterparts is the primary requirement as an equation can be built only between the international advisers and the counterparts they are interacting with. The quality of the counterpart and periodical assessments that transfer of knowledge is taking place satisfactorily is required. Where

shortcomings are seen an effort has to be made to overcome them to the extent possible. Also, for budgetary reasons, there is understandably currently a freeze of some appointments. However, areas should be examined where the freeze policy is affecting the availability of counterparts, as otherwise the international advisers will remain an under-utilised asset.

In the Civilian Support Group area alone, more than 115 budgeted posts are vacant. This has the consequence, firstly, that delivery of line functions becomes a necessity, as otherwise the operations cannot be sustained. Secondly, it begs the questions as to whom to 'coach and mentor'. Even where online work becomes a necessity it should still be combined with transfer of skills. These situations of vacuum have to be addressed, even recognizing that locating and providing counterparts is a scarcity area.

- **Creation of institutional assets:** Thought should be given to ways in which the training and experience being imparted can be converted into a permanent record through developing 'training manuals' comprising of hard copies of the training material and other audio/video archiving methods, so that even after the departure of international advisers, some of the resources they have made available in person are also able to be transmitted later. I urge international advisers to give particular attention to this possibility. This will also enhance the institutional and holistic bases for transferring knowledge, as against primarily fragmented capacity building initiatives.
- **Developing in-country training programmes:** Realising that between stability and development advisers there exists a rich pool of diverse expertise, it may be worth considering developing more extensive in-country training programmes for public servants at the Civil Service Academy. The international advisers can formally transfer need-based knowledge to public servants of Timor-Leste at large, in the core areas of competencies of international advisers. This will complement the simultaneous skills transfer through on-the-job training.
- **Widest possible counterpart receivership:** A one-to-one transference of knowledge, though concentrated, is the least optimal. In some cases, this may be the only viable approach. However, losing that one counterpart to alternative prospects means losing the knowledge transfer entirely. Conscious thought therefore needs to be given to group transfer of skills, or at least widen the scope of skills receivership to the extent possible. One also needs to look into the question posed as to whom to transfer skills to when the identified counterpart is abroad for training.
- **Access to wider knowledge sources:** International advisers must take particular care to advise institutions and counterparts they associate with as to the wider world from which knowledge in the sector they are working in could be accessed, through a variety of institutions and sources. This could be both in hard copy or through internet. I am happy to learn that the Civilian Support Group is coordinating with UNESCO a project for access of IT-based global knowledge pools.

- **Legal and administrative umbrella:** The international advisers can only be a part of the institution strengthening equation, in some of the ways indicated above. The other part of the equation is the initiative, responsibility and partnership from the government of Timor-Leste, from whom a contribution is required in respect of enabling legal frameworks, administrative systems and operating procedures where their absence acts as a constraint adversely affecting the delivery of outputs and outcomes of the advisers. The lack of a public services legal framework can cause immense operational constraints, as does the absence of human resources management and development regulations and procedures for public servants. These are a requirement for the sustainability of public administration. The necessity for career planning and advancement prospects is a related issue. With the comparatively lower public sector salary scales, uncertainly about career development and promotional prospects could tempt skilled public servants to step out to the private sector. Clearly, ‘successive planning’ could check the damage from haemorrhaging of expertise. This causes an additional responsibility on international advisers as well and emphasises the need mentioned earlier on a cautious shift from single counterpart skills and capacity building tactic, to group or institution oriented skills and capacity building strategy.
- **Post-UNMISSET Strategising:** The current initial phase of support is the most concentrated one, being foundational. It is intended to launch substantially self-supporting public administration services. But this phase will require to be augmented by successor supportive assistance in identified areas. International advisers should also assist in the joint development of successor strategies so that the capacity building initiated in this phase can be maintained under bilateral arrangements or support of other institutions. Conscious of this perspective, I am glad that a robust strategy has been adopted by the Civilian Support Group Liaison Team, to come out with a ‘Beyond May 2004’ strategic plan, to flag institutional strengthening needs for further skills and capacity building, to ensure sustainability. The institutional memory and the rich assessment capability of international advisers, who in a majority of cases are the architects of the operational systems and have been working on a continuous basis with Timor-Leste counterparts, would be a great asset and resource in this regard.

I once again thank Prime Minister Dr. Alkatiri, for his very kind participation, encouragement and advice, and wish all participants a productive day, and constructive deliberations, the output and outcome of which would hopefully go a long way in augmenting the quality of governance and public sector management of Timor-Leste.

ANNEX F: ORIGINAL OUTPUTS BY GROUP

(Verbatim transcription, unedited other than formatting and collation)

WORKING GROUPS SESSION I OUTPUTS

In view of the objectives and expected outputs, the Working Group Session I pursued the following 5 outputs;

- i. What is the role and function of the international advisor and Timor-Leste counterpart?
- ii. What factors are impeding international adviser from the “mentoring and coaching” role and exerting pressure to deliver line functions?
- iii. What is realistically achievable by May 2004 and how to align the advisors and counterparts as partners, to attain the goal set by the Security Council?
- iv. What factors are adversely affecting the attainment of the goal and what are recommended actions that seek urgent attention of the Democratic Republic of Timor-Leste
- v. What is the difference in the role and functions of “stability” and “development” advisors?

The groups output is as follows;

Group I	
i. Role and Function	i. Mentor-Mentee role complementing each other. Performance of line functions by Advisers to be in the nature of providing on-the-job Training to Counterparts.
ii. Factors impeding;	ii. Traditional, Linguistic, and Cultural barriers.
iii. Realistically achievable by May 2004;	iii. Continuous evaluation of effect of Skills transfer efforts on the part of International Advisers and counterparts. Better understanding towards and sharing work with East Timorese personnel. Concentrating on Capacity Building as a priority.
iv. Action seeking	iv. Factors mentioned under Question 2. and filling up of International Advisers posts as well as

<p>Govt. of Timor-Leste attention; and</p> <p>v. Stability and Development adviser</p>	<p>Counterpart positions.</p>
<p>Group II</p> <p>i. Role and Function</p> <p>ii. Factors impeding;</p> <p>iii. Realistically achievable by May 2004;</p> <p>iv. Action seeking Govt. of Timor-Leste attention; and</p>	<p>i. The role of advisers is to transfer skills to Timorese counter-parts to enable them to implement the Ministry's Annual Action Plan keeping in view the 5-year Development Plan and to do line functions wherever skills are lacking . The role of counterparts is to implement the Ministry's Annual Action Plan, keeping in view the 5-year Development Plan;</p> <p>ii. Since the counterparts are unable to do line functions effectively and efficiently for the following reasons: lack of appropriate education and experience as a government servant, difficulties in understanding the language of government documents, lack of a sense of belonging and responsibility and lack of incentive and prospects of career development; the advisers are obliged to do line functions in order to achieve the Action Plan;</p> <p>iii. Both the aims: of achieving the targets spelt out in National Development Plan as also transfer of skills are indispensable; as such the international advisers must not only transfer skills but also assist in implementation of the NDP's targets. Hence total cooperation between the advisers and counterparts is required;</p> <p>iv. Enactment of basic law, regulations and directives (by the Govt) affecting the functioning of ministries, importantly Civil Service Regulations and Conduct rules. Pending enactment by the Parliament, Govt should consider possibility of the Ministers being allowed to issue interim administrative instructions. Govt should consider the possibility of extending the CSG support or a similar system beyond May 2004, by one means or another after evaluating the capacity of its staff. Only 48 out of 200 development advisers have been provided so far: also out of the 100 stability</p>

<p>v. Stability and Development adviser</p>	<p>advisers very few were provided to technical ministries even though there is on acute shortage of technically qualified people in TL; and</p> <p>v. Transfer of skill being the paramount requirement, the stability advisers are to assist in functioning of the ministries i.e. strategy, long and short term goals, policy formulation etc; development advisers are to assist in implementation of projects and programmes.</p>
<p>Group III</p> <p>i. Role and Function</p> <p>ii. Factors impeding;</p> <p>iii. Realistically achievable by May 2004;</p> <p>iv. Action seeking Govt. of Timor-Leste</p>	<p>i. Advisors should be providing capacity building/training and should serve as a resource for counterpart; Advisors should advise let counterparts make decisions; Advisors also assist with institutional development and the legal and policy frameworks; Advisors support the implementation of the National Development Plan; Counterparts must take responsibility and show initiative in identifying their needs; and Counterparts should be open to new ideas.</p> <p>ii. Lack of clarity on roles; question raised why a seminar 6 months into tour; another said this was first he had heard any roles or functions in mind. Cultural sensitivity; both sides need to learn more about each other. Important to have the right people in the right place at the right time Some advisors lack the necessary background; many doubts about recruitment standards. Dealing in four languages complicated and inhibits communication; all expressed awareness of the political sensitivities. Advisors need to be aware of counterpart's skill levels and avoid overloading the circuits. Advisors needed in all the districts, not just Dili. Inability to get to know counterpart because of rotations; lack of backups; need more continuity. Advisors don't mix; segregate themselves. Too many different styles offered to counterparts as a result of many different nationalities</p> <p>iii. Need to review coverage between UNMISSET and RDTL; address gaps; develop exit strategy. Need to explain advisor recruitment criteria better. Improve training of counterparts</p> <p>iv. National Development Plan implementation; should review. Lack of basic laws. Now time to produce; RDTL must get away from romantic ideas. Need to reattract skilled educated Timorese from overseas; low salaries the main impediment</p>

<p>attention; and</p> <p>v. Stability and Development adviser</p>	<p>v. No real difference, except that smaller percentage of Development advisor positions filled. Development depends on Stability, so the Stability advisors more important</p>
<p>Group IV</p> <p>i. Role and Function</p> <p>ii. Factors impeding;</p> <p>iii. Realistically achievable by</p>	<p>i. Role and Function of international advisor:</p> <ul style="list-style-type: none"> • Transfer technical skills • Assess and establish level of skills of counterparts • Promote transfer of skills • Certify the counterpart is acquiring skills • Periodic evaluation of transfer of skills within social framework of the department • Systematic transfer of knowledge • Meticulous coaching <p>Role and Function of counterpart:</p> <ul style="list-style-type: none"> • Commitment to absorb knowledge <p>ii. Length of international advisor's education and experience versus restrictive timeframe for passing the knowledge to the Timorese counterpart</p> <ul style="list-style-type: none"> • Lack of qualified advisors-some have less knowledge than Timorese counterpart? • Differences in working culture, ethics and discipline (motivation) • Lack of equipment (e.g. computers) • Infancy of Government (lack of organization resulting in inefficiencies) • Different systems according to adviser's origin • Use of complex language • Need to develop teamwork <p>iii. Organisation</p> <ul style="list-style-type: none"> • Legal Framework and Procedures

<p>May 2004;</p> <p>iv. Action seeking Govt. of Timor-Leste attention; and</p> <p>v. Stability and Development adviser</p>	<ul style="list-style-type: none"> • Personnel Planning • Skills Development -Sustainable • Medium Term Plan with clear objectives • Better motivation • Better working relations <p>iv. Difficult communications</p> <ul style="list-style-type: none"> • Physical facilities • Budget-Disburse program money • Develop cultural awareness of advisors • Increase salaries and motivation • Legal and Regulatory environment
<p>Group V</p> <p>i. Role and Function</p> <p>ii. Factors</p>	<p>i. Counterpart:</p> <ul style="list-style-type: none"> • In charge of organizing and executing departmental work plan as determined by action plans for NDP with support of advisor; • Represents departments in communications; • Responsible for day to day management and activities; • Responsible for discussing issues with the advisors and keep advisor informed at all the times; <p>Advisor role:</p> <ul style="list-style-type: none"> • Transfer of skills for counterpart; • Anticipate and assess needs of organization and skills; • Support for counterpart and encourage to make decisions (right or wrong !) – making mistakes is good for capacity building

impeding;	ii. Lack of counterparts; <ul style="list-style-type: none"> • Language: lack of knowledge on part of advisor; Portuguese is not enough need Tetum or Bahasa • Difference in background / knowledge; • Time pressure; • Lack of capacity at senior levels: Ministers, Parliaments • Senior management ask advisor in stead of counterpart –responsibilities; • Lack of communications/trust between counterpart and advisor; • Lack of knowledge /right background on part of advisor (hydro engineer in EDTL): round peg in square hole.
iii. Realistically achievable by May 2004;	iii. Depends on the area: some areas will require support beyond 2004; <ul style="list-style-type: none"> • Counterpart and advisor both need to be right person for the job; • What is the goal from Security Council? It is not clear; need to clarify goal by area and regular checking via mechanism; • Senior management/Parliament Donors need to respect role of counterpart as responsible/ decision maker and advisor supporter. • Recruitment of the advisor need to be improved to make sure that they have the right skills; • After advisors have line function and capacity building function: it is possible?
iv. Action seeking Govt. of Timor-Leste attention; and	iv. Recruitment of counterparts for all vacant posts; <ul style="list-style-type: none"> • Training of the counterparts and capacity building; • Training needs to be planned and followed by implementation of action plan; • Need of civil service act; • Need Ministers to delegate authority /decision making to middle level management; • Government of Timor-Leste rather than UN needs to determine demands for international advisors; • Need motivation/career development of counterparts;
v. Stability and Development advise	v. The question is not clear; how these two differ has to be clarified

<p>achievable by May 2004;</p> <p>iv. Action seeking Govt. of Timor-Leste attention; and</p> <p>v. Stability and Development adviser</p>	<ul style="list-style-type: none"> • A Government “Standing Order” on Terms and Conditions of Service, Personnel Management, Staff training and Development, procurement etc. • Targeted/specialised basic skills training; • Broad Training Plan. <p>iv. Reliance on International Staff for some line functions;</p> <ul style="list-style-type: none"> • Need to maintain International Standards in Treasury and Accounting systems, Tax , Information Technology etc. • Government could retain a few International staff in critical areas to ensure required standards are attained and sustained. <p>v. Stability Advisors are funded from the Security Council budget, and Development Advisors are funded from Donor sources;</p> <ul style="list-style-type: none"> • Their utilization depends on the needs of each Department.
<p>Group VII</p> <p>i. Role and Function</p> <p>ii. Factors impeding;</p>	<p>i. International Advisor: Generally, to perform capacity building, but with a clear work plan and attention to detail including: For what? How? When (phases), and micro and macro aspects of capacity building. Timorese Counterpart: Mainly as recipient of knowledge and skills transfer. But also, with important leadership role since s/he should be able to impart these skills to colleagues, and harness the rest of the organization to take full advantage of the learning opportunity. This also highlights his/her role/responsibility on willingness to learn, and willingness to take more responsibility.</p> <p>ii. Complexity. The capacity building task is inherently complex, and the challenge is how to simplify it to make it more effective;</p> <ul style="list-style-type: none"> • Complications of outside pressures and expectations, including from top leadership and even donors. Capacity building is essentially a slow, long-term process which needs to be given due course. However, quality expectations, complex templates and deadlines from other stakeholders (including donors) exert undue pressure for advisers to perform line functions, and less advising; • Communication/language difficulties on both sides hampers the process particularly at operational

<p>iii. Realistically achievable by May 2004;</p> <p>iv. Action seeking Govt. of Timor-Leste attention; and</p> <p>v. Stability and Development adviser</p>	<p>level (Level 4 and below)</p> <p>iii. Core maintenance functions for routine operations are achievable by May 2004. Transfer of more important technical skills for longer term sustainability may take longer, in view of the limited qualifications and experience of local counterparts.</p> <p>iv. Lack of clarity and local participation in the Adviser’s work plans. Recommendation: Jointly review these work plans, with emphasis on clear monitoring benchmarks;</p> <ul style="list-style-type: none"> • Weak bonding of Advisers and counterparts in some agencies. Recommendation: Advisers should spend more time with counterparts; advise more and execute less; to develop a real partnership. <p>v. No apparent difference, except that the “stability adviser” is expected to be more specialized with a clear and limited time-frame, while the “development adviser” is needed for longer term development</p>
<p>Group VIII</p> <p>i. Role and Function</p>	<p>i. International Advisers</p> <ul style="list-style-type: none"> • To implement the mandate of UNMISSET through proper transfer of skills and knowledge • To introduce internal systems and procedures in public administration as guide in skills transfer to become expendable • To advise, assist and act as mentor and coach through one to one and a group OJT as an effective tool to the gradual transfer of skills, i.e. guiding national staff in problem solving either positive or negative impact to reach policy decision • To limit function to administrative and technical areas and recommend policies for formulation Timor-Leste counterpart • To actively interact with his/her counterpart to produce an effective public administration beyond 2004 • To evaluate work performance of their counterpart and report to the respective Minister • To manage work procedures, implement orders through seeking advise from their international advisers

<p>ii. Factors impeding;</p> <p>iii. Realistically achievable by May 2004;</p> <p>iv. Action seeking Govt. of Timor-Leste attention; and</p> <p>v. Stability and Development adviser</p>	<p>ii. Language barrier</p> <ul style="list-style-type: none"> • Insufficient relevant professional background • Local counterpart too shy to share ideas, i.e. open-mindedness and motivation to act are not delivered • Wide gap of knowledge between international adviser and his/her counterpart • Attitude on working environment due to transition from the Indonesian government to the transition period administered by UN and developed countries <p>iii. Minimum knowledge should be acquired by national staff, i.e. decision making, analytical skills due to winding down of UNMISSET (downsizing)</p> <ul style="list-style-type: none"> • Maximize capacity building, specifically more managers • Routinary works keep on-going till May 2004 • Periodical evaluation of work programs and activities and determine progress of accomplishment, i.e. close monitoring of various activities by the respective Ministers <p>iv. Many International advisers do not have counterpart yet, in some cases, national staff are also waiting for international counterpart</p> <ul style="list-style-type: none"> • Absence of consultation and coordination on the side of donors in assigning advisors to various ETPA offices • Lack of information dissemination • Lack of career management policy • Confusion on what national language to use, in which four (4) languages are in practical use at present • Maintain an evaluation and determine areas to be transferred and focus on their attainment • Recommendation of the above are implicit <p>v. Stability: 100 post (UN assessed budget) Development : 200 posts (donor funded). Function and role are the same</p>
<p>Group IX</p>	

<p>i. Role and Function</p>	<p>i. The role of the International Advisor is to;</p> <ul style="list-style-type: none"> • be a specialist in the relevant field; • bring technical and professional skills to the job which she/he has to perform; • identify the training needs, guide the Minister to possible training opportunities and sources where the necessary training can be obtained; • provide on-the-job training, where possible and relevant to the persons under her/his guidance; • possess an understanding of the organization’s culture, its values and norms; • be culturally sensitive; • speak at least one of the country’s official languages; • identify the necessary legal framework, laws, regulations, policies and procedures that should be designed and /or enacted to manage the activities of the ETPA; • provide advice and guidance on the institutional framework that is necessary to ensure that the Ministry’s institutional capacities are strengthened and that the necessary equipment, etc. are available to facilitate the work of the personnel under his/her guidance and, to ensure continuity; • assist the East Timorese counterparts to acquire the necessary work ethic and engender in them a culture of responsibility and accountability; • ensure that the skills which she/he transfers, are appropriate and sustainable; and • be able to transfer skills and build teams. <p>The role of the Timor-Leste counterpart is to;</p> <ul style="list-style-type: none"> • take personal responsibility for the important role which she/he is playing in building the very nascent nation of Timor-Leste; • be inquiring, show eagerness and willingness to learn; • provide the International Advisor with a checklist identifying his/her strengths and weaknesses and the areas in which he/she requires assistance so that the necessary training can be tailored to meet his/her needs, especially in light of the fact that the International Advisor is only here for a limited period of time; • see the International Advisor as his “mentor” and not as an “intruder,”; • have an input in the assessment/performance evaluation of the International Advisor by the Minister; • assist in the evaluation of the curriculum vitae of the International Advisors to be recruited and have a
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<p>iv. Action seeking Govt. of Timor-Leste attention; and</p>	<p>the country with skills which they could then be transferred to other East Timorese</p> <ul style="list-style-type: none"> • A sensitization of the average civil servant to the importance of acquiring good work ethics, his/her role as civil servants, the role of the civil service and the concepts of responsibility and accountability. • Ministries with well defined organization structures, properly identified and grouped tasks, clear reporting lines, channels of communication, job descriptions and job specifications for all posts in the respective Ministries of the ETPA. • Institutional building for CISPE and the Civil Service Academy. • The East Timorese expressed the view that it is unrealistic to expect to have a civil service working independent of international experts by May 2004. <p>iv. Lack of counterparts, the improper placement of staff and staff with inadequate educational levels, in some instances. The Democratic Republic of Timor-Leste needs to address the issue of the freeze on recruitment and ensure that persons with a higher educational background are recruited to fill the posts at the senior levels of the ETPA.</p> <ul style="list-style-type: none"> • International Advisors with skills in the common service areas need to be pooled together to provide the relevant training to all Ministries in the ETPA in addition to the respective Ministry to which they are attached. • International Advisors need to ensure that Ministers are sensitized about the need to legislate and give policy guidance on some areas of civil service administration.. • Language barriers and a lack of trust on the part of some of the East Timorese counterparts of foreigners. The leadership of the Government of the Democratic Republic of East Timor needs to assist in engendering in the civil service and in the general society, the concept that the international advisors and donors are here to help to build East Timor and not to destroy it. • International Advisors need to perform less line functions and be allowed to focus on structuring programs for skills transfer and capacity building to ensure that, at least, the most important skills that are needed to do the job are transferred to the East Timorese before May 2004. • The Government of East Timor also needs to, by some means, convey to the East Timorese that they have a unique opportunity to improve themselves and their country and to show them how to capitalize on this opportunity. • The Government of East Timor needs to conduct an ETPA wide needs assessment or review, if one
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<p>v. Stability and Development adviser</p>	<p>has already been done, to focus, in a pragmatic manner , on the skills gap in the ETPA and the institutional requirements for continuity and sustainability after May 2004. The government also needs to build partnerships with bilateral agencies and friendly countries to assist in bridging the gaps that might be identified.</p> <ul style="list-style-type: none"> • The Ministers and counterparts need to give feedback on submissions submitted by the International Advisor. • The East Timorese in the relevant sectors must submit a checklist of the training and institutional needs that they would expect to be met within the limited timeframe of the International Advisor’s mandate.
<p>Group X</p> <p>i. Role and Function</p>	<p>i. International Advisor</p> <ul style="list-style-type: none"> • Role: The International Advisor should strive to go beyond the role of a coach and mentor and become a “role model”. She must have credibility and acceptability and enjoy the trust of her counterpart(s). • Function: Transfer of knowledge and skills (technical as well as administrative and managerial). • Initiate and sustain confidence-building measures to enhance decision making ability of national staff. • Perform line functions, if absolutely necessary. <p>Timor-Leste counterpart</p> <ul style="list-style-type: none"> • Role: We view the role of the Timor-Leste counterpart as that of a civil servant who is slated to assume higher responsibilities in the very near future. • Function: She must familiarize herself with the macro picture and identify the areas where she needs assistance/ guidance/ training vis -à-vis her specific role in government. • Adopt a pro-active approach to acquisition of knowledge and skill development. • Develop an understanding of her role in society and develop a spirit of public service.

<p>ii. Factors impeding;</p>	<p>ii. Language barrier(s) and associated communication problems.</p> <ul style="list-style-type: none"> • Low skill levels in national staff make the transfer process slow. • In some sectors, the International Advisor has not been “accepted” by the counterpart resulting in resistance and other attitudinal problems. • Absence of comprehensive Civil Service legislation (career planning), has resulted in low motivation levels and hence low receptivity. • Absence of counterparts. • Low skill levels. • Time bound tasks – e.g. closing of government accounts for presentation to Parliament and for audit purposes.
<p>iii. Realistically achievable by May 2004;</p>	<p>iii. National Staff can acquire sufficient working knowledge to manage day-to-day operations of ministries and departments.</p> <ul style="list-style-type: none"> • A Civil Service cadre that is responsible and accountable and can ensure minimum service delivery can be in place. • Action Plan and Individual Plans should provide the context and must be ever present in all planning and strategic management exercises. • The monitoring process and systems should be well developed to be able to detect deviations (well in time) and ensure mid course corrections.
<p>iv. Action seeking Govt. of Timor-Leste attention; and</p>	<p>iv. Government should promulgate a legislation on the subject of Civil Service – Terms and Conditions, at the earliest possible.</p> <ul style="list-style-type: none"> • Language training should be made available to all national staff. • Frequent feedback sessions, at various levels, should provide inputs for future planning.
<p>v. Stability and Development adviser</p>	<p>v. Stability Advisors are funded by the Assessed Budget while Development Advisors are funded through UNDP – there appears to be no substantial difference in the role and functions of incumbents in these two categories of posts.</p>

Working Groups Session II Outputs

In view of the objectives and expected outputs, the Working Group Session II pursued the following outputs;

- i. Identify at least five specific measures on what the international advisors can do to ensure transfer of skills and capacity development of Timorese colleagues;
- ii. Identify 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
- iii. Identify at least five specific measures the Government and donor countries and organizations can take, respectively, in support of transfer of skills and capacity building of Timorese colleagues and institutions. Consider yourself designer of a major capacity building project;
- iv. Identify at least five elements of what could constitute an effective exit strategy for the use of international advisors

The groups output is as follows;

<p>Group I</p> <p>i. 5 measures of advisers;</p> <p>ii. 5 measures of counterpart s;</p>	<p>i. Overcome the language barrier by acquiring language skills (Portuguese and Tetum) or through a third party involvement such as interpreters.</p> <ul style="list-style-type: none"> • Establishing a rapport with the Counterpart. • Tapping into Counterpart’s experience by asking him questions. • Gradual phasing out of performing of Line Functions. • Identify with East Timor’s Cultural milieu and Constitution. <p>ii. Seek a structured / customized approach to skills transfer.</p> <ul style="list-style-type: none"> • Seek more practical / on the job training / language skills. • Playing a pro-active role in ensuring skills transfer. • Seek access to more information through Internet and Literature.
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<p>iii. 5 measures for Govt. and donors; and</p> <p>iv. 5 elements of exit strategy</p>	<ul style="list-style-type: none"> • Developing a self-reliant attitude. <p>iii. Future job descriptions / TORs should be made in line with the needs of the respective Ministries and Basic Principles of Constitution.</p> <ul style="list-style-type: none"> • Strict enforcement of non-performance counter-measures for International Advisers. • Develop institutions for Training and Capacity Building within the country. • Donors to match the aid with the East Timorese national Capacity Building needs. <p>iv. In agreement with the output of Group No. 3</p>
<p>Group II</p> <p>i. 5 measures of advisers;</p> <p>ii. 5 measures of counterparts;</p>	<p>i. Use methods to plan, implement, develop, and control along with the counterparts.</p> <ul style="list-style-type: none"> • Wherever and whenever advisers are performing line-functions, they should fully involve the counterparts and do their functions deliberately and slowly to ensure full comprehension by counterparts, including de-briefing sessions on individual basis to clarify doubts. • Set an example of good order and conduct. • Advisers should take initiative to ask counterparts in order to educate themselves, and clarify doubts of counterparts. • Write-down procedures pertaining to their area of work. • Senior Adviser of each Adviser Group, as formed by the CSG, should co-ordinate the work of other international advisers, so as to ensure that all outputs contribute towards the Annual Action Plan. <p>ii. Identify the constraints and not hesitate to approach international advisers to clarify doubts and develop solutions together.</p> <ul style="list-style-type: none"> • A joint effort by adviser and counterpart to identify the role and responsibility of a civil servant towards the Govt and the people. • Counterparts should also set an example of good order and discipline • Should attend the language courses run by the government. • The spirit of Country, People and Honour "-logo of the Govt-should be inculcated. Within the Ministries the

<p>iii. 5 measures for Govt. and donors; and</p> <p>iv. 5 elements of exit strategy</p>	<p>culture of service and work should be developed. Finally, it must be understood that govt is of the people, by the people and for the people.</p> <ul style="list-style-type: none"> • Counterparts may propose to govt to convert some organisations into public enterprises in order to provide incentives and better quality of public service. <p>iii. Govt to appoint counter-parts/Directors wherever not available.</p> <ul style="list-style-type: none"> • Language training-more intensive training in Portuguese and hiring of interpreters. • Appropriate incentives should be given to those public servants who are to be available 24 hrs a day i.e. in essential utilities. This can be done by adopting a suitable option e.g. converting departments into public enterprises, autonomous corporations or privatisation. • UN/international community should make the balance 152 of the 200 development advisers available asap. • Govt and donors should identify the deficiency of capacity to implement the plan and donors should arrange training in specific areas in TL in the short-term, and plan training of Timorese abroad in the long-run. • Activities of NGOs should be in-line with NDP and be sustainable. • Coordination of all stake-holders i.e. Govt, UN, NGO, multi-lateral and bi-lateral donors needs to be fine-tuned. All other stake-holders should get prior approval of their programmes by the Govt before embarking upon them. <p>iv. In May 2003, the Govt should evaluate the status of capacity-building and every quarter, thereafter to make appropriate arrangements /recommendations to the international community.</p> <ul style="list-style-type: none"> • The work-plan of 100 advisers should be scrupulously adhered to and work-plan of 200 advisers should be formulated/finalised. • Support SRSG's suggestion that international advisers should assist in joint development of successor strategies in context of bilateral arrangements or support of other institutions. • In case of technical education, Timorese should be sent abroad with bi lateral assistance. • Just as a plan for capacity building was formulated by Oct 2001 for period May 2002-May 2004, a HR development plan should be formulated by Oct/Nov 2003 to cover period beyond May 2004.
<p>Group III</p>	

<p>i. 5 measures of advisers;</p> <p>ii. 5 measures of counterparts;</p> <p>iii. 5 measures for Govt. and donors; and</p> <p>iv. 5 elements of exit strategy</p>	<p>i. Collaborate more with counterparts; treat counterparts with respect, not arrogance; increase interaction</p> <ul style="list-style-type: none"> • While waiting for basic laws, advisors should offer solutions to small issues. • Advisors should serve as role models for counterparts, be disciplined, set good examples • Need to improve evaluations (make more honest) in both directions, with counterparts evaluating how well advisors doing and advisors highlighting areas where more training needed for counterparts <p>ii. Make more specific requests for skill transfers; honestly critique those failing to transfer skills</p> <ul style="list-style-type: none"> • Communicate <p>iii. To multiply benefits of advisors, RDTL and UN should set up training sessions by advisors for personnel from various ministries on such core issues as law, accounting, procurement, management, logistics, planning, human resources.</p> <ul style="list-style-type: none"> • RDTL need to accelerate passage of laws to facilitate the work of both advisors and counterparts. • Review gaps on development positions and possibly reassign advisors to higher priority areas • Review division of responsibility between UNMISSET and RDTL • RDTL needs to consider how to attract skilled citizens from overseas. • UN and RDTL need to provide cultural training on working here; advisors, especially from developed countries, need to propose solutions appropriate for ET's level of development <p>iv. Put in place networks/linkages so counterparts can get advice from advisors after they depart</p> <ul style="list-style-type: none"> • Advisors should develop handbooks, manuals and procedures they can leave behind for use of counterparts. • Need to coordinate handover of national security from PKF to RDTL • Advisors should be training counterparts to be the trainers of the future.
<p>Group IV</p> <p>i. 5 measures of advisers;</p>	<p>i. Organize workshops</p> <ul style="list-style-type: none"> • On the job training • Learn Tetum-Does the capacity exist in the system? • Improve personal relations

<p>ii. 5 measures of counterparts;</p> <p>iii. 5 measures for Govt. and donors; and</p> <p>iv. 5 elements of exit strategy</p>	<ul style="list-style-type: none"> • Early handover of responsibility • Record procedures and have Standard Operating Procedures • Train the trainers • Develop a sense of ownership <p>ii. Develop service oriented outlook Provide Standard Operating Procedures framework</p> <ul style="list-style-type: none"> • Give incentives for learning and retention of knowledge • Continuing education and training • Encourage initiatives • Create legal and procedural framework <p>iii. Incorporate lessons learned</p> <ul style="list-style-type: none"> • Identify talent (Quick learners) • Doing versus Teaching • Penalties for not achieving agreed objectives • Efficiency review mechanism • Ensure transparency • Firm commitment to funding advisers from Government budget and foreign Governments contributions <p>iv. Just leave then-“Go home!”</p> <ul style="list-style-type: none"> • Put Timor-Leste counterparts in place <u>now</u> • Succession management • Effective delegation of authority • Identify priorities • Roles and Functions • Structure-Legal Basis • People Management • Education and Training
<p>Group V</p>	

<p>i. 5 measures of advisers;</p>	<p>i. Ask Govt to speed up the process of civil service recruitment and ensure appropriate person specification;</p> <ul style="list-style-type: none"> • Need to be aware of and sensitive to East Timorese culture - induction and monitoring by UN and others donors; • Look for opportunities to work with groups of counterparts to maximise aspects of skills transfer; • Advise only –Do not take over the job; • Advisers to inform themselves of the objectives/rules/guidelines of the UN Security Council; • Develop realistic skills transfer plan with counterpart –based on Annual Action Plan and existing capacity;
<p>ii. 5 measures of counterparts;</p>	<p>ii. Be foreword, don't hesitate, ask for the help you need-suggest chances, demand if necessary;</p> <ul style="list-style-type: none"> • Initiate regular meetings to review progress; • Actively learn from advisers, participate, develop the ideas further; • Contribute to better communication, reciprocal communication –both advisers and counterparts to check if they understand what is said- manage misunderstanding • Keep a record of experiences, case resolution and other information – a “database” of learnings • Willingness to understand the advisers cultures and learn from our differences; • Develop a culture of responsibility for service delivery and discipline in the workplace
<p>iii. 5 measures for Govt. and donors; and</p>	<p>iii. Provide language training to counterparts and advisers;</p> <ul style="list-style-type: none"> • Provide orientation /introduction/induction for counterparts prior to arrival of Advisors; • Consult local community - national staff in Districts about their needs not just head offices in Dili; • Government to improve the bureaucracy; • Government to share / transmit it's decisions promptly; • Conduct training in the districts – not always in Dili; • When people go to training develop a system to share that with colleagues on their return; • Develop interests groups /theme groups/'think tanks' across the civil service – expand beyond /on/capacity building (at all levels); • Govt and donors to coordinate /work together to identify gaps/needs and act to address these-don't wait for 2004; • Govt to prioritise developing and training/development plan to ensure delivery of the National Development Plan;

<p>iv. 5 elements of exit strategy</p>	<p>Development Plan;</p> <ul style="list-style-type: none"> • Develop a scheme of overseas training for senior staff and relevant technical personnel – Recognise need to address backfilling their positions <p>iv. Consider whether it is justified to leave- will Govt be ready? If leaving.....</p> <ul style="list-style-type: none"> • Identify what the residual capacity gaps will be – This requires existence of a system of performance mng/monitoring for national staff well in advance of 2004 • UN and Govt to coordinate with donors whether they can develop programs to help address the residual capacity gaps; • Ensure national staff who have counterparts are involved in developing the Exit Strategy; • UN to consider taking national staff elsewhere to UN posts (program of placements) – broaden their view of development and share what Govt TL has learned
<p>Group VI</p> <p>i. 5 measures of advisers;</p> <p>ii. 5 measures of counterparts;</p>	<p>i. Emphasize knowledge of Timorese Culture and Norms;</p> <ul style="list-style-type: none"> • Must learn local languages to ensure effective communication with counterparts; • Research existing Laws and systems and develop on them; • Continuous orientation and training of Advisors , to ensure alignment with the stability and development roles of the Advisors; • Involve counterpart in preparing work-plans, reviewing the work-plans and evaluating outputs. <p>ii. Sensitize Advisors on Timorese cultures and Norms, to ensure better interaction with the National staff;</p> <ul style="list-style-type: none"> • Review/Evaluate outputs together with Advisor to ensure <u>ownership</u> of the process. • Demand Monthly Progress Report from Advisor; • Be flexible/adaptable in learning other languages(especially Portuguese,English) , as these would enhance/expand knowledge of International systems and best practices; • Ensure shift in Paradigm in the work ethics ,from Indonesian way of working to Independent TL work requirements <p>iii. There should be a clear Government vision and strategy for each sector;</p>

<p>iii. 5 measures for Govt. and donors; and</p> <p>iv. 5 elements of exit strategy</p>	<ul style="list-style-type: none"> • Government should have a plan of what to extract from the Advisors and challenge the Advisors on “value for money”; • Decision making need to be delegated within Ministries , in order to expedite operational actions; • Centralized Civil Service Policies on Recruitment ,Training, Career Development, Promotion etc. • Performance Appraisal system for Advisors based on Management By Objectives principles, with adequate input from all the stakeholders; • National Recruitment should be completed ; • Regular National Meetings between Advisors and Counterparts within each Ministry/Department. • Donors should not fight the “language politics”, rather they should build into programmes costs of interpretation and translation where necessary; • Donors should ensure qualified Advisors are selected for the jobs; <p>iv. Government should be proactive in managing the exit strategy;</p> <ul style="list-style-type: none"> • Government could Learn lessons on UNTAET exit; • Government should identify “Real Situations” on a case-by –case basis and address them sectorally and honestly in order to ensure a smooth transition and sustainability of what has been developed; • Competent National staff should be identified for key decision making positions; • Advisors should produce comprehensive Handing-over Reports, that should be cleared by the respective Ministry, before the Advisors check out.
<p>Group VII</p> <p>i. 5 measures of advisers;</p>	<p>i. Prepare well-structured training implementation plan, that is:</p> <ul style="list-style-type: none"> • TNA-based; • Time-bound; • Good mix of OJT, lectures and demonstrations; • Accompanied by Instructions Manuals, if possible; • Hand over non-core or non-essential line duties and concentrate on core advising role; • Spend more time with counterparts; • Link counterparts with important resource institutions dealing with the sector outside the country; • Link capacity building with actual government program s/priorities;

<p>ii. 5 measures of counterparts;</p>	<ul style="list-style-type: none"> • Make distinctions between general management and technical skills in technology transfer; • Be more adaptable and culturally sensitive
<p>iii. 5 measures for Govt. and donors; and</p>	<p>ii. Local counterparts should take more initiative and get more involved, with strong determination to be able to take over in 1 year;</p> <ul style="list-style-type: none"> • Improve their own language proficiency as well; • Give clear/candid feedback to advisers on performance; • Be willing to learn and take more responsibility
	<p>iii. Government:</p> <ul style="list-style-type: none"> • Commit to pass key legislation passed ASAP; • Develop/install a comprehensive HRD program for civil servants, including effective induction programs; career development and promotion scheme, etc.; • Fill up key vacant posts; • Design effective and sustainable language courses for civil servants (Portuguese and English); • Solve bottleneck in internet access for government offices; <p>Donors :</p> <ul style="list-style-type: none"> • Provide support to the University to develop/strengthen public administration-related faculties; • Strengthen criteria-based scholarship programs; • Provide more training programs (UNDP); • Stronger coordination with the Government on selection criteria for scholarships/training (UNDP); • Be aware of donor-driven pressures on capacity-building program and mitigate such negative impact
<p>iv. 5 elements of exit strategy</p>	<p>iv. A clear Transition Action plan for each adviser and his counterparts;</p> <ul style="list-style-type: none"> • Create a critical mass of competent civil servants, not limited to the counterpart; • Accelerate the skills transfer, with more action-taking by local counterparts; • Undertake workshops (similar to this workshop) in each ministry, with attention to detail; • Specify a clear period (say, 3-6 months before May 2004) as a target when all critical activities, including multilateral/bilateral supported projects are run by Timorese counterparts.

<p>Group VIII</p> <p>i. 5 measures of advisers;</p> <p>ii. 5 measures of counterparts;</p> <p>iii. 5 measures for Govt. and donors; and</p> <p>iv. 5 elements of exit strategy</p>	<p>i. Competency assessment, i.e. documentation of activities, uniform system of training methodology</p> <ul style="list-style-type: none"> • Set benchmark/timeframe on the work plan established between international advisers and national staff • Responsible on the function and role to be passed on to the counterpart i.e. accountability of advisers • International staff and his/her counterpart must be in the same office location to perform common job • Periodical evaluation of cumulative achievements on a 2-3 months basis <p>ii. Open mindedness in order to identify problems and deficiency areas</p> <ul style="list-style-type: none"> • To understand the processes and instructions in their respective area of assignment based on their job description • Undergo basic training either informal or academic courses supplemented by regular on the job training • Regular briefing of the head of organization • Asking questions and taking notes for clarification of complex programs and activities <p>iii. Strengthening of existing training center for specialized courses of study to support Civil Service Academy</p> <ul style="list-style-type: none"> • Conduct in-house training programs • Minimum capacity building are meet, i.e. institution building, induction training course for new staff • Develop feed back mechanism for regular review and introduce performance evaluation to national staff • Comparative study with other countries by sending staff for out-country training • Target all levels for training, national district, sub-district • Sound bilateral funding to achieve needed capacity building requirements • Planning on post UNMISSET era <p>iv. To carry out survey for exit strategy plan</p> <ul style="list-style-type: none"> • To develop comprehensive capacity building plan to enhance the improvement of national staff • Exit strategy based on competency assessment • To include technical support after exit on selected areas • Joint evaluation of work plan and progress of activities and make findings and recommendations
<p>Group IX</p>	

<p>i. 5 measures of advisers;</p>	<p>i. Bridge the language barrier by learning to speak one of the official languages of Timor-Leste and also expose the East Timorese to language training, locally and overseas</p> <ul style="list-style-type: none"> • Try to bridge the cultural gap by improving the level of communication between themselves and their East Timorese • Colleagues • Identify the training needs of the East Timorese and how this training can be obtained. Make proper training plans and schedules to intensify on-the-job training where possible. • Intensify efforts to ensure that the necessary laws, regulations, policies and procedures to manage the ETPA are instituted. • Clearly establish the terms of reference of international advisors, focus on improving the level of communication and the work ethic of the East Timorese and also encourage the participation of the East Timorese staff, at the operational level, in the performance evaluation of the international advisors. • Bring together the international advisors in the common services areas to provide training and workshops in the relevant areas for the relevant departments in the ETPA administration thereby (a) increasing the number of persons in the ETPA to whom skills and knowledge are transferred and (b) building the institutional capacity of the ETPA in areas such as logistics, procurement, stores management, transportation management, inventory and asset management, records management, etc. • Fortify the CISPE to effectively provide policy guidelines and procedures for the management of the ETPA.
<p>ii. 5 measures of counterparts;</p>	<p>ii. Ensure that national counterparts are appointed</p> <ul style="list-style-type: none"> • Ensure that vacancies are filled by people with at least a first degree level qualification at the higher levels • Assess the ETPA's needs for capacity building and the risks and clearly identify the target groups on which training would be focused. • Ensure that the necessary laws, regulations, policies and • Procedures for the management of ETPA are in place. • Build up the institutional capacity of CISPE to perform its • role of managing the administrative needs of the government machinery.

<p>iii. 5 measures for Govt. and donors; and</p>	<p>iii. The Government needs to identify the training needs and actively seek out sources of funding for training from bilateral sources, via fellowships, scholarships, in-country and out of country training</p> <ul style="list-style-type: none"> • The Government needs to ensure that persons identified for training are trainable • The Government needs to design a program to make efficient and effective use of those East Timorese who have been trained by UNTAET and UNMISSET to transfer the skills and work ethics acquired to their fellow East Timorese under the direction and guidance of the international advisors • The Government needs to take the forefront in leading the process of changing the mind set of the average ETPA staff towards work, the work ethic, ownership of the process of building the ETPA and the country as a whole • Donor countries need to provide the necessary resources to fund the vacant posts for experts in the 200 posts since the vacancies are in crucial areas for which the East Timorese are in dire need of assistance. • Donor countries which have technical, professional and/or managerial competence in certain areas of expertise can offer on-the-job training for East Timorese in their areas of competence • Donor countries, UNDP and other agencies can provide fellowships for short, medium and long-term training and institutional building technical assistance to selected sectors to ensure that the latter has the technical, human resources and equipment to operate effectively. • Donor countries can ensure that appropriate technology is transferred to East Timor to maximise its use and effectiveness and to ensure its sustainability.
<p>iv. 5 elements of exit strategy</p>	<p>iv. Training and procedural manuals in all areas of activities in which the international advisor has functioned</p> <ul style="list-style-type: none"> • Legal framework, rules, regulations, policies and procedures are in place, fully understood by counterparts, refined and made operational before May 2004 • Ministries are left with clearly defined organization structures, well defined tasks, job descriptions and job specifications, concepts of reporting lines, span of control, communication, accountability, reporting and monitoring of performance and clear knowledge of the role of the civil servant • A CISPE that is capable of adumbrating policies, general orders, etc. to administer the civil service's human, technical and material resources. • Senior managers with training in the relevant areas and in the area of teambuilding.
<p>Group X</p>	

<p>i. 5 measures of advisers;</p>	<p>i. Take steps to overcome the language barrier.</p> <ul style="list-style-type: none"> • Adopt an interactive, systematic and phased approach to capacity building – focus on “what is being learnt” rather than “what has been taught”. • Hands on training (On the job) should be supplemented by workshops and seminars. • Documentation should be comprehensive and in all areas of work (available in at least 3 languages). • The linkages between the National Development Plan, the Action Plan and the tasks being performed should be clearly demonstrated and the advice rendered should be consistent with the operating environment in East Timor (laws, rules and regulations).
<p>ii. 5 measures of counterparts;</p>	<p>ii. Identify weak areas, discuss with policy makers and international advisors and devise a strategy to overcome the constraints.</p> <ul style="list-style-type: none"> • Take steps to overcome the language barrier. • Develop a feedback mechanism to feed into the capacity building process. • Adopt a pro-active approach – “seek and learn”. • Develop a sense of ownership with respect to systems and processes.
<p>iii. 5 measures for Govt. and donors; and</p>	<p>iii. Enabling legislations must be promulgated at the very earliest.</p> <ul style="list-style-type: none"> • Design a monitoring system to ensure achievement of objectives and to identify future needs. • Comprehensive review of Civil Service – terms and conditions – special focus on career planning and the role of training therein. • CDCU should come up with a national training policy and ensure that training provided by different advisors/ TA projects are grounded in a common matrix. • Identify areas of support in the CDCU plan and offer concrete proposals. • Resist the temptation to micro manage. • Assist in development of training institution within Timor-Leste/ strengthen Civil Service Academy. • Short-term exchange programs may be considered.
<p>iv. 5 elements of exit strategy</p>	<p>iv. The exit strategy should be well designed in consultation with all stakeholders and should be well publicised.</p> <ul style="list-style-type: none"> • Periodic needs analysis with a view to redeploy existing resources, if needed, could help to maximise

	<p>results and smoothen the process.</p> <ul style="list-style-type: none">• Established working systems and databases must be in place.• Availability of adequate numbers of qualified and trained national staff in all spheres of government must be ensured.• Since it is evident that international support will still be needed in some areas even after May 2004, post UNMISSET strategising must plan for formalise continued support where needed. Follow up agencies and Government must know WHAT to expect and WHO will deliver in the post May 2004 scenario.
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