2015 Timor-Leste Development Partners Meeting (TLDPM)

- Consolidating Institutions, Transitioning towards Resilience -

"Reform of the Public Administration in Timor-Leste"

Presentation by H.E. the Minister of State, Coordinator for State Administration Affairs and Justice and Minister of State Administration

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1. The VI Constitutional Government:

1.1. Organizational reorganization

- Government reestructuring to achieve greater coordination, eficiency, effectiveness in its action and ultimately improve the quality of the public services.

- reduction of the members of the Government (from 55 to 38).

- most line ministries are now under the direct coordination and supervision of three Ministers of State and Coordinating Ministers for specific sectoral areas.

- policital orientation to reduce the number of intermediate direction and management organic structures and clarify their attributions and competencies.

- Public Administration sector falls under the scope of the Coordinating Minister for State Administration Affairs and Justice (excepting the Civil Service Commission and the e-Government which are services under the Prime-Minister).

1. The VI Constitutional Government:
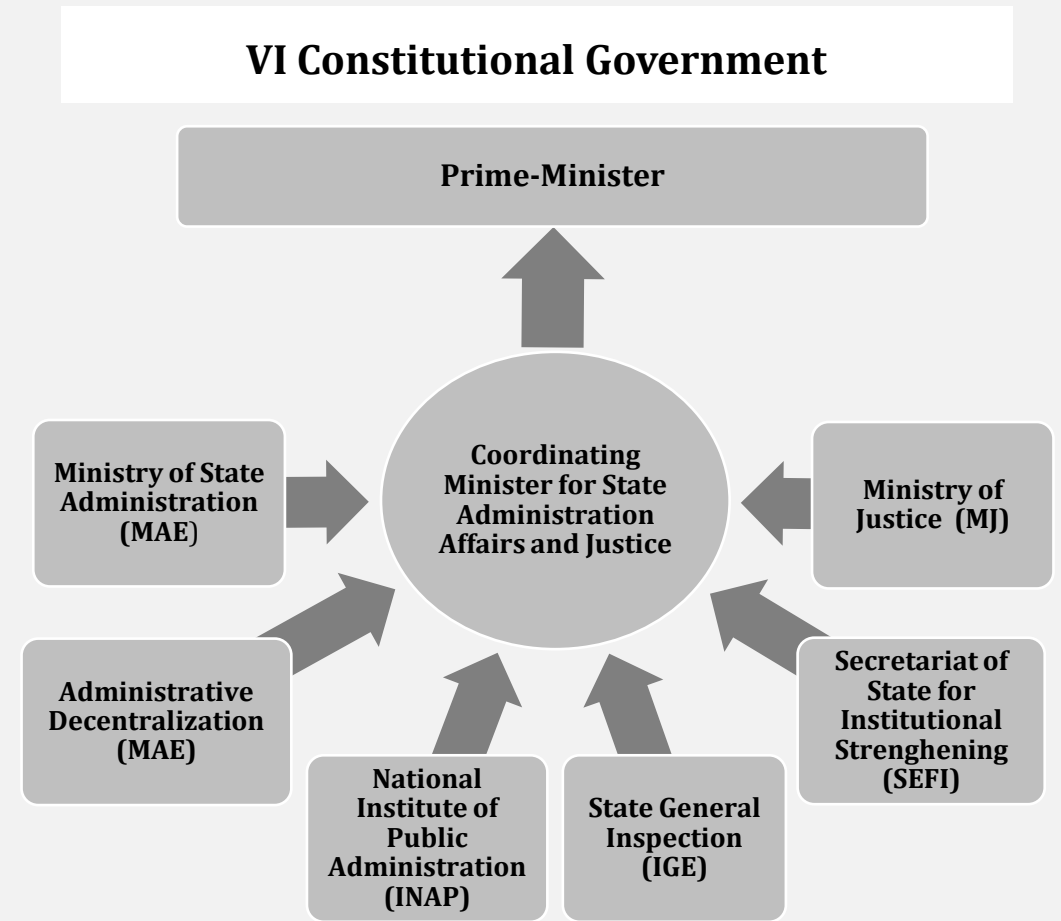
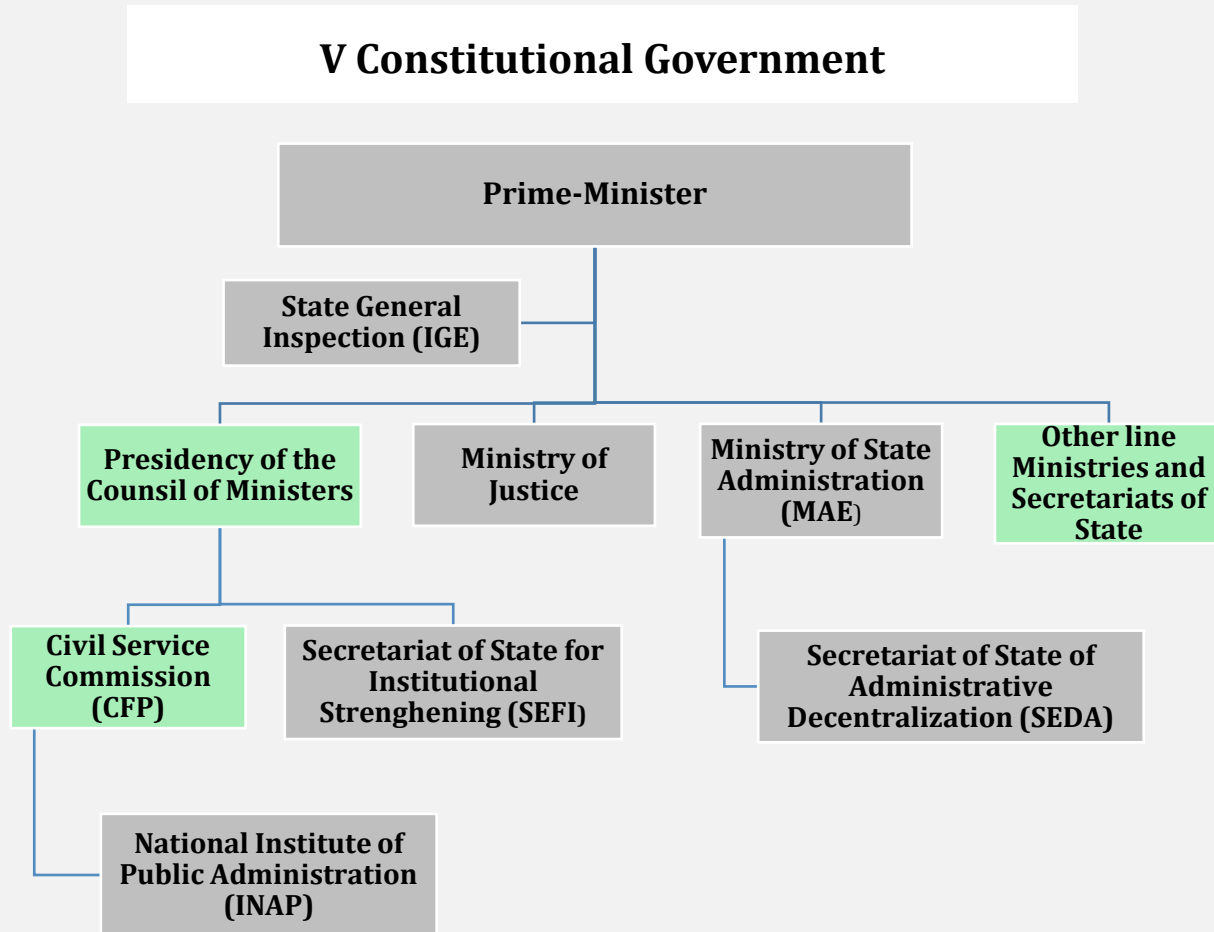## 1.1. Organizational reorganization

1. The VI Constitutional Government

1.2. Program of the VI Constitutional Government

- The Program of the VI Constitutional Government is in line with the former V Government´s Program and the Timor-Leste Strategic Development Plan 2011-2030.

- Key objectives for the Public Administration´s reform are:

    - territorial deconcentracion:

        - Special Administrative Region of Oe-cusse Ambeno: established in 2014 and in progress.

        - Municipalities: finalize the Policy for the Administrative Decentralization and Establishment of the Local Power by 2017.

        - Territorial deconcentration of central structures and public services to the Municipalities: currently in progress.

1. The VI Constitutional Government

1.2. Program of the VI Constitutional Government

- Increased support to the capacitation, formation, training and educational and academic levels of our civil servants.

- Enhanced management of public servants (clear definition of their functions, roles, duties and responsibilities) and evaluation of their performance.

- Increased use of electronic means, technologies and plattforms by the public entities and services.

- Continuous support and resources to the Civil Service Commission, the Anti-Corruption Commission and the State General Inspection service;

2. Achievements in the Public Administration sector

- Significant and strategic milestones have been achieved in the Public Administration´s reform, notably with the assistance of the Development Partners as follows:

Date	Milestone	Development partner	Donors/Funding
2011	Formulation and approval of the TL SDP 2011-2030	UNDP MDG Secretariat project	UNDP
2011	establishment of the *Ombudsman* service (Decree-Law 25/2011, of 6 June), HR training and institutional capacitation	UNDP Democratic Governance Program	UNDP, Office of the High Commissioner for Human Rights (OHCHR), Irish Aid, New Zealand Aid, Swedish Agency (SIDA)
2011	Establishment of Social Security mechanism for the civil servants of the State		
2009	establishment of the Civil Service Commission (CFP) (Law 7/2009 of 15 of July),	AusAid Governance for Development Program	- AusAid/Australia -others
	- Ongoing training and capacitation to the civil servants of the Civil Service Commission - Formation, training and courses in the National Institute of Administration (INAP) for public servants	- AusAid-Governance for Development/ Brazilian Agency Cooperation (ABC) / National Directorate for Qualification Civil Servants (INA), Portugal/ ADB, UNDP, others	- AusAid/Australia - Ministry of External Relations of the Federal Republic of Brasil - Others

2. Achievements in the Public Administration sector

Date	Milestone	Development partner	Donors/Funding
2014	The Civil Service Commission launched a Manual for Human Resources Management for mandatory use in all HR bodies and services within the Public Administration	AusAid Governance for Development Program	- AusAid/Australia -others
2012	The Civil Service Commission and all other HR services across the Public Administration use one integrated HR management software (SINGAP/PMIS) for all HR operations, namely: performance evaluation, pensions, salaries, recruitment, document management, and financial management.		
2014/ 2015	National Diagnostic Assessment for Institutional Strengthening (SEFI)	UNDP	UNDP
2014	All officials working with public financial management must undertake written exams on basic math, accounting, etc.		
2015	Law defining and clarifying the roles, competencies and responsibilities of public financial management professionals		

3. National Diagnostic Assessment for Institutional Strengthening

3.1. Key challenges and the way forward

A National Diagnostic Assessment for Institutional Strengthening was launched in September 2014.

1 - Policy – Vision – Strategy – Leadership:
   Challenge: SDP 2011-2030, sectoral strategies, Government Program and SDP-Matrix still lack adequate implementation strategies;
   Overcoming the challenge: Keep the SDP Matrix updated, namely with Secretariat of TLDP. Prioritization within the SDP matrix and on project implementation.

2 - Governance structure and institutional framework:
   Challenge: Most State institutions and organizations are still weak in results and performance based governance.
   Overcoming the challenge: Extend the 2014 mandatory written exam for public financial management professionals to other areas and professionals within the Public Administration.

3 - Human Resources Management:
   Challenge: Existing HR systems and mechanisms insufficiently guarantee that State organizations have the qualified, motivated and performant human resources
   Overcoming the challenge: The Civil Service Commission (CFP) has recently circulated a Manual of Human Resource Management to be applied by all HR bodies and services.

3. National Diagnostic Assessment for Institutional Strengthening

3.1. Key challenges and the way forward

4 - Other Resources Management:

Challenge: Key weaknesses in prioritization and insufficient realistic planning & budgeting. Lack of synchronization between approved budget and action plan.

Overcoming the challenge: Legislation is being prepared to improve the planning and budget process in order to achieve greater budgetary rigor, accountability, transparency, efficiency and performance.

5 - Organizational culture and internal communication:

Challenge: Lack of ownership of strategic ambitions among staff and lack of a shared performance culture in most state institutions and organizations

Overcoming the challenge: MoF and MoH started pilot initiatives to enhance focus on clients and stakeholders. If proved successful, possible extension to other departments.

6 - Outputs – Results – Service Delivery:

Challenge: Need to focus on an "Annual Output & Performance Plan" instead of an "Annual Action Plan". "

Overcoming the challenge: Legislation is being prepared to improve the planning and budget process in order to achieve greater budgetary rigor, accountability, transparency, efficiency and performance.

3. National Diagnostic Assessment for Institutional Strengthening

3.1. Key challenges and the way forward

7 - Relations Management and External Communication:

Challenge: external communication needs to be improved.

Overcoming the challenge: The new E-Government service is aimed at developing and improving e-government solutions.

4. Areas for Government and Development Partners (DP) collaboration

- Support to the reform of the Public Administration Sector

- Support to the reform of the Civil Service sector

- Support to Institutional Strengthening

- Formation and training of auditors for the State General Inspection (IGE)

- Formation and training in the Institute of National Administration (INAP)

- Support to the National Archive (AN)

- Support to the Technical Secretariat for Election Administration (STAE)

Obrigadu barak ba ita nia tempu.

Obrigado pelo vosso tempo.

Thank you for your time.