

THE ROAD MAP

(for the Implementation of NDP Programs)

Final Draft



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INTRODUCTION

Timor-Leste has prepared its first five-year National Development Plan (NDP) in record time. Implementation of the Plan began on 01 July 2002 with the FY03 budget.¹ Early on, the Government recognised the need to prioritise and sequence the NDP activities and prepare a “Road Map” to guide their implementation. Also, the requirement to fill some of the gaps in the Plan and address the urgent needs of the people through expansion and improvements in services delivery became evident.

This paper on the “Road Map” summarises the results of the Prioritisation and Sequencing exercise and the conclusions. It explains why and how the prioritisation and sequencing has been undertaken and what the main issues influencing the process were.

The paper is divided into two parts. The first part (Part One) covers the planning background and performance, rationale for prioritisation and sequencing and the process dimensions, while Part Two summarises the results of the submissions by ministries and agencies.

PART ONE

A. The Planning Process: Progress Thus Far

Prior to independence on 20 May 2002, Timor-Leste's Second Transitional Government began to formulate the country's first National Development Plan (NDP). Eight Ministerial Working Groups in areas such as poverty reduction and rural and regional development, human development, agriculture and infrastructure prepared the Plan. They drew upon the results of the Countrywide Consultation, in which more than 38,000 citizens from all walks of life spread in all parts of the country were asked to express their vision for the country to the year 2020 and identify their priorities and development needs. The Working Groups recognized that the people of Timor-Leste needed virtually everything and incorporated a wide range of strategies, policies, programs and actions to address their needs during the five-year Plan period (2002/03 to 2006/07) within a twenty-year perspective.

The Plan incorporates the vision (see Box 1) and set of inter-related development goals and priorities of the people of Timor-Leste, and specified a number of strategies, policies, laws, regulations, programs, projects and activities. It also highlights the key constraints on the attainment of these goals and vision, and provides performance indicators through which progress can be assessed. The Plan was finalized in early May 2002 and adopted by the Parliament after independence.

Since its formulation, the NDP has become the basis for the country's national development and budgeting process. At the recent semi-annual Meetings with Development Partners, in May and December 2002, representatives of all external Partners (bilateral and multilateral donors, UN agencies and others) commented favourably on the NDP as the basis for Timor-Leste's development.

¹ FY03 refers to the fiscal year beginning on 01 July 2002 and ending on 30 June 2003.

**Box 1. TIMOR-LESTE: VISION 2020***

For the next generation, in the year 2020:

- ? Timor-Leste will be a democratic country, with a vibrant traditional culture and a sustainable environment;
- ? It will be a prosperous society with adequate food, shelter and clothing for all people;
- ? Communities will live in safety, with no discrimination;
- ? People will be literate, knowledgeable and skilled. They will be healthy, and live long, productive lives. They will participate actively in economic, social and political development, promoting social equality and national unity;
- ? People will no longer be isolated, because there will be good roads, transport, electricity, and communications in the towns and villages, in all regions of the country;
- ? Production and employment will increase in all sectors –agriculture, fisheries and forestry;
- ? Living standards and services will improve for all East Timorese, and income will be fairly distributed;
- ? Prices will be stable, and food supplies secure, based on sound management and sustainable utilisation of natural resources;
- ? The economy and finances of the state will be managed efficiently, transparently, and will be free from corruption; and
The state will be based on the rule of law. Government, private sector, civil society and community leaders will be fully responsible for those by whom they were chosen or elected.

* Timor-Leste's Vision is taken from the introduction to the National Development Plan, adopted officially by the National Parliament as the basis for the nation's development.

The Plan gave hope to the people about their future as well as that of their children and raised expectations. It recognized the likely direct and indirect adverse impacts of the reduction of the international presence due to the scale-down of the UN operations in mid-2002 on the demand for goods and services and employment. The unemployment rate was estimated to be of the order of about 17%. The economy was estimated to contract by about 4.8% in 2002 and 6.8% in 2003 and recover somewhat (by 3.5%) in 2004.²

As the next step in the planning process, the Council of Ministers requested that all ministries prepare and submit Annual Action Plans (AAPs) and Quarterly Reporting Matrices (QRMs) for their Programs and Projects, for the first year of Plan implementation. The aim of this exercise was to link the programs in the Annual Budget for FY03³ with the goals and objectives of the NDP.

To prepare the ministries for drafting their AAPs and QRMs, staff from the Planning and External Assistance Management Division (PEAMD) and the Budget Division (BD) of MPF, together with external facilitators and trainers provided workshop sessions in July and August 2002.⁴ These workshops introduced the formats for AAPs and QRMs, and advised lead officials and focal persons in the ministries on the provision of the necessary material and data required for their completion.

During August and September 2002, PEAMD consultants and staff worked intensively with Ministry focal persons on their AAPs and QRMs, providing written recommendations for improvements. Individual assistance was given to ministries, with consultants spending time

² All rates in nominal terms. The Budget Paper for FY03 (April 2002) indicates the GDP in real terms to decline by 0.5% in calendar 2002 and 2% in calendar 2003, but recover (increase) by 1.2% in 2004, and continue to grow at 3.3% and 5.1% respectively during calendar 2005 and 2006.

³ FY03 refers to the fiscal year beginning on 01 July 2002 and ending on 30 June 2003.

⁴ UNDP, UNICEF and the World Bank funded the facilitators and trainers.



on areas such as performance targets. Additional workshops were held in September, focusing in particular on outputs, benchmarks and indicators. Reports from these sessions indicated a high degree of involvement by Ministry officials, and progress in building capacity within ministries for the drafting of future programs.

Following this training, ministries submitted completed AAPs and QRMs to PEAMD. Staff in PEAMD, working with international consultants, then assessed these documents. Comments and recommendations were provided to Ministry focal persons, who then undertook revisions, which were finalized and submitted to the Council of Ministers.

B. Preliminary Results of Plan Monitoring

Based on the reporting system developed through the use of AAPs and QRMs, the Government, through PEAMD, MPF and individual ministries, has been able to monitor plan implementation during the first six months of the first year of NDP. Some 742 activities were monitored of which 44 actions were included in the Transition Support Program⁵. The results of the first five months of this monitoring were presented to the December 2002 Meeting with Development Partners.

In summary, monitoring indicated that there had been some early successes in a number of sectors. In education, for example, primary school enrolments increased, particularly for girls, and for the poorest groups in the villages. In health, targets for restoring the public health network and drafting a national health policy framework were met. In agriculture, programs were set in place to increase crop cultivation, and to meet the particular needs of the poorer upland areas, especially in the center of the country. In infrastructure, a comprehensive set of programs was initiated, in areas such as water supply and sanitation, roads, bridges, and flood control. Additionally, the Government developed a range of new programs, notably for improved governance.

Given Timor-Leste's conditions, however, it rapidly became apparent that there were crucial constraints on development. For example, the Government inherited a power sector that was technologically inadequate, with no serious means for cost recovery. A judicial system had to be built, virtually from nothing. Capacity building through the funding of advisers to provide expertise to crucial posts in government and public service developed very slowly⁶. In several areas, budgets were under-spent due to limited capacity and the somewhat complex procurement and other regulations.

These developments should be seen in the context of the transfer of governance from the United Nations Transitional Administration in East Timor (UNTAET) to the National Government in May 2002, and the withdrawal of the substantial administrative, technical and other support provided by UNTAET to the Government. Recruitment of international advisers for the 100 stability positions and the 200 development positions to augment the capacity of the Timorese staff was slow at best. Thus, by 01 July 2002, only about a third of the 100 stability positions were filled largely through continuation of some international advisers that served under UNTAET. The progress was less encouraging on securing the resources and filling the 200 development positions.

⁵ The Transition Support Program (TSP) is a three-year budgetary support program, in which the Government undertakes to monitor a set of activities, particularly in relation to areas of poverty reduction and governance.

⁶ For a detailed assessment of the first five months of NDP implementation, see the *Background Paper* prepared for the December 2002 Timor *Leste and Development Partners Meeting*, available from PEAMD, MPF.



Assisted by the Brettonwoods institutions (IMF and World Bank), Timor-Leste adopted a Twenty-first Century fiscal system with checks and controls that would ensure transparency and accountability, especially in such areas as procurement. While this is commendable, the system has been beyond the capacity of the Timorese officials and required the retention of international advisers in some line management positions in MPF. Support to line ministries and agencies in such areas as procurement (e.g. explaining the procurement guidelines, assistance including providing necessary information on ‘specifications’ for such items as equipment and supplies and in tendering and tender evaluation) proved inadequate, although some international advisers were provided in these areas.

Notwithstanding, the Timorese officials, most of whom lacked any experience in governance, did manage to get the government machinery moving and began to implement the Plan. The performance during the first eight months of FY03, measured in terms of budget execution, albeit lower than the pro-rata target, is encouraging. In fact, budget execution during FY01 and FY02 under UNTAET was also lower than expected. Overall budget execution by the National Government in the first eight months was about 56% as compared to a pro-rata target of 67%. This is commendable for a nascent Government facing significant capacity problems and other constraints.

C. Lessons from Plan Implementation: Planning Gaps and the Need to Prioritise

Government ministries and agencies drew up their Annual Action Plans (AAPs) for the first year of implementation of the Plan. During the preparation of the AAPs, it became clear that some activities specified in the NDP either did not indicate or there was some ambiguity about which division or agency was to be responsible for implementing the activities (e.g. regional development, rural development, job creation, developing Tetun and introducing Portuguese language), while in other cases, some divisions and agencies established did not have activities specified for them in the NDP (e.g. for some Divisions in the Ministry of Justice and the Timor Sea Office). In mid-January 2003, the Council of Ministers reviewed the sector chapters of the NDP in general and the chapters on “Political Development, Foreign Relations, Defence and Security” and “Poverty Reduction and Rural and Regional Development” in particular, and assigned responsibility for implementation of the activities to specific ministries and agencies.

Implementing the NDP during the first six months also made it clear that there were important gaps in programs and activities, notably in areas such as water resources, infrastructure development, literacy, and technical and vocational education. While capacity building including the establishment and/or strengthening of government institutions and civil servants received considerable attention, delivery of services to the people was lagging.

Also, employment, especially in the urban areas and among youth, declined precipitously in the latter half of 2002 after withdrawal of a significant proportion of the UN personnel. The country is facing difficulties in attracting foreign direct investment, and in rapidly creating an enabling environment for private sector development. Also, the Government has not yet been able to address adequately the provision of social services for vulnerable groups. In general, delivery of services has not expanded to meet the high expectations of the people due to various factors that included (i) capacity limitations and technical difficulties in putting in place the necessary legislation and regulations supporting good governance, (ii) time



absorbed in setting up the administrative and service delivery systems, and (iii) lack of prioritization and sequencing of the activities in the NDP.

Early on, the Government realized some of the constraints and began in October 2002 to see the need to refocus the development efforts on a limited number of priority activities. The events of 4 December 2002 added urgency to address the immediate needs of the people through tangible delivery of goods and services that are visible to the people.

D. Immediate Priorities and Stability program

In the semi-annual meeting with Development Partners in December 2002, the Prime Minister alluded to the need to address the urgent needs of the people and indicated the types of priorities around which the Government intended to focus its efforts in the short-term. In January 2003, the Council of Ministers refined the immediate priorities taking into account the feedback from the people in both the urban and rural areas. A tentative list of immediate priorities was shared with Development Partners in a meeting on 21 January 2002. The suggestions emerging from the Partners were taken into account in finalizing the immediate priorities, which were approved by the Council of Ministers on 22 January 2003.

Elaborating on the immediate priorities, and in consultation with key Ministers and other stakeholders, the Stability Program was developed and presented in a document accompanying the Road Map, focusing on specific areas to be taken into account in program prioritisation. This was intended to ensure focus by the ministries on immediate improvements in service delivery to the people for poverty reduction and rejuvenation of the economy. The specific immediate priority areas include:

- a. The Governance area where the Government aims to:
 - ? Strengthen the administrative structures of the State and legitimise the local authorities beginning with the election of Chefes de Suco so as to enable them to address local priorities;
 - ? Strengthen the justice system including both formal and customary systems aiming at improving the provision of judicial services, through increasing the number of jurists, and enhancing the quality and delivery of services including provision of adequate legal assistance;
 - ? Strengthen the capacities of security involving support to the Timor-Leste Police Force (PNTL) and Defence Force (FDTL) as well as mobilising and organising the local communities for self-defence;
- b. In the Stability area, the Government aims to:
 - ? Encourage job creation - especially for youth and veterans. This would include expansion of vocational training in general and in particular to promote integration of the disabled people in the development process. Further, it would involve formulating a national policy on employment linking relevant ministries and public and private investments;
- c. In the Development area, the Government aims to:
 - ? Support the development of the agriculture sector, ensuring food security and enhancing access to markets through the
 - o Family (farming) sector
 - o Cooperative sector



- Private sector, and in particular small and medium enterprises
- Private sector with the state's participation such as through joint ventures;
- ? Develop trade through cooperatives and private sector via
 - Promotion of domestic trade
 - Import of basic products, and
 - Export of local products such as cumin and copra;
- ? Improve educational access, particularly to primary education, in both public and other schools as well as requiring higher quality in all levels of education; and
- ? Promote health through extension of the mobile clinics and delivery of services to the remote areas through the implementation of the public health system.

In prioritization and sequencing, ministries had been asked to take into account the immediate priorities approved by the Council of Ministers on 22 January 2003. Further, in assessing their programs, ministries were requested to ensure that criteria for incorporation of the programs included:

- ? Addressing at least one of the immediate priority areas in governance, stability and/or development; and
- ? Generating tangible benefits through improved delivery of services.

Additionally, ministries were reminded of their continuing overall objectives to:

- ? Justify their programs in relation to medium and long-term NDP priorities;
- ? Promote sustainability - both fiscally and in development terms; and
- ? Pursue strategies for poverty reduction and economic growth.

E. Prioritization and Sequencing

During the first quarter of calendar 2003, the Government has embarked on a process of readjustment in NDP implementation. The process drew upon the experiences in implementing programs in the first half of the first year of the NDP. Also, it took into account the imperatives to deliver urgently needed services to the people as indicated by the immediate priorities. The process entailed prioritization and sequencing of the development programs for the remaining four years of the Plan period (FY04 to FY07). This has involved both the Council of Ministers and individual ministries. It included ranking of the programs in order of priority, and planning the sequenced introduction and implementation of these programs. Ministries have examined their programs and identified actions that could contribute tangible results, in terms of meeting requirements of the immediate priorities, and filling gaps in existing service provision.

In the prioritisation of their programs for the remaining four years of the Plan, ministries were made aware of the financial resources likely to be made available from the CFET budget, TFET,⁷ and Bilateral and Multilateral sources, for the remaining years of the Plan period (i.e. FY04 to FY07). The latter were outlined in assessments of forward estimates of allocations for the ministries provided by the Budget Division in MPF.

⁷ The Trust Fund for East Timor (TFET) receives contributions from Australia, Finland, Ireland, Italy, Japan, New Zealand, Norway, Portugal and the United Kingdom. TFET provides grants for economic reconstruction and development activities in Timor-Leste that are prepared and supervised by the World Bank and the Asian Development Bank. The World Bank is the trustee of the fund. Ministries are designated to implement TFET projects.



Prioritisation was influenced by the experiences during the first half of the first year of NDP implementation and the need to address the immediate priorities approved by the Council of Ministers on 22 January 2003. Programs to meet the immediate priorities are articulated in detail in the Stability Program, which will be implemented within the next eighteen months. The Stability Program is presented in Annex 2.

F. Process Dimensions of Prioritisation and Sequencing

In prioritisation and sequencing, ministries were assisted by some Development Partners (UNDP, UNICEF, World Bank, AusAid and USAID) mobilising technical specialists and facilitators to support key ministries in the prioritization and sequencing process. An international consultant (or in the case of larger ministries, two consultants) was assigned to work with senior staff and focal persons in each ministry to advise and oversee the process. This was accompanied by a series of workshops, held during February 2003. The workshop presentations outlined the proposals for prioritisation and sequencing of programs. The trainers familiarised the participants with the criteria and formats for prioritisation, and helped the latter to relate these to budget submissions for FY04.

The prioritization and sequencing of activities was guided by several criteria. They included such aspects as (i) importance of the activity for improved service delivery and the demand for the service by the people (clients), (ii) when the service is needed (e.g. now, next year or four years from now), (iii) capacity of the ministry or agency to deliver the service and need for technical assistance, if any, (iv) sustainability of the activity or facility, (v) linkages with and involvement of other ministries, civil society organizations, communities and the private sector, (vi) whether Government involvement would encourage or discourage similar activities by other actors, and (vii) whether deferring the implementation of the activity to future years would improve the benefit streams. The ministries and agencies took these criteria seriously and applied them as much as possible in the prioritisation and sequencing of their programs. Some ministries achieved outstanding results; some others produced average outcomes, while a few encountered difficulties in applying the criteria. Overall, the criteria helped the Government officials to begin to think in strategic terms in assessing their programs.

Additional workshops were held on Annual Action Plans and Quarterly Reporting Matrices, followed by sessions on devising appropriate indicators for monitoring program implementation.

The prioritisation and sequencing exercise, lasting from mid-January to late-March 2003, resulted in the ministries developing a definite set of priority programs for the remaining four years of the NDP. These program priorities were then used as the basis for formulation of AAPs for FY04, feeding into the budget preparation. The final step in the process was the refining of the indicators developed for assessing progress on implementation of the AAPs, and the devising of a set of key development indicators to measure overall Plan implementation in the remaining years of the NDP.

G. Structural Constraints

Prioritisation and Sequencing was carried out with an awareness of the key structural economic problems currently facing Timor-Leste that include (i) widespread poverty,



unemployment and underemployment, (ii) dependence on external grant finance, due to substantial trade and budget deficits, (iii) relatively high price levels that are incommensurate with the nation's level of development, (iv) low levels of skills and productivity, and (v) high levels of illiteracy.

H. Financial Constraints: Budget Parameters

Prioritisation and sequencing was undertaken with also an awareness of the financial constraints imposed by budget parameters. The Council of Ministers has stressed the need to formulate the prioritisation and sequencing based upon a sustainable medium-term fiscal framework that is intended to ameliorate future funding shortages.

Table 1 (see Annex at end of Part One) provides mid-year budget update (MYBU) estimates of CFET⁸ revenue for the six-year period FY02 to FY07, and compares it to MYBU forward estimates of CFET expenditures. Revenues excluding those from First Tranche Petroleum (FTP) but including external budgetary support under the three-year TSP (covering FY03, FY04 and FY05), are indicated to range between \$70.6 million and \$75.0 million during the first three years, decline thereafter to \$57.5 million in FY06, and recover moderately to \$60.3 million in FY07. Revenues with FTP are projected to increase from \$71.6 million in FY03 to \$96.6 million in FY05, decline to \$83.0 million in FY06 and increase slightly to \$86.5 million in FY07. CFET expenditures are projected to increase from \$74.2 million in FY03 to \$80.0 million in FY04, \$92.9 million in FY05, \$102.4 million in FY06 and reach \$105.0 million in FY07. The data indicate an anticipated funding gap between revenues (excluding those from FTP) and expenditures ranging from \$5.0 million in FY04, \$20.2 million in FY05, \$45.1 million in FY06 and \$44.7 million in FY07. However, including the FTP revenues, funding gaps of \$19.4 million and \$18.5 million emerge only in FY06 and FY07 respectively.

It will be necessary to develop a credible strategy for addressing the funding gaps. In pursuit of this aim, ministries were asked by the Council of Ministers to keep their CFET budgets within the limits of two scenarios presented by the Council of Ministers. The Budget Division in MPF developed these scenarios, on the basis both of forward revenue estimates and on the results of discussions with some Development Partners. Ministries were asked, if possible, to keep within the lower scenario (Scenario 2). The two scenarios are summarized in Table 2 (see Annex 1).

Scenario 1 in Table 2 follows existing CFET forward estimates, and includes an increased subsidy for the Power Authority, allowing for the limited progress made so far in revenue collection in FY03. This scenario is not affordable within CFET, given the latest revenue estimates. Scenario 2 is based on a significantly reduced growth in expenditures as compared to Scenario 1, with the expenditure indicated to decline from \$74.2 million in FY03 to \$72.0 million in FY04 and \$73.9 million in FY05, but increase to \$80.4 million and \$85.0 million respectively in FY06 and FY07.

For the prioritisation and sequencing of their programs, ministries were also requested to consider the CFET allocations given to them, based upon the two scenarios, in providing their cost estimates for the programs. CFET allocations for the ministries, based on the two scenarios, are presented in Tables 3 and 4 (see Annex 1).

⁸ The Consolidated Fund for East Timor (CFET) is the Government's central account, structured to reflect revenue, operating and capital income budget. Revenues are derived from Government taxes, Timor Sea revenues, and direct budget support from Development Partners.



Taking these two CFET allocations into the Combined Sources⁹ Budget for the remaining years of the Plan period, ministries were then provided with overall indicative Combined Sources funding envelopes for each of the remaining years of the NDP, highlighting the two scenarios, as outlined in Table 5 (see Annex 1). They were requested to prioritize and sequence their programs with reference to these overall Combined Sources funding envelopes, and to the two alternative CFET scenarios (tables 3 and 4) within these envelopes. The Combined Sources Budget Funding Envelopes are outlined in Table 5 (see Annex 1), together with the high and low case CFET expenditures scenario limits italicized.

Bilateral and Multilateral Funding: Ministries were also asked to refer to current forward estimates for bilateral and multilateral expenditure, since some of these allocations may not match either the immediate priorities of the Stability Program or the medium and long-term development priorities. Current Bilateral and Multilateral allocations are outlined in Table 6 (see Annex 1).

I. The Millennium Development Goals

Recently, the Government has also commenced a process of internalising the Millennium Development Goals (MDGs), to provide a means to assess the nation's development against that of other countries in the region and elsewhere, and disseminate information on this. This exercise was facilitated by the fact that the goals and objectives of the National Development Plan already overlap to a large extent with those covered by the MDGs.

As is well known, the MDGs comprise eight goals, most of them to be achieved by 2015. Each of the MDGs addresses some key dimensions of poverty and/or sustainable development and the enabling environments at the national and global levels for helping the countries to achieve the goals. The targets and indicators under many of the goals are quantifiable, and provide a global blueprint that can be tailored to specific national conditions. Commensurate with their circumstances, countries and their development partners can develop strategies for both achieving goals and measuring progress in reaching them.

Ministries currently are engaged in the process of assessing their sectoral objectives and aims, in relation to the long-term achievement of the MDGs. This also influenced their process of program prioritisation, by providing comparative human development criteria - particularly in relation to the East Asia and Pacific region - through which the relevance of programs could be assessed further.

J. The Road Map

The Road Map summarises the results of the Prioritisation and sequencing exercise undertaken by the ministries during the first quarter of calendar 2003. It presents the programs that the Government of Timor-Leste has prioritised as most crucial for the development of the country.

The Road Map describes the main development issues faced by each ministry, and outlines the programs they have prioritised to address these issues. It shows the way forward for implementation of the NDP over the next four years (FY04 to FY07).

⁹ The Combined Sources are CFET, TFET, bilateral and other multilateral sources, and UN Assessed Contributions.



Within the Road Map document, each ministry has prioritised a set of programs, and has sequenced their implementation for the remaining years of the NDP. It provides estimates of total funding required to implement the programs annually over the four-year period. Expenditure estimates are provided by Ministry for each individual program, and for each year of its implementation in Annex 3.

The Government will utilise the Road Map as a basis for its Policy Dialogue with the Development Partners and expects the latter to use the Road Map in their funding decisions and the devising of their country assistance strategies for Timor-Leste.

In particular, the programs and their estimated costs specified in the Road Map will be extremely useful in the discussions between the Government and Development Partners and in the decisions on which programs the Development Partners wish to support during the next four years (FY04 to FY07).

K. NDP, Stability Program and Road Map

The links and overlaps between the National Development Plan, the Stability Program and the Road Map are illustrated in Figures 1 to 3.

Figure 1. Illustration of NDP and Gaps

FY03	FY04	FY05	FY06	FY07
NDP – Year1 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 2 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 3 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 4 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 5 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities
NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities

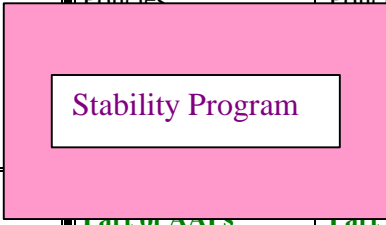
Figure 2. Illustration of Overlaps between NDP, Gaps and Road Map

FY03	FY04	FY05	FY06	FY07
NDP – Year1 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 2 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 3 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 4 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 5 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities
NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities



Figure 3. Illustration of Overlaps between NDP, Gaps, Road Map and Stability Program

FY03	FY04	FY05	FY06	FY07
NDP – Year1 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 2 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 3 Part of AAPs Strategies Policies Regulations Programs Projects Activities	NDP – Year 4 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities	NDP – Year 5 Part of AAPs Strategies Policies Laws Regulations Programs Projects Activities
NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities	NDP Gaps Part of AAPs Activities





PART TWO

The main results from the Prioritisation and Sequencing exercise are presented in the following sections.

For each ministry, they include the broad areas of the programs prioritised, the timeframe for their implementation, and the justification of their importance. They address the immediate (short-term) priorities as well as the medium and long-term development requirements. For Government Structures,¹⁰ a brief summary is provided.

The Road Map provides estimated costs for each year for all the programs prioritised by each Ministry in the prioritisation and sequencing exercise and the total funding requested for the remaining four-year Plan period (FY04 to FY07). Detailed annual and total cost estimates by program, including the costs of the programs intended to address the immediate priorities, are provided for each of the ministry's programs in the Programme Matrix (see Annex 3).

The cost projections presented in the Programme Matrix are estimates. Some of them have funding commitments, while others have been identified as program of interest to be funded by Development Partners. For most of the sequenced programmes however, the Government is currently negotiating with the Development Partners. Given this situation, the Government recognizes that it will not be in the position to finalize this part of the document until after all negotiations with the Development Partners have been completed this year.

A. Ministry of Agriculture, Forestry and Fisheries

The agricultural sector dominates Timor-Leste's economy. It contributes 21% of GDP, and is the main source of income in 94% of villages. It provides 80% of the food and subsistence requirements of rural households.

The goals of the Ministry of Agriculture, Forestry and Fisheries (MAFF) are intrinsically linked with NDP priorities, to achieve food security, poverty reduction, rural employment and agricultural diversification. These are also essential elements of the Stability Program. Additionally, the Ministry's programs have significant linkages with programs in other sectors including infrastructure, education, natural resources management, and commerce and industry.

It is important to recall that the CFET allocations to the agricultural sector (i.e. MAFF) are modest as compared to those provided through TFET and bilateral and multilateral sources. For example, for FY03, MAFF's Combined Resources Budget was \$25.3 million, of which CFET allocation comprised only \$1.4 million. MAFF prioritised its programs in relation to the requirements of the prioritisation and sequencing exercise, but also added to this

¹⁰ The Government Structures include the Office of the Prime Minister and Council of Ministers, Capacity Development Co-ordination Unit (CDCU), Provedor de Direitos Humanos e Justica (Ombudsman and Human Rights), Office of the Inspector General, Office for the Promotion of (gender) Equality, Independent Electoral Commission, Banking and Payments Authority, and Timor Sea Office.



programs and projects based on community needs as well as programs (to be) funded under TFET and other bilateral and multilateral sources in the agricultural sector.

MAFF has prioritised and ranked its programs in a systematic manner adhering to the criteria specified for prioritization and sequencing. The programs are presented in Annex 3. They are sequenced over the remaining four years of the Plan period, with estimated costs for each program for each year. The priority programs of MAFF fall in the broad areas of (i) policy development, (ii) development of irrigation including community irrigation and water user associations, (iii) construction of feeder roads, (iv) development of research and extension capabilities, (v) inputs supply and support for food crops production, (vi) improving storage, processing and marketing of food crops including better utilisation of coconut for, among others, edible oil extraction, (vii) development of commercial and industrial crops including replanting of coffee and coconut and encouraging private sector to establish oil palm as appropriate, (viii) fisheries legislation and licensing and promoting off-shore fisheries through foreign investments, (ix) forestry regulation and development including forest replanting and protection of watersheds, (x) establishing and implementing revolving credit systems and training youth for managing co-operatives in sucos and postos, (xi) Promoting cattle rearing and co-operative dairying, and (xii) examining trade and tariff issues affecting rice and other important crops. Many of the activities will be carried out in cooperation and/or coordination with civil society organisations including the Church and development partners.

The Ministry requires \$38.8 million to implement its programs during the remaining four years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	25.3	12.4	13.2	8.9	8.3	42.8
Proposed P and S Expenditure		17.7	9.5	6.6	5.0	38.8
CFET Expenditure (scenario2)	1.4	1.3	1.5	1.5	1.6	5.9
External Financing sought		16.4	8	5.1	3.4	32.9

B. Ministry of Development and Environment

Within the Ministry of Development and Environment (MDE), the prioritisation and sequencing exercise resulted in several changes, both to existing programs and to their sequencing. Individual matrices were prepared for the Divisions of Tourism, Investment and Environment and for the Directorate of Natural and Mineral Resources.

In addition to prioritisation of the programs, the Ministry also discussed a series of possible future actions, which could improve the enabling environment for the private sector. These helped them to develop a framework for establishing priorities. The actions include (i) enactment of company and investment laws, after appropriate public consultation, (ii) increased donor assistance to advise on economic policy and private sector development, (iii) establishment of an internationally staffed business promotion centre, and (iv) exploration of opportunities for backward linkages to offshore investments from companies investing in oil and gas operations.



The Ministry's main priority programs/projects by Divisions are as follows:

In the Division of Tourism:

- ? Website development for Tourism Promotion; and
- ? Legal and Regulatory Framework for Tourism.

In the Division of Investment:

- ? Production of Investment Literature including an Investor Information Kit;
- ? Organisation of Investment Forums; and
- ? Feasibility Studies for Investment Sectors.

In the Environment Division:

- ? Establishment of Environmental Impact Assessment (EIA) Regulations and Pollution monitoring and control regulations; and
- ? Formulation of a National Environment Policy.

In the Directorate of Natural and Mineral Resources:

- ? Develop a core of 20 Highly-Skilled Oil and Gas Professionals; and
- ? Formulation of Mining and Petroleum Laws.

Details of the Ministry's programs and their sequencing are outlined in Annex 3, together with estimated costs for each program, for each of the remaining four years of NDP implementation.

The Ministry requires \$ 3,210,682 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	7.9	2.4	1.5	1.5	1.5	6.9
Proposed P and S Expenditure		1.5	0.5	0.5	0.4	3.2
CFET Expenditure(scenario2)	0.5	0.4	0.4	0.4	0.5	1.7
External Financing sought		1.1	0.1	0.1	-0.1	1.5

C. Ministry of Education, Youth, Culture and Sport

The programs implemented by the Ministry of Education, Youth, Culture and Sport (MECYS) are crucial in meeting the aims of the NDP, particularly in the promotion of poverty reduction. In the Countrywide Consultation, a majority Timor-Leste's population consulted ranked education as its number one priority among the top three priorities for the country.

The Combined Sources budget allocations for the Ministry are the highest of any of the ministries, for each of the remaining years of NDP implementation. About a quarter of the CFET budget is allocated to MECYS for education. Similarly, more than a fifth of the projected bilateral aid from FY02 to FY06 is for education, as are one-fifth of the TFET resources.



The Ministry's current general priority requirements are to (i) build more primary and secondary schools to achieve universal basic education, (ii) improve the quality of education through teacher development and curriculum and textbook development, and (iii) strengthen the Ministry's capacity to plan and manage the provision of education.

Thorough rigorous prioritisation and sequencing, the Ministry identified the most important gaps in the strategies and programs presented in the NDP. Building on this, they decided on program activities to be commenced during FY04 and subsequent years of the Plan period.

The Ministry was concerned particularly with the mechanisms of service delivery for the main levels of education – at pre-primary, primary, junior and senior secondary levels, and technical and vocational education. It has also become concerned in recent months, at the low levels of execution of the Ministry's FY03 budget, particularly in the goods & services and capital development areas.

In discussions with staff through workshops and meetings, Department Directors in MECYS produced a sequencing of their priority programs with estimated costs. They indicated the level of priority for each of the activities in their area, the year they should commence, and an indicative cost for the activity in the medium-term.

The Ministry's proposed expenditures of \$53.5 million for FY04 are somewhat above the Combined Sources Indicative Envelope of \$45.8 million, but are below the latter for subsequent years, notably in FY07. This reflects the aim of the Ministry to focus expenditures on improving service delivery in the next two years. The Ministry's priority programs for the remaining Plan period cover the broad areas of (i) managing and delivering education including at early childhood, primary, junior secondary and secondary levels as well as technical and vocational education, (ii) managing and delivering teacher training, (iii) managing and administering the Ministry's functions at the central and district levels, (iv) developing an Education Management Information System (EMIS), (v) implementing the literacy program, (vi) development of textbooks and teaching materials, and (vii) implementation of cultural, youth and sports programs.

The Ministry has selected a number of programs within the above areas on which it intends to focus in FY04. This emphasis in sequencing reflects the Ministry's concern to improve educational delivery in the short-term. The programs include (i) design and introduction of an information campaign on the importance of schooling, (ii) implementation of measures to reduce school drop-out and repetition rates, (iii) introduction of a Teaching Diploma and teacher, headmaster and educational manager training, (iv) language of instruction development (Tetun and Portuguese), (v) curriculum review and development including rehabilitation of the Institute of Continuing Education and strengthening its capacity, (vi) building the capacity of the Ministry for policy formulation, planning and project development, (vii) improving school quality through the Fundamental School Quality program, (viii) literacy campaign, (ix) training and structural support for youth employment, and (x) structuring and capacity building for sports institutions.

Church, other private and community schools, which account for more than a fifth of all schools in the country, play an important role in the provision of primary and secondary education. In spite of the significant expansion of public schools visualised, it would be difficult for MECYS to meet the exponentially increasing demand for schooling brought



about by the population dynamics.¹¹ Church, other private and community schools will continue to be important in delivery of education for the foreseeable future. Accordingly, the Ministry's programs incorporate continued support to Church, other private and community schools.

Details of the Ministry's programs and their sequencing are outlined in Annex 3, together with estimated costs for each program, for each of the remaining years of NDP implementation.

The Ministry requires \$194.9 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	45.8	39.4	33.9	33.7	33.2	186
Proposed P and S Expenditure		53.5	49.3	46.7	45.4	194.9
CFET Expenditure (scenario2)	18.3	16.2	17.9	18.8	19.5	96.4
External Financing sought		37.3	31.4	27.9	25.9	98.5

D. Ministry of Foreign Affairs and Cooperation

The Ministry of Foreign Affairs and Cooperation (MFAC) has identified nine sub-programs, corresponding to its nine organisational divisions. Within these, areas are prioritised and sequenced for implementation in the remaining years of the NDP. The main areas/activities are (i) establishing the Office of the Director General, (ii) provision of policy advice to the Minister's Office, (iii) management of the Ministry, (iv) establishing three Embassies with appropriate support facilities, (v) support for participation in international events, (vi) regional capacity building, (vii) development of Protocol Guidelines, (viii) completion of international treaties and national legislation ratifying these treaties, (ix) finalising country agreements with Development Partners, (x) strengthening the capacity of the Ministry, and (xi) finance, administration and human resources management.

Details of these areas are presented in Annex 3, where the Ministry's programs are sequenced over the remaining Plan years, together with sources of funding.

Much of the Ministry's work will be funded from grants from external Partners including international organisations, for particular activities fundamental to the Ministry's work, such as attendance at international events and Embassy support.

The Ministry requires \$US 11.6 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	1.2	1.1	1.1	1.1	1.1	4.4
Proposed P and S Expenditure		4.1	3.8	1.8	1.9	11.6
CFET Expenditure(scenario2)	1.2	1.1	1.0	1.0	1.1	4.2
External Financing sought		3	2.8	0.8	0.8	7.4

¹¹ About half the population of Timor-Leste is estimated to be below 16 years.



E. Ministry of Health

Health provision is crucial for poverty reduction. Health was ranked second only to education in importance by the people of Timor-Leste in the Countrywide Consultation. In its implementation of NDP, the Ministry of Health has pursued several key strategies. Most notable among these are (i) emphasis on preventive and promotive health care, provided close to the community, with an additional aim of limiting expenditure on health care, (ii) adoption of primary health care policies that enable increased accessibility and coverage, and (iii) adoption of policies for integrating the health care system with other sectors. The strategies have been defined and further elaborated in *East Timor's Health Policy Framework*, published by the Ministry in June 2002.

In particular, the *Framework* defines a basic package of services for delivery within the districts. It outlines policies to decentralise the health service through more effective participation by local health workers and communities in the development and implementation of health programs. These two policy aims have been important for the Ministry in assessing its programs for prioritisation and sequencing. Monitoring of the activities in the FY03 AAPs including those covered under the Transition Support Program has also highlighted the importance of extending health care including through mobile clinics, particularly in poorer and more remote areas.

In prioritisation of its programs, the Ministry has paid attention particularly to the objective of bringing health services closer to the population. It has also included proposals for improving both basic training for community health workers and the mobility of health personnel to facilitate service delivery to remote areas, which is one of the immediate priorities. Additionally, the Ministry has focused on identifying gaps in its programs within the framework of the NDP.

In its prioritisation for the next four years, the Ministry will be implementing programs on (i) child health including immunisation, nutrition, growth monitoring, micronutrient distribution, breast-feeding and nutritional education, (ii) maternal health including antenatal care and safe motherhood, (iii) reproductive health, (iv) health promotion, with particular attention to schools, (v) control of communicable diseases including malaria and treatment of tuberculosis and diarrhoea, (vi) environmental health promotion, (vii) drugs and medical supplies, (viii) laboratory services, (ix) rehabilitative services, (x) establishment of a Health Information System, and (xi) support for logistics and finance administration. Given their importance, these programs will continue throughout the remaining four years of the Plan period.

Details of these programs and their sequencing are outlined in Annex 3, together with estimated costs for each program, for each of the remaining years of NDP implementation.

The Health Sector requires \$83.8 million to implement its programs for the remaining four years of the NDP, divided into the following indicative amounts, in millions of dollars:



	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	30.2	16.1	10.7	15.4	15.9	58.1
Proposed P and S Expenditure		24.6	28.6	15.3	15.2	83.8
CFET Expenditure(scenario2)	7.1	8.7	9.5	15.2	15.7	49.9
External Financing sought		15.9	19.1	0.1	-0.5	33.9

F. Ministry of Interior and State Administration

Following a recent decision by the Council of Ministers, two new ministries have been created - the Ministry of the Interior and the Ministry of State Administration. The responsibilities and programs of the former Ministry of Internal Administration have been divided between these two new ministries.

Consequently, the priorities decided upon by the former Ministry of Internal Affairs have now become priorities in the two new ministries, depending upon which areas of the former Ministerial portfolio have become their respective responsibilities.

Prior to the Ministerial reorganisation, the former Ministry of Internal Administration (MIA) carried out a thorough assessment of its programs in relation to the requirements of the NDP. It identified gaps and focussed on the key issue of service delivery. Further, the Ministry paid attention to the immediate priorities including the need to legitimise the role of the Chefes de Suco and empower functionaries at the sub-national levels.

1. Ministry of Interior

The new Ministry of Interior will be implementing former MIA programs in the areas of (i) Civil Security, (ii) Fire Rescue and Emergency Services, and (iii) National Disaster Management.

Details of these programs and their sequencing are outlined in Annex 3, together with estimated costs for each program, for each of the remaining years of NDP implementation.

The new Ministry of Interior requires US\$ 62.1 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars.

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Proposed P and S Expenditure		18.7	13.2	14.8	15.2	62.1

2. Ministry for State Administration

In the key area of local government administration, the ministry is concerned with improving the quality of its staff through detailed programs of training and capacity -building, and to improve the delivery of services to local communities. In this regard, the enactment of the law on local government and its implementation are considered crucial. This is rated to be a major priority for the Ministry.



Similarly, there is a strong focus on supporting and building the capacity of District Community Development Committees, and enabling local institutions and community-based groups to participate. In the local government area, the priority programs include (i) enactment of the Law on Local Government, specifying the roles and responsibilities of sub-national government administrations, (ii) strengthening the capacity of the Administration of Local Government staff in administration, management, finance and budgeting, (iii) creation and strengthening of institutional mechanisms for coordination of development activities in relatively disadvantaged regions/districts, and (iv) promotion of popular participation in economic, social and political processes, particularly by the poor and vulnerable groups.

These areas will become the main priorities in the portfolio of the new Ministry for State Administration, which will also be implementing the former MIA programs for the Civil Service Academy, Public Service, Government publications including the Gazette, and maintenance and development of the National Archives.

Details of these programs for the new ministry, and their sequencing are outlined in Annex 3, together with estimated costs for each program, for each of the remaining years of NDP implementation.

The Ministry of State Administration requires US\$ 30.1 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Proposed P and S Expenditure		11.7	4.1	6.1	8.1	30.1

3. The Two Ministries Combined

Since neither CFET expenditures nor Combined Sources Indicative Envelopes are available as yet for the two new ministries, their combined P and S Submission, together with their original CFET and Combined Sources envelopes, are presented below.

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	11.9	5.0	4.6	5.0	5.1	19.7
Proposed P and S Expenditure		30.4	17.3	20.9	23.3	92.2
CFET Expenditure(scenario2)	4.3	3.7	4.0	4.4	4.6	16.7
External Financing sought		26.7	13.3	16.5	18.7	75.5

The former Ministry of Internal Administration was and the present Ministry of Interior is also responsible for the Timor Leste Police Service (PNTL).

4. Timor Leste Police Service

Considerable time has been spent by Timor Leste Police Service (PNTL) Section Heads in discussing the NDP planning process, with attention particularly to gaps in the programs specified originally in the NDP.



Of particular concern has been a growing realisation of gaps within the main administrative functions of PNTL. Additionally, the Police Service is acutely aware of the need to strengthen its capacity to meet its responsibilities in ensuring security, as indicated in the immediate priorities and elaborated in the Stability Program. These centre not only on regular policing in the community, but also on PNTL's responsibilities for border patrol and immigration. Also, they focus on the need to improve the response of the Police Force to civilian protest including management of such incidents as exemplified in the riots in Dili on 4 December 2002.

Additional funding is being sought for developing the Field Training Program and to support newly recruited graduates. Assistance is also required to develop a program of specialist training courses in areas such as criminal investigation.

PNTL proposed that its activities for implementation be presented in one program, with six components. Details of their sequencing, sources of funding, and estimated costs, are presented in Annex 3. The prioritised program components are (i) the Police College and providing field, specialist, and management training, (ii) police operations including community policing, criminal investigations and internal security, (iii) administration including human resources development, planning and finance, (iv) establishment of an effective Immigration Service, (v) development and maintenance of the Rapid Intervention Units in Dili and Baucau, and (vi) maintenance of the Border Patrol and Marine Unit.

An outline of these programs and their sequencing is presented in Annex 3, together with estimated costs for each program, for each of the remaining years of NDP implementation.

The PNTL requires US\$ 59.4 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	10.0	10.5	10.0	8.7	9.0	38.2
Proposed P and S Expenditure		18.1	12.6	14.1	14.6	59.4
CFET Expenditure(scenario2)	7.8	8.0	8.0	8.2	8.4	24.6
External Financing sought		10.1	4.6	5.9	6.2	34.8

At the time of completion and submission of the priority programs by PNTL, the Council of Ministers approved the recruitment, training and equipping of 500 cadets for the Rapid Deployment Group (RDG). The cost of this is estimated to be \$5.0 million in FY04 with recurrent costs of \$1.0 million per year during the next four years and is incorporated in the proposed P and S expenditure for PNTL.

G. Ministry of Justice

As noted in the Background Document prepared and circulated by the Government to the participants in the December 2002 Meeting with Development Partners, the Ministry of Justice has made some progress in establishing key institutions, notably the courts system, the offices of the Prosecutor General and Public Defender, and a framework for judicial training. Recently, the Superior Council for the Judiciary has also been established. However, severe problems remain. Service delivery is still limited, resulting in substantial delays in the



presentation of cases, a large backlog of unresolved cases, inconsistent decision-making, and a limited legitimacy of legal authority.

In its assessment of its programs, the Ministry has paid attention particularly to gaps in NDP implementation, notably in capacity building via recruitment and training. Addressing these needs is also intended to meet the requirements of the immediate priority to strengthen the justice system including both formal and customary systems in order to improve the provision of judicial services, through increasing the number of jurists, and enhancing the quality and delivery of services including provision of adequate legal assistance. Further, it is to cater to improved institutional co-ordination and increased community awareness of laws and legal procedures.

The Ministry has prioritised a set of programs for implementation in the remaining four years of the Plan period. These are presented in Annex 3, with sequencing and indicative funding requirements.

The priority programs are in the following areas:

- a. Service Delivery through District Courts, Public Defender's Office, Office of the Prosecutor-General, Appeals Court, and the Superior Council for the Judiciary. This will include the recruitment of international judges, prosecutors, defence lawyers, court clerks and interpreters, promoting the use of functional registries, and improving internal reporting systems;
- b. Improving the Prison system including recruitment of international trainers to train Timorese trainers of Prison Guards, and organising vocational training, work programs and literacy classes for detainees;
- c. Capacity building through the Judiciary Training Centre;
- d. Framework for legal Consistency through assessment and legislation;
- e. Land and Property, Civil Registry, Notary, and Administration; and
- f. Strengthening and providing assistance for mediation and resolution mechanisms at national, district, sub-district and community levels.

The Ministry requires \$21.5 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	9.2	4.4	3.9	3.8	3.7	15.8
Proposed P and S Expenditure		8.7	4.8	4.4	3.6	21.5
CFET Expenditure(scenario2)	2.2	2.2	2.2	2.2	2.3	8.9
External Financing sought		6.5	2.6	2.2	1.3	12.6

H. Ministry of Planning and Finance

For implementation of NDP, the Ministry of Planning and Finance (MPF) has established a framework for sustainable public sector financial management, administration and accountability. The Ministry has eight Divisions: Treasury, Budget, East Timor Revenue Service, Customs, Government Procurement Supply and Inventory, Statistics, Macroeconomic and Taxation Policies, Administration and Information Technology, and Planning and External Assistance Management. Several of these Divisions are proposing new initiatives for funding during the remaining years of the NDP, based upon their



implementation experiences during FY03, and taking into consideration the immediate priorities.

In addition to its ongoing functions of budget formulation and management, the Budget Division aims to focus on substantial capacity building activities for national staff, through the provision of on-the-job training, mentoring, short courses, and targeted training in financial management and budget execution.

Similarly, in tandem with its work to oversee and report on the execution of the budget, payroll and maintenance of public accounts, the Treasury is developing systems for mentoring and on-the-job training for local staff.

In addition to its functions of overseeing tax collection and developing the Government's taxation administration system, the East Timor Revenue Service intends to spend 25% of its budget on developing capacity for Timor Sea taxation officers through attendance at courses, workshops and in-house training.

Similarly, a substantial proportion of the expenditure of the Division of Administration and Information Technology will be devoted to designing and carrying out a needs assessment study and a human resources development plan for strengthening IT provision within the Ministry.

To improve its work in revenue policy and forecasting, the Macroeconomic and Tax Policy Program intends to devote approximately a quarter of its budget to improving local staff knowledge of international best practices.

The Procurement Unit is devoting over half of its planned expenditures for FY04 to revising procurement regulations, in an attempt to improve levels of transparency and competitiveness and increased conformity with international guidelines.

In developing a strategy for wider information gathering by agencies, and for improved co-ordination and dissemination, the Statistics Department is focusing on the need to develop the National Accounts required by the NDP, both sectorally and in relation to the overall measurement of economic growth and poverty reduction.

The Planning and External Assistance Management Division (PEAMD) performs a crucial role within the Ministry, overseeing and monitoring NDP implementation, mobilising support for the Plan, engaging donors, detailing donor funding, and disseminating information to stakeholders. Its priority programs/program components are particularly important for planning and mobilising resources for Plan implementation. The latter includes notably the establishment and maintenance of an effective data management system to register and facilitate monitoring of all external assistance.

The programs prioritised by the Ministry of Planning and Finance are presented in Annex 3, with sequencing, estimated costs, and indicative sources of funding, for each of the remaining years of NDP implementation.

The Ministry is requesting \$ 22.4 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:



	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	13.0	20.0	16.0	6.2	6.2	48.4
Proposed P and S Expenditure		6.9	5.2	5.0	5.1	22.4
CFET Expenditure(scenario2)	5.1	3.9	4.1	4.1	4.3	16.4
External Financing sought		3.0	1.1	0.9	0.8	6.0

I. Ministry of Transportation, Communications, and Public Works

Within the Ministry of Transportation, Communications, and Public Works (MTCPW), the Department of Water and Public Works aims to provide essential infrastructure to support the economic and social development of Timor-Leste. The Ministry's rural water supply programs are designed to complement and build on those already included in donor programs supported by development partners, and will focus on building capacity for the sustainability of these schemes. A new initiative within the Department is the provision of models of low-cost bamboo housing, and training packages to communities to build such housing in an attempt to improve the housing/living conditions.

The Ministry's plans for building, improving and maintaining roads during the next four years are crucial not only for maintaining transport links and communications, but also are important particularly in enhancing market access for farm households. These plans comprise the bulk of its expenditure proposals.

Equally important, however, are its programs for controlling floods and rehabilitation of public buildings for community use. All of these will provide opportunities for employment creation, managed through community involvement.

In addition, the Transport and Communications Department is putting forward larger-scale programs, which are vital both for maintaining transport and communications connections within the country including with the enclave of Oecussi, and Timor-Leste's links to other countries. Amongst the most important of these are projects to improve postal services.

The priority programs of the Ministry span the areas including (i) rural water and sanitation, with components in institutional and capacity building, (ii) urban water supply and sanitation, (iii) flood control, (iv) road and bridge rehabilitation and improvement, (v) postal services, and (vi) land transport.

Details of these programs and their sequencing are outlined in Annex 3, together with indicative estimated costs for each program, for each of the remaining years of NDP implementation.

The Ministry requires \$255.2 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:



	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	40.5	31.9	30.1	27.3	25.7	115.0
Proposed P and S Expenditure		68.9	61.7	60.6	63.9	255.2
CFET Expenditure(scenario2)	4.7	6.9	7.1	6.9	7.1	28
External Financing sought		62.0	54.6	53.7	56.8	227.2

J. Secretary of State for Defence

The Secretary of State for Defence (SSD) has undertaken a thorough review of its programs, particularly in relation to the requirements of the NDP and the immediate priorities. It has put forward three programs, all of which it considers to be of equal priority. These are (i) Defence Organisation, with components covering recruitment and training, (ii) procurement of equipment and supplies, and (iii) facilities development and maintenance.

Details of these programs and their estimated sequenced costings are outlined in Annex 3. The first program, Defence Organisation, is the overarching program in the effort to improve Timor-Leste's defence. The other two programs underpin this effort.

Sequencing is particularly important in the implementation of SSD's programs. For example, current facilities for the Defence Force of Timor-Leste (FDTL) are inadequate, and the strategic location and training of battalions is dependent on the construction and refurbishment of buildings, planned during FY04.

Total expenditure proposed by SSD for FY04 is \$10.6 million as compared to the current indicative Combined Sources Funding Envelope of \$8.4 million. However, for subsequent years, proposed expenditures are within indicative envelopes.

The Secretary of State for Defence requires \$29.1 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	6.6	8.4	7.8	7.9	8.0	32.1
Proposed P and S Expenditure		8.7	6.8	6.8	6.8	29.1
CFET Expenditure(scenario2)	4.4	6.0	6.1	6.1	6.3	24.5
External Financing sought		2.7	0.7	0.7	0.5	4.6

K. Secretary of State for Labour and Solidarity

The Secretary of State for Labour and Solidarity (SSLS) has undertaken a detailed review of its programs implemented within the NDP, noting in particular gaps in its provision, and the requirements of the immediate priorities. The latter is particularly important, in that Labour and Solidarity has been developing programs in important areas such as vocational training including the setting up and strengthening of training centers, the development of a labour market database, and the dissemination of information on employment opportunities.



In other crucial areas such as the provision of social services for children and the disabled, programs have been redefined to improve service delivery. The women's unit is placing greater emphasis in its programs on the provision of skills training to women for setting up small businesses.

The Secretary of State's prioritised and sequenced programs reflect the results of its program review, with a strong emphasis on the funding requirements for assisting the veterans. In each of the remaining years of NDP implementation, almost one-half of the expenditures will be devoted to veterans' programs.

The priority programs fall in the areas of (i) Veterans' Affairs, (ii) employment and skills development, (iii) worker protection and industrial relations, (iv) staff training and skills development, (v) provision of social services for children, (vi) development of the Women's Unit, (vii) provision of social services for the disabled, and (viii) development of the Emergency and Humanitarian Assistance Unit.

An outline of the programs put forward by the Secretary of State for Labour and Solidarity, together with sources of funding and the expenditure required in each year of NDP implementation are provided in Annex 3.

The Secretariat requires \$25.9 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope*	10.9	10.3	10.0	10.0	9.2	39.5
Proposed P and S Expenditure		17.2	2.8	2.8	3.0	25.9
CFET Expenditure(scenario2)	0.5	0.4	0.4	0.5	0.5	1.8
External Financing sought		16.8	2.4	2.3	2.5	24.1

* The Combined Sources indicative envelope figures presented in this table contain significant bilateral funds, of approximately US\$ 9.5 million annually, provided to the Secretary of State for emergency food distribution.

CFET allocations for the Secretary of State are limited, at a projected average of less than \$0.5 million for the remaining years of the NDP. Hence, substantial bilateral funding will be required for the implementation of its prioritised programs.

L. Secretary of State for Commerce and Industry

The Secretary of State for Commerce and Industry comprises two Divisions – Industry and Trade. The priorities for each of the Divisions are:

In the Division of Industry:

- ? Regulatory Requirements for Industrial and Economic Zones;
- ? Development Policy Framework for Micro-Finance/Credit for small and medium size enterprises.

In the Division of Trade:

- ? Support for Export-related Industry Inclusion in an Industrial Zone;
- ? Domestic Trade Promotion and Domestic Market Linkages.



An outline of the programs put forward by the Secretary of State for Commerce and Industry, together with sources of funding and the expenditure required in each year of NDP implementation are provided in Annex 3.

The Secretariat requires \$ 1,154 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY02-03	FY03-04	FY04-05	FY05-06	FY06-07	Total FYs 04 to 07
Combined Sources Envelope		0.19	0.14	0.17	0.17	0.66
Proposed P and S Expenditure		0.27	0.27	0.29	0.31	1.15
CFET Expenditure(scenario2)		0.1	0.1	0.1	0.2	0.5
External Financing sought		0.17	0.17	0.19	0.11	0.65

M. The Office of the President

Following independence, the Government established the President's Office, funded with resources from the CFET budget. The Office will be implementing two programs for the remaining years of the NDP, centring on the further development of its Secretariat, and on the provision of support for Presidential duties.

In both these areas, a major focus will be on capacity-building. In the Secretariat, there will be a prioritisation of the areas of protocol, the provision of advisers, and information technology support. Details of the programs put forward by the President's Office, and their sequencing are outlined in Annex 3.

Programs will be funded from CFET and bilateral and multilateral sources. The President's Office is requesting \$ 0.8 million from the CFET budget and additional resources from bilateral and multilateral sources to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	0.4	0.3	0.3	0.3	0.3	1.2
CFET Expenditure(scenario2)	0.4	0.2	0.2	0.2	0.2	0.8
External Financing sought		0.1	0.1	0.1	0.1	0.4

N. The National Parliament

Resources for the National Parliament cover remuneration of Members of Parliament and funding for the Parliament's Secretariat. In the programs for the remaining years of NDP implementation, funding is focused primarily on capacity building for improved communication with Government, and for dissemination of Parliamentary activities and decisions.

Outlines of the proposed programs of the Parliament are given in Annex 3, together with indicative estimated costs for each program, for each of the remaining years of NDP implementation. Programs will be funded from CFET and bilateral and multilateral sources.



The Parliament is requesting \$9.4 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Combined Sources Envelope	3.4	1.0	1.0	1.0	1.0	4.0
Proposed P and S Expenditure		1.2	6.2	1.0	1.0	9.4
CFET Expenditure(scenario2)	0.9	0.8	0.8	0.8	0.8	3.2
External Financing sought		0.4	5.4	0.2	0.2	6.2

O. State National Security Service

The formation of the Servico Nacional de Seguranca do Estado (SNSE) was approved in September 2002 (under Organic Law 3/2002). As stated in its prioritisation and sequencing documentation, the objective of the SNSE is to provide early warning of politically motivated violence and other actions detrimental to national security.

Initial funding for the SNSE was provided from the Prime Minister's Contingency Fund. SNSE is requesting funding for the collection and analysis of information, and for the dissemination of intelligence.

Details of SNSE's programs and their sequencing are outlined in Annex 3, together with indicative estimated costs for each of the remaining years of NDP implementation. The SNSE requires \$ 0.4 million to implement its programs for the remaining years of the NDP, divided into the following indicative amounts for each year, in millions of dollars:

	FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Proposed P and S Expenditure		0.1	0.1	0.1	0.1	0.4
Combined Sources Envelope						
CFET Expenditure(scenario2)						

Figures for the SNSE's CFET budget and indicative Combined Sources Funding Envelopes are not yet available.

P. Government Structures

The Government Structures Portfolio represents those organisations that are not overseen directly by a Minister or Secretary of State. Their functions are described in detail in the *Combined Sources Budget Document (2002-03)*.

For the prioritisation and sequencing exercise, a number of changes have been made in constituent programs, in relation particularly to observed gaps in NDP implementation, and the immediate priorities. New initiatives are the creation of the Timor Sea Office to provide legal and negotiating advice to the Prime Minister and the Council of Ministers, and the moving of the Capacity Development and Co-ordination Unit into the Prime Minister's Office. This move reflects the priority given to CDCU's work in co-ordinating capacity building in the ministries through the appointment of focal persons to deal specifically with capacity building in each ministry and agency (Secretary of State).



The Office for the Promotion of Equality has reorganised its programs to create a more effective approach to gender mainstreaming in policy development through ongoing training in both government institutions and civil society organisations.

Details of the constituent organisations of the government structures, and their sequencing, together with sources of funding, are outlined in Annex 3, together with indicative estimated costs for each of the remaining years of NDP implementation. These are summarised in the following:

Structure		FY03	FY04	FY05	FY06	FY07	Total FYs 04 to 07
Office of the Prime Minister and Council of Ministers	CS	22.3	19.0	14.8	14.8	14.8	63.4
	PS						
	CFT		7.0	8.7	8.7	8.7	33.1
Capacity Development Co-ordination Unit (CDCU) *	CS						
	PS		30.12	20.05	10.05	0.052	60.27
	CFT						
Provedor de Direitos Humanos e Justica	PS						
	CS						
	CFT	0.06	0.05	0.05	0.07	0.07	0.24
Office of the Inspector General	CS	0.05	0.37	0.09	0.09	0.09	0.64
	PS		0.13	0.07	0.07	0.07	0.34
	CFT	0.63	0.05	0.05	0.05	0.05	0.20
Office for the Promotion of Equality	CS	0.29	0.12	0.04	0.04	0.04	0.24
	PS		0.07	0.03	0.03	0.03	0.16
	CFT	0.04	0.04	0.04	0.04	0.04	0.16
Independent Electoral Commission	CS	2.09	0.54	0.64	0.63	0.63	2.44
	PS						
	CFT	0.06	0.06	0.06	0.06	0.06	0.24
Banking and Payments Authority	CS	2.22	1.18	0.58	0.54	0.54	2.84
	PS						
	CFT	1.08	0.61	0.58	0.54	0.54	2.81
Timor Sea Office	CS						
	PS	0.22	0.22	0.22	0.22		0.66
	CFT	0.13		0.24	0.22		0.68

CS – Combined Sources Envelope;

PS - Proposed P and S Expenditure; and

CFT - CFET Expenditure (scenario2)

* No figures are yet available for CDCU indicative envelopes or CFET expenditure.

Q. The Oecussi Enclave

In addition to the programs prioritised above, the Government is also requesting funding for programs to be implemented in Oecussi, due to the difficulties of its current situation. These are to be implemented during the next eighteen months. The programs are:

- ? Ferry Service;
- ? Communications;
- ? Cattle Raising;
- ? Improving Rice Yields;
- ? Small-Scale Agro-Processing, including improved rice-milling;
- ? Tourism Development;
- ? Bricks and other construction materials to supply to the local market;
- ? Furniture production for the local market;
- ? Development of small-scale industries and services;
- ? Strengthening of new Vocational Training Centre;
- ? Aquaculture;
- ? Production of Eucalyptus oil; and,



- ? Replanting of sandalwood

Total funding required for these activities is estimated at \$2.4 million.

The rationale for some of programs and the cost estimates for each of these programs are provided in the Stability Program in Annex 2. These programs have not yet been allocated to the respective ministries.

CONCLUSION

In presenting the Government's priorities in each sector, the Road Map has attempted to provide a basis for the Policy Dialogue between the Government and its Development Partners.

The document has outlined both the main development priorities for each ministry, and the reasons for their prioritisation, under conditions of resource constraints.

The information in the Road Map provides the detailed knowledge and understanding required for Government ministries and Development Partners to work together to finalise the funding arrangements for Timor-Leste's programs for the remaining years of the NDP.



Annex to Part One

Table 1: CFET Revenue and MYBU Forward Estimates of Expenditure

	FY02	FY03	FY04	FY05	FY06	FY07*
Revenue (not FTP)	52.0	70.6	75.0	72.7	57.5	60.3
Timor Sea (not FTP)	6.5	23.8	36.2	35.6	37.8	39.6
Domestic Revenue	20.5	17.5	17.5	18.5	19.7	20.7
TSP Grants	26.0	29.3	21.3	18.6	0.0	0.0
Expenditure (MYBU)	53.1	74.2	80.0	92.9	102.4	105.0
Capital & Development	0.0	7.0	10.0	20.0	25.0	25.0
Recurrent	53.1	67.2	70.0	72.9	77.4	80.0
Funding Shortage			5.0	20.2	45.1	44.7
Revenue (with FTP)	56.3	71.6	86.8	96.6	83.0	86.5
Funding Shortage					19.4	18.5

FTP – First Tranche of Petroleum (revenues).

* The MYBU had no estimates for FY07. Recurrent expenditure is estimated to grow by 2.5 per cent. The MYBU forward estimates do not include revisions due to any changes in wages, or in subsidies to the Power Authority.

Table 2: MYBU and Reduced Expenditure Scenarios

	FY03	FY04	FY05	FY06	FY07
Scenario 1 (MYBU)					
Expenditure Total	74.2	82.0	92.9	102.5	105.0
Recurrent	60.7	67.1	70.3	77.4	80.0
Power Subsidy	6.5	4.9	2.6	0.0	0.0
Capital & Development	7.0	10.0	20.0	25.0	25.0
Funding Shortage		5.0	20.2	45.1	44.7
Scenario 2					
Expenditure Total	74.2	72.0	73.9	80.4	85.0
Recurrent	60.7	62.1	65.3	72.4	75.0
Power Subsidy	6.5	4.9	2.6	0.0	0.0
Capital & Development	7.0	5.0	6.0	8.0	10.0
Funding Shortage			1.2	18.0	24.7

Table 3. CFET Allocations for Scenario 1

Ministry/Agency	FY03	FY04	FY05	FY06	FY07
President	0.4	0.3	0.3	0.3	0.3
Parliament	0.9	0.9	0.9	0.9	0.9
Govt Structures	2.8	2.3	2.3	2.2	2.3
FDTL	4.4	6.8	6.8	6.8	7.1
Internal Admin	4.3	4.2	4.6	5.0	5.1
PNTL	7.8	8.6	8.6	8.7	9.0
Justice	2.2	2.3	2.3	2.3	2.4
Devel & Env	0.3	0.3	0.3	0.3	0.4
Trade & Ind	0.2	0.1	0.1	0.2	0.2
Agriculture	1.4	1.4	1.5	1.6	1.6
Education	18.3	17.6	19.4	20.2	20.9
Health	7.1	8.9	9.7	15.4	15.9
Labour & Solid	0.5	0.5	0.5	0.5	0.5
Foreign Affairs	1.2	1.1	1.1	1.1	1.1
Plan & Finance	5.1	4.2	4.4	4.4	4.6
Tran, Com & PW	4.7	7.7	7.8	7.6	7.9
Power Subsidy	6.5	4.9	2.6	0.0	0.0
Total	67.7	72.0	72.9	77.4	80.0

Table 4. CFET Allocations for Scenario 2

Ministry/Agency	FY03	FY04	FY05	FY06	FY07
President	0.4	0.2	0.2	0.2	0.2
Parliament	0.9	0.8	0.8	0.8	0.8
Govt Structures	2.8	2.2	2.2	2.1	2.2
FDTL	4.4	6.0	6.1	6.1	6.3
Internal Admin	4.3	3.7	4.0	4.4	4.6
PNTL	7.8	8.0	8.0	8.2	8.4
Justice	2.2	2.2	2.2	2.2	2.3
Devel & Env	0.3	0.3	0.3	0.3	0.3
Trade & Ind	0.2	0.1	0.1	0.1	0.2
Agriculture	1.4	1.3	1.5	1.5	1.6
Education	18.3	16.2	17.9	18.8	19.5
Health	7.1	8.7	9.5	15.2	15.7
Labour & Solid	0.5	0.4	0.4	0.5	0.5
Foreign Affairs	1.2	1.1	1.0	1.0	1.1
Plan & Finance	5.1	3.9	4.1	4.1	4.3
Tran, Com & PW	4.7	6.9	7.1	6.9	7.1
Power Subsidy	6.5	4.9	2.6	0.0	0.0
Total	67.7	67.0	67.9	72.4	75.0



Table 5: Indicative Combined Sources Budget Funding Envelopes

Ministry/Agency	FY03	FY04	FY05	FY06	FY07
President	0.4	0.3	0.3	0.3	0.3
<i>CFET Scenario 1</i>	<i>0.4</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>
<i>CFET Scenario 2</i>	<i>0.4</i>	<i>0.2</i>	<i>0.2</i>	<i>0.2</i>	<i>0.2</i>
Parliament	3.4	1.0	1.0	1.0	1.0
<i>CFET Scenario 1</i>	<i>0.9</i>	<i>0.9</i>	<i>0.9</i>	<i>0.9</i>	<i>0.9</i>
<i>CFET Scenario 2</i>	<i>0.9</i>	<i>0.8</i>	<i>0.8</i>	<i>0.8</i>	<i>0.8</i>
Govt Structures	15.9	10.9	7.2	7.2	6.8
<i>CFET Scenario 1</i>	<i>2.8</i>	<i>2.3</i>	<i>2.3</i>	<i>2.2</i>	<i>2.3</i>
<i>CFET Scenario 2</i>	<i>2.8</i>	<i>2.2</i>	<i>2.2</i>	<i>2.1</i>	<i>2.2</i>
FDTL	6.6	8.4	7.8	7.9	8.0
<i>CFET Scenario 1</i>	<i>4.4</i>	<i>6.8</i>	<i>6.8</i>	<i>6.8</i>	<i>7.1</i>
<i>CFET Scenario 2</i>	<i>4.4</i>	<i>6.0</i>	<i>6.1</i>	<i>6.1</i>	<i>6.3</i>
Internal Admin	11.9	5.0	4.6	5.0	5.1
<i>CFET Scenario 1</i>	<i>4.3</i>	<i>4.2</i>	<i>4.6</i>	<i>5.0</i>	<i>5.1</i>
<i>CFET Scenario 2</i>	<i>4.3</i>	<i>3.7</i>	<i>4.0</i>	<i>4.4</i>	<i>4.6</i>
PNTL	10.0	10.5	10.0	8.7	9.0
<i>CFET Scenario 1</i>	<i>7.8</i>	<i>8.6</i>	<i>8.6</i>	<i>8.7</i>	<i>9.0</i>
<i>CFET Scenario 2</i>	<i>7.8</i>	<i>8.0</i>	<i>8.0</i>	<i>8.2</i>	<i>8.4</i>
Justice	9.2	4.4	3.9	3.8	3.7
<i>CFET Scenario 1</i>	<i>2.2</i>	<i>2.3</i>	<i>2.3</i>	<i>2.3</i>	<i>2.4</i>
<i>CFET Scenario 2</i>	<i>2.2</i>	<i>2.2</i>	<i>2.2</i>	<i>2.2</i>	<i>2.3</i>
Devel & Env	7.5	2.2	1.4	1.3	1.3
<i>CFET Scenario 1</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>	<i>0.4</i>
<i>CFET Scenario 2</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>	<i>0.3</i>
Trade & Ind	0.4	0.2	0.1	0.2	0.2
<i>CFET Scenario 1</i>	<i>0.2</i>	<i>0.1</i>	<i>0.1</i>	<i>0.2</i>	<i>0.2</i>
<i>CFET Scenario 2</i>	<i>0.2</i>	<i>0.1</i>	<i>0.1</i>	<i>0.1</i>	<i>0.2</i>
Agriculture	25.3	12.4	13.2	8.9	8.3
<i>CFET Scenario 1</i>	<i>1.4</i>	<i>1.4</i>	<i>1.5</i>	<i>1.6</i>	<i>1.6</i>
<i>CFET Scenario 2</i>	<i>1.4</i>	<i>1.3</i>	<i>1.5</i>	<i>1.5</i>	<i>1.6</i>
Education	45.8	39.4	33.9	33.7	33.2
<i>CFET Scenario 1</i>	<i>18.3</i>	<i>17.6</i>	<i>19.4</i>	<i>20.2</i>	<i>20.9</i>
<i>CFET Scenario 2</i>	<i>18.3</i>	<i>16.2</i>	<i>17.9</i>	<i>18.8</i>	<i>19.5</i>
Health	30.2	16.1	10.7	15.4	15.9
<i>CFET Scenario 1</i>	<i>7.1</i>	<i>8.9</i>	<i>9.7</i>	<i>15.4</i>	<i>15.9</i>
<i>CFET Scenario 2</i>	<i>7.1</i>	<i>8.7</i>	<i>9.5</i>	<i>15.2</i>	<i>15.7</i>
Labour & Solidarity	10.9	10.3	10.0	10.0	9.2
<i>CFET Scenario 1</i>	<i>0.5</i>	<i>0.5</i>	<i>0.5</i>	<i>0.5</i>	<i>0.5</i>
<i>CFET Scenario 2</i>	<i>0.5</i>	<i>0.4</i>	<i>0.4</i>	<i>0.5</i>	<i>0.5</i>
Foreign Affairs	1.2	1.1	1.1	1.1	1.1
<i>CFET Scenario 1</i>	<i>1.2</i>	<i>1.1</i>	<i>1.1</i>	<i>1.1</i>	<i>1.1</i>
<i>CFET Scenario 2</i>	<i>1.2</i>	<i>1.1</i>	<i>1.0</i>	<i>1.0</i>	<i>1.1</i>
Planning & Finance	13.3	20.0	16.0	6.2	6.2
<i>CFET Scenario 1</i>	<i>5.1</i>	<i>4.2</i>	<i>4.4</i>	<i>4.4</i>	<i>4.6</i>
<i>CFET Scenario 2</i>	<i>5.1</i>	<i>3.9</i>	<i>4.1</i>	<i>4.1</i>	<i>4.3</i>
Trans, Com & PW	40.5	31.9	30.1	27.3	25.7
<i>CFET Scenario 1</i>	<i>4.7</i>	<i>7.7</i>	<i>7.8</i>	<i>7.6</i>	<i>7.9</i>
<i>CFET Scenario 2</i>	<i>4.7</i>	<i>6.9</i>	<i>7.1</i>	<i>6.9</i>	<i>7.1</i>



Table 6: Bilateral and Multilateral Expenditures from Forward Estimates

Ministry/Agency	FY03	FY04	FY05	FY06
President	0.0	0.0	0.0	0.0
Parliament	2.4	0.1	5.1	0.2
Govt Structures	11.2	7.7	5.0	5.0
FDTL	2.2	1.7	1.0	1.0
Internal Admin	0.5	0.0	0.0	0.0
TNPL	2.2	1.9	1.4	0.0
Justice	1.4	1.4	1.6	1.5
Devel & Env	1.7	1.0	1.1	1.0
Trade & Ind	0.0	0.0	0.0	0.0
Agriculture	16.5	9.4	11.7	7.4
Education	18.3	16.8	14.5	13.5
Health	5.3	2.1	1.1	0.0
Labour & Solid	10.3	9.8	9.6	9.5
Foreign Affairs	0.0	0.0	0.0	0.0
Plan & Finance	3.9	13.8	11.6	1.8
Tran, Com & PW	20.4	20.8	22.3	19.7
Total	96.2	86.4	85.9	60.5

Stability Program



República Democrática de Timor-Leste



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INTRODUCTION

Timor-Leste formulated its first National Development Plan (NDP) in record time with the participation of more than 38,000 citizens from all walks of life spread in all parts of the country. The Plan recognized that the people of Timor-Leste needed virtually everything and incorporated a wide range of strategies, policies, programs and actions to address their needs during the five-year period (2002/03 to 2006/07) within a twenty-year perspective. The Plan was finalized in early May 2002 and adopted by the Parliament after independence. Implementation of the Plan began with the FY2003 budget in July 2002.

The Plan gave hope to the people about their future as well as that of their children and raised expectations. It recognized the likely direct and indirect adverse impacts of the reduction of the international presence due to the scale-down of the UN operations in mid-2002 on the demand for goods and services and employment. The unemployment rate was estimated to be of the order of about 17%. The economy was estimated to contract by about 4.8% in 2002 and 6.8% in 2003 and recover somewhat (by 3.5%) in 2004.

The actual situation may have been somewhat worse than projected. Employment, especially in the urban areas and among youth, declined precipitously in the latter half of 2002 after withdrawal of a significant proportion of the UN personnel. The country is facing difficulties in attracting foreign direct investment, and in rapidly creating an enabling environment for private sector development. Also, the Government has not yet been able to address adequately the provision of social services for vulnerable groups. In general, delivery of services has not expanded to meet the high expectations of the people due to various factors that included (i) capacity limitations and technical difficulties in putting in place the necessary legislation and regulations supporting good governance, (ii) time absorbed in setting up the administrative and service delivery systems, and (iii) lack of prioritization and sequencing of the activities in the NDP. The Government realized the constraints and began (in October 2002) to see the need to refocus the development efforts on a limited number of priority activities. The events of 4 December 2002 added urgency to address the immediate needs of the people through tangible delivery of goods and services that are visible to the people.

In the semi-annual Meeting with Development Partners held during 9-10 December 2002, the Prime Minister alluded to the types of priorities around which the Government intended to focus its efforts. In January 2003, these priorities were refined taking into account the feedback from the people in both the urban and rural areas and a possible list of immediate priorities was shared with Development Partners in a meeting on 21 January 2002. The suggestions emerging from the Partners were taken into account in finalizing the immediate priority areas, which were approved by the Council of Ministers on 22 January 2003.

Eight immediate priorities in the three broad areas of governance, stability and poverty reduction have been identified and approved by the Council of Ministers (Government) in January 2003. The priorities are: in Governance area: (i) strengthening the respective institutions of the State and legitimizing the local authorities at the suco level first; (ii) strengthening the administrative capacities of the justice system including both customary and formal systems; (iii) strengthening the capacities of the institutions responsible for internal and external security (including appropriate equipment for communication and transport for Police) and Defense; in Stability area: (iv) job creation, which will be part of all



programs from every sector, with particular emphasis on youth and ex-combatants; and in the Poverty Reduction area: (v) supporting the development of the agriculture sector to ensure food security and enhanced access to markets & distribution in the family (farming) sector, cooperative sector, private sector and private sector with the State's participation (joint ventures); (vi) developing trade through cooperatives including domestic trade, import of basic products and export of local products such as cumin and copra; (vii) improving primary and secondary education and vocational training; and (viii) promoting health including extension of access to basic health services through increasing the number of mobile clinics and / or health posts in inaccessible areas.

The Stability Program is formulated in the priority areas to cater to the urgent needs of the population over the next 18 months. The Government's Prioritization and Sequencing exercise covering the remaining four years of the National Development Plan (NDP) takes into account explicitly the above immediate priorities, which are in tune with the priorities in the NDP. The Annual Action Plans for FY2004 draw upon the results of the Prioritization and Sequencing exercise. Thus, the activities in the Stability Program will form a subset of the actions in the AAPs and an integral part of the development efforts during FY2004. The initial implementation of the Program in the remaining three months (fourth quarter) of FY2003 is to be funded from reallocation of resources from the CFET budget and other sources while additional resources are being mobilized in the FY2004 combined sources budget. This paper provides the details on the objectives, scope, indicative costs, financing modalities, and implementation, coordination and monitoring arrangements for the Stability Program.

STABILITY PROGRAM

Objectives

The overall objectives of the stability program are to restore and sustain civil and economic security (including food security) and harmony in all parts of the country and empower the local communities and administrations.

Scope

The criteria for selection of programs and activities in different sectors for incorporation in the Stability Program include the following:

1. Address at least one of the immediate priorities
2. Generate tangible and visible benefit flows including improved and expanded delivery of services in the next 3 to 15 months
3. Linked to medium and longer-term priorities and programs
4. Sustainable in the medium and longterm from both fiscal and development perspectives
5. Promote poverty reduction and overall economic growth

The stability program should be seen as the first step to recovery, poverty reduction and accelerated economic growth in the medium and long-term. Good integration between sectors and programs, hitherto weak, is an important dimension to promote, especially under the Stability Program. The programs under the different priorities are presented in the following:



GOVERNANCE AREA

1. **Strengthening the respective institutions of the State and legitimizing the local authorities at the Suco level first.**

This would include strengthening the four organs of the State – President, Executive, Parliament and Judiciary – with appropriate assistance. In particular, strengthening the civil service including legislation and pay policy will receive priority. At the local level, election of the Chef de Sucos and strengthening the administrations at the sub-district level will be a priority. To start in this direction, the Government has recently appointed 65 Sub-District Administrators to guide, facilitate and monitor development activities undertaken by the Government, private sector, communities and civil society organizations. At the suco level, the legitimacy of the Chef de Sucos in the sucos numbering about 450, has to be clarified. Also, in some sucos, more than one person claims to be the Chef de Suco. This needs to be resolved. Election of the Chef de Sucos is seen as a means to resolve this problem and legitimize the role of the Chef de Suco.

The appointment of district and sub-district administrators and the election of Chef de Sucos is an important step. They need to be provided with resources to respond to the complaints, concerns and priorities of the people in the districts, sub-districts, and sucos.¹ The Government will initiate a block grants program to enable the suco, sub-district and district administrations to respond to complaints and local priority concerns. Initially, the grants will be modest. The funds could be used for eligible interventions such as minor repairs, rehabilitation and upgrading of public facilities including markets, roads, culverts, canals, channels, schools and community halls, and to ameliorate calamities such as pests and livestock diseases.²

The Decentralization Options study is to be launched in the latter part of March 2003 and completed by the end of May 2003. Based on a review of the options, the Government would consider the formation of a local development fund that would be administered within the existing Government structures, with appropriate technical assistance to the Government and other agencies. The Fund would cater to the populations at the grassroots, especially the rural residents, on a wide range of development priorities including employment generation, agriculture, education, health and infrastructure.

2. **Strengthening the administrative capacities of the justice system including both customary and formal systems to improve service delivery.³**

In August 1999, the judicial system in Timor-Leste had some 70 persons with legal training. By 2000, after some intensive training, 25 judges, 13 public prosecutors, 10 public defenders and 12 registrars/clerks were appointed by UNTAET on a probationary basis.⁴ Today there are 17 trial judges, 6 investigating judges, 9 public prosecutors and 9 public defenders

¹ The Chefes de Suco are provided a modest monthly allowance to cover the costs of travel, etc., for them and their colleagues from the aldeias, to attend meetings at the sub-district and district headquarters.

² A list of eligible activities will be prepared in consultation with the people in each of the districts to cater to their specific circumstances.

³ The presentation in this sub-section draws heavily on the Joint Government-UNDP Assessment Mission (draft) Report on “Support to the Justice System in Timor-Leste,” Dili, 26 January 2003.

⁴ These figures do not take into account the number of international judges, prosecutors and public defenders appointed that were mostly assigned “Serious Crimes” cases.



operating in four district courts (in Dili, Oecussi, Baucau and very recently in Suai). Apart from these state employees, there is still a general dearth of jurists in the country – a shortage that is likely to continue for some time. In addition, the UNTAET established Special Panels for Serious Crimes as part of the Dili District Court.

The service delivery in the justice sector has encountered considerable problems giving rise to (i) a mounting backlog of unresolved cases,⁵ inconsistent rulings and illegal orders by the courts; (ii) the frequent ignoring of legal orders issued by judicial authorities; (iii) a relatively large prison population with a majority awaiting trial;⁶ (iv) inadequate legal assistance to the accused; and (v) low quality of services, among others. The factors contributing to this situation include

a. Capacity and Complexity aspects

- ✘ Inadequate number of judges, prosecutors, public defenders and court clerks and insufficient preparation (legal capacity) of these personnel;
- ✘ Insufficient support services including interpreters, translators and record keeping;
- ✘ Transition from a Bahasa-based Indonesian legal system to a Tetun and Portuguese-based national, civil law system and associated language difficulties;
- ✘ Lack of uniformity in procedures and weak case management practices;
- ✘ Difficulties in striking a balance between issues regarding abuses of the past; immediate needs in the period of transition; and medium- and long-term development of an effective, independent, professionalized justice system operated by skilled professionals of highest professional integrity;
- ✘ Limited facilities and equipment;
- ✘ Gaps and inadequacies in existing laws;
- ✘ Lack of community awareness of the judicial process and the rights protected by the judicial system and the Constitution;

b. Management and Institutional aspects

- ✘ Difficulties in striking a balance between exercise of authority in the interest of accountability and real or perceived interference with the independence and autonomy among the institutional components of the justice system;

⁵ For example, records maintained by prosecution administration staff indicate that from January to November 2002, 1285 cases were reported to the ordinary crimes Public Prosecution Service office. There is some concern regarding the accuracy of this information, as efficient case management systems are not currently in place in the ordinary crimes prosecution office. Of the total 1,285 cases reported from January to November 2002, 377 cases were solved by mediation and did not proceed through the formal court system. Despite frequent use of mediation to resolve criminal cases, there is no regulation or statute in Timor-Leste authorizing the use of mediation to settle such matters. Indictments were filed in only 140 cases. Of these indicted cases, the courts have so far finalized only 43. It should be noted that these figures do not include cases from 2001 that have yet to be indicted or tried. Some estimates put the total backlog of unresolved cases to be in excess of 2,300. At the Court of Appeal, currently there is no President and the Court is comprised of only one probationary judge. As a result, it has temporarily ceased to function leading to a backlog of 39 cases in October 2002.

⁶ There are three prisons operating in Dili (Becora Prison), Baucau, and Gleno. In October 2002, the prison population was estimated to be about 292 of whom 207 prisoners (71%) were awaiting trial. Of those awaiting trial, 79 prisoners (38% of the pre-trial population and 27% of the total prison population) were held without warrant.



- ✍ A general atmosphere of lack of trust, confidence and willingness to communicate, much less cooperate, among the institutional components of the justice system;
- ✍ Tensions between some nationals and internationals working in the justice sector.

The Ministry of Justice has made considerable progress in establishing the institutional structures including the (i) Superior Council for the Judiciary, the Court of Appeals and four District Courts; (ii) Office of the Prosecutor-General, (iii) Office of the Public Defender, and (iv) Judicial Training Center. Most of these are in the early stages and need substantial technical assistance to fully function.

The Ministry has formulated plans to strengthen the capacity of the various institutions in the Justice sector, which is likely to generate benefits, including improved service delivery, in the medium and long-term. In the short-term, it is necessary to improve the delivery of services including especially the resolution of the backlog of cases and the high proportion of detainees awaiting trial for very long periods (many held well beyond the legally allowed duration).⁷ This cannot be handled by the formal justice system with the present complement of Timorese professionals and it will be necessary to seek help from international personnel in the short and medium-term. The specific activities in the Justice sector in the Stabilization Program will include the following:

- ✍ Recruit additional staff to fill the authorized positions in the Ministry of Justice;
- ✍ Train Judges, Prosecutors and other personnel in Portugal and other CPLP (Comunidade dos Países de Língua Portuguesa or Portuguese-speaking) countries and in countries that adopted and practice Civil Law;
- ✍ Recruit international Judges, Prosecutors, Defense Lawyers and Court Clerks from countries that adopted and practice Civil Law to work together with Timorese colleagues in teams in handling the work-load while some of the other Timorese personnel are away on training and reduce the backlog of cases;
- ✍ Provide additional interpretation and translation services to support the smooth functioning of the courts;
- ✍ Provide additional assistance for mediation,⁸ for example to assist the proposed Commission to resolve land rights in the districts;
- ✍ Promote the use of functional registries for selection and tracking of cases, and adequate filing systems;
- ✍ Improve internal reporting systems in each entity including the Courts, Prosecutor-General's Office, Public Defender's Office, Prisons and the Ministry;
- ✍ Formulate necessary regulation(s) to allow for resolution of the less serious and minor cases through mediation;
- ✍ Strengthen the mediation and resolution mechanisms (including the customary ones) at the national, district, sub-district and community levels;
- ✍ Recruit trainers (from Malaysia) to train Timorese trainers to continue training of prison guards;⁹
- ✍ Help provide vocational training for detainees in collaboration with public and private vocational training centers;

⁷ In October 2002, about 77% of the prison population (total of about 207 prisoners) was awaiting trial. Of this number, 79 prisoners (38% of the pre-trial population and 27% of the total prison population) are held without warrant.

⁸ Already, an adviser is provided by the Canadian International Development Agency (CIDA) to assist the Land and Property Unit in the Ministry of Justice on mediation of land and property disputes.

⁹ About 170 prison guard positions were authorized of which about 120 has been recruited.



- ✍ Provide literacy classes to illiterate detainees, possibly using as teachers other detainees with secondary schooling;
- ✍ Organize work programs for detainees to upgrade their skills and produce goods and services that could contribute to their upkeep; and
- ✍ Jointly with the Ministry of Education, Culture and Youth and the media (including Radio Timor-Leste), organize civic education on nationality, citizenship, essential elements of civil and penal code, land law, and rights and obligations of citizens.

3. Strengthening the capacities of the institutions responsible for internal and external security (including appropriate equipment for communication and transport for Police) and Defense.

The institutions responsible for internal security include the National Police of Timor-Leste (PNTL) and the UN Police, while the Defense Force (F-FDTL) and the UN Peace-Keeping Forces or PKF are responsible for external security. In addition, the National State Security Service (Servico Nacional de Seguranca do Estado or SNSE) employing about 18 staff is involved in intelligence collection. Further, a cadre of unarmed Civil Security Guards numbering some 300 are deployed throughout the country to guard public buildings, facilities and property.

The Constitution of Timor-Leste stipulates that internal security is the responsibility of the Police and external security the responsibility of F-FDTL. The main goal of the police (PNTL) is to provide service to the people and communities through protection of personnel and property, ensuring compliance with all laws, preventing crime and maintaining public order. The full strength of (ETPS) PNTL was indicated to be 3,500 in the FY2001/02 budget document. In light of the capacity and resource constraints, the FY2002/03 budget document targeted to mobilize a total of 2,830 officers during FY2002/03.¹⁰ In addition, provision has been made to recruit 25 cadets for the newly created Immigration Police Unit. The PNTL has already recruited and trained about 2,530 officers and another 325 cadets are to be recruited and trained during the rest of FY2003/03. In addition to normal police work, the PNTL's responsibilities include border patrol and immigration. The Border Patrol Unit (BPU) was activated in June 2002 to enforce laws and regulations along the borders and ports, establish rapport and maintain liaison and cooperation with counterparts, and assist the Defense Force (F-FDTL) in cases of external threats. The BPU has 200 officers of whom 174 are deployed in the three border districts – Bobonaro (75), Cova Lima (46) and Oecussi (53) – with the rest at headquarters in Dili. The Immigration Police Unit too has been activated and the officers deployed alongside the border patrol in the border districts and at Comoro Airport and the Port in Dili. A Special Police Unit (now converted to the Rapid Intervention Unit or RIU) with 180 officers, of whom 120 are in Dili and 60 in Baucau, has been set up to respond to public/civil disorder situations and tactical responses, primarily in the two urban centers.¹¹

¹⁰ This gave rise to some confusion regarding the authorized strength of the NPPL.

¹¹ The Special Investigation Unit has been converted to the Rapid Intervention Unit. The responsibilities of the Unit include crowd control, riot control and management during outbreaks of massive civil disorder, control of protest actions by crowds, control of passive protest and clashes between rival gangs; and tactical response actions including assistance to SNSE during VIP outer layer escort, provision of initial response to bombing incidents, tackling barricaded armed criminals, assistance in apprehending violent armed criminals including through house entry and assault, mass arrest and escort of suspects, tackling hostage situations, responding to prison outbreaks and prisoner escape, and search and rescue operations during mishaps.



Recent incidents in Los Palos and Ermera (Atsabe) were handled through the deployment of F-FDTL to restore order. However, there is a consensus that the F-FDTL should not be utilized to deal with internal security problems.¹² Instead, a Rapid Deployment (Police) Group (RDG) of about 500 officers will be set up to address the internal security concerns in the Districts, such as the recent incidents in Los Palos, Ermera and Maliana. The RDG concept replaces the previously proposed Border Patrol Unit Specialist Response Team. Of the 500 officers in the RDG, 300 will be recruited and trained in FY2003 and the rest in FY2004. The RDG will be deployed in designated districts experiencing high-risk security threats.

The allocation for the PNTL in the approved budget for FY2002/03 was US\$7.8 million. Funding for the BPU and RIU was incorporated in the above budget, although the amounts allocated for these units may not be adequate.¹³ Funding for the recruitment and training of the 300 RDG officers is included in the revised FY2002/03 budget (following the Mid-Year Budget Review). Preliminary estimates indicate that it might cost around US\$5 million to set up and equip the 500-strong RDG and the recurrent costs will be significant.

The Defense Force (F-FDTL) was established in January 2001 with an authorized strength of 1,500 regular forces and 1,500 reservists. By early 2003, the actual strength has reached about 1,400 regular forces organized into two battalions¹⁴ and command and headquarters staff. There has been no recruitment of the reservists so far. The mission of F-FDTL is to defend Timor-Leste. Three overarching principles guide the achievement of this mission: (i) the country's military strategy be defensive, (ii) the Force be capable of defending against small-scale incursions by hostile groups and of larger invading forces until external assistance arrives, and (iii) support the Government during natural disasters and other emergencies. The development of the F-FDTL has been occurring gradually and slowly with assistance from bilateral donors. However, there is considerable need for strengthening the forces with further training to renew the skills as well as provision of additional equipment and facilities.

The mandate of United Nations Police is to maintain law and order in Timor-Leste and establish and train a professional National Police Service. The maximum authorized strength was 1,640 officers. In April 2002, there were 1,287 UN Police officers from 38 countries of whom 239 officers were in the Special Police Units in Dili and Baucau. The downsizing policy of the UN Police involves a gradual handover (transfer) of the police functions in the District to the National Police with a concomitant decrease in the number of international police officers. Thus, by early 2003, the police functions in five districts were handed over to PNTL and the number of UN Police officers has declined to about 700. Further withdrawal of the UN Police will be suspended and their numbers may be maintained at those prevailing in March/April 2003 until the end of December 2003.

Recently, the Border Police Units have been deployed in the border areas in Bobonaro, Cova Lima and Oecussi Districts and are patrolling the borders side-by-side with the UN PKF. As

¹² The Constitution of Timor-Leste mandates the use of F-FDTL to address external threats.

¹³ For example, the budget allocations and projections from FY2003 to FY2006 for the BPU are significantly lower than that required (e.g. to establish offices and housing and acquire additional equipment) for it to assume full responsibility for border security from the PKF.

¹⁴ The 1st battalion is located in temporary facilities previously occupied by the PKF in the Los Palos region and will move to the permanent facilities in Baucau after their refurbishment is completed. The 2nd Battalion, which is at the Training Center in Metinaro, will move into the temporary facilities (to be) vacated by the 1st Battalion in Los Palos, until a permanent base becomes available.



with the UN Police, the schedule for further withdrawal of the UN PKF will be deferred and their numbers maintained at the prevailing level until the end of December 2003. However, the BPU will continue to operate side-by-side with the PKF in the border Districts. The BPU do not have adequate supplies (e.g. boots and uniforms), equipment (e.g. communications equipment, pepper spray, holsters for pepper spray, small arms and rifles), housing and furniture (e.g. beds) and transport.¹⁵ These need to be procured and supplied immediately to the BPU.

At the time of independence in May 2002, the security situation in Timor-Leste has been relatively stable and the incidence of crime was low. The situation has deteriorated somewhat since then brought about largely by the economic downturn. The circumstances worsened in the first two months of 2003 with, among others, armed insurgency incidents. It is understood that further reductions in the UN Police numbers and the withdrawal of UN PKF will proceed in close observance of the law and order situation and social stability in the country.

In order to be fully functional and fulfill its mandate, the PNTL needs support, among others, in the areas of training, management including human resources management, additional equipment and facilities. Adequate resources will be made available to meet the urgent needs through reallocation in the FY2003 budget and through the combined sources budget (CFET, TFET and Bilateral sources) to meet these requirements over the next four years.

STABILITY AREA

1. Job creation will be part of all programs in every sector, with particular emphasis on youth and ex-combatants.

It will include employment in the private sector and in the informal sector as well as training including vocational training, with particular emphasis on youth and ex-combatants. Examples of activities include (i) promotion of the private sector through such enabling legislation as investment and company laws on the one hand and rigorous implementation of existing regulations and laws including the new land law on the other, (ii) negotiation of preferential trade arrangements with main trading partners and/or major markets including Australia, and (iii) development of tourism and offshore fisheries through foreign direct investment and joint ventures.

Other sources of demand for labor in the economy would be rejuvenated as well. One avenue is the introduction of “domestic content” requirements for successful bidders that provide out-sourced goods and services to the Government. The purpose is to require the successful bidders to add value domestically through training and employment of staff/labor and perhaps use some locally made products. A second avenue is to adopt policies that encourage development partners to subcontract to the maximum extent feasible the civil works components of their aid programs to local contractors/businesses. A third option is to request development partners and require line Ministries to tender civil works under a set of procurement rules that give generous preference to local contractors and/or foreign contractors that have partnerships with local contractors. For example, local contractors may

¹⁵ Information collected from field visit to Junction Point 3 In Oecussi.



be given a 30% preference in procurement while foreign contractors partnering with local contractors may receive a 15% preference.¹⁶

A further initiative will encourage the oil and gas industry to utilise local materials and workers during the construction phase and source the supply of produce (fruits, vegetables and fish) to the offshore oil and gas workers from Timor-Leste. Further, the oil and gas companies would be encouraged to develop other enterprises that would have forward and backward linkages, which would be in the long-term interest of these industries and demonstrate the social responsibility of these companies to the people of Timor-Leste. A further initiative would involve inviting select groups of investors to discuss and develop niche areas such as in trade (e.g. organic coffee, sandalwood and other exotic products) and tourism including eco-tourism.

In public infrastructure, employment creation will be promoted through

- ✍ Maintenance of primary roads, rehabilitation and maintenance of secondary roads and construction and maintenance of farm to market roads using labour-intensive technologies and with community participation;
- ✍ River-training to protect bridges and roads and reduce damage due to floods;
- ✍ Other infrastructure rehabilitation and construction including public buildings, schools and community centers; and
- ✍ Expansion and improvement of water, sanitation and environment schemes.

Government would create the enabling environment including policies and incentives with private sector, NGOs, Church, communities, groups and individuals implementing the activities. An inter-ministerial group for employment creation would be created to coordinate the activities.

a. Technical and Vocational Training

Currently, the responsibility for vocational training is spread across the Ministry of Education, Culture, Youth and Sports (MECYS) and the Secretary of State for Labour and Solidarity (SSLS). MECYS should provide technical training such as in engineering towards diplomas and degrees to expand the pool of skilled personnel in the medium and long term; while SSLS will promote provision of vocational training (lasting between a few weeks to a few months) by capable local institutions (e.g. Don Bosco Center). The need for training in different areas will be determined by employment and livelihood opportunities in these areas (i.e. demand driven). Training to youth in organization and management of road maintenance and rehabilitation operations will be undertaken.

A Vocational Training Council would be established to undertake coordination, set standards, certification and regulation. Incentives would be provided for private sector including contractors to provide training. Trainees would be provided support including credit to build businesses individually and in groups/cooperatives. The private sector will be supported through training of managers of small and medium enterprises (SMEs), business associations and others.

¹⁶ Variations on this have been or are a common practice in many developing countries in the Asia Pacific Region.



Much of the training will be implemented through existing NGO, Church and other organizations, which will be strengthened. In the medium-term, Government will develop policy for investment, laws and regulations on land and property, and a national policy on employment.

b. Communications and credit services will be improved through

- ✍ Provision of a radio-receiver set with solar batteries and a megaphone to each aldeia;
- ✍ Supply of two-way radios to sucos, sub-districts and districts for multi-purpose use including for administration, health emergencies, security and disasters; and
- ✍ Expansion of the Postal System with savings/money disbursement facilities initially to each district and later to all sub-districts as a means to facilitate mobilization of savings, disbursement of funds/credit, collection of repayments and provide other financial services (e.g. money-orders). These would work as *de facto* financial intermediaries until such time that commercial banks expand to these areas.

In addition, the Government has initiated the Open Governance Program under which the Council of Ministers spend time (between one and two weeks) in each district talking and listening to the people, familiarising with the challenges and opportunities on the ground, and exploring means to address the priority concerns of the people.

PLANNING FOR POVERTY REDUCTION

1. Agriculture

Supporting the development of the agriculture sector to ensure food security and enhanced access to markets & distribution in the family (farming) sector, cooperative sector, private sector and private sector with the State's participation (joint ventures)

Poverty in Timor-Leste is primarily a rural phenomenon with almost nine-in-ten poor located in rural areas. Supporting the development of the agriculture sector to ensure food security and enhanced access to markets and distribution will be an important means to poverty reduction in the short-term. This will include support to family farms,¹⁷ cooperatives, private sector and joint venture enterprises.

The agriculture sector suffers from several handicaps including low access to inputs, minimal extension services, virtually no credit supply, rudimentary postharvest facilities and practices, poor quality of produce and uncompetitive prices. The coffee and coconut plantations are old and not well maintained. Utilization of other produce (eg. coconut) through appropriate processing is minimal. Certified seed imported from Surabaya was not good. The Ministry of Agriculture, Fisheries and Forestry (MAFF) are working with farmers to produce seeds. Although some irrigation systems have been rehabilitated at considerable expense, no significant increase in production of rice has materialized due to competition from imported rice and inadequate extension and inputs supply. Improving yields and post harvest processing are important to enhance the competitiveness of domestic rice.

¹⁷ More than 85% of food production is from household (family) farming.



Recognizing the challenges, the Government established the agricultural research and extension service only last year and a Horticulture unit is being established. Although the MAFF suggested the development of cooperatives, markets and transport to the Small Enterprise Project or SEP (funded through TFET), no action has been taken so far. Similarly, replanting coffee to allow for intercropping at least during the initial three years was proposed to SEP, with no follow-up so far. The World Bank has been requested to assist in obtaining information on markets for niche products.

Some foreign private investors have expressed interest in replacing coconut with oil palm. Some Japanese and Korean firms as well as some Thai and Hong Kong (China) investors are interested in the fisheries sector. The companies/investors will also develop infrastructure including storage and processing. The University of Hawaii has been asked to help on mungbean and other agronomic aspects (under USAID support). In collaboration with the NCBA, which is doing good work on coffee and vanilla, planting of vanilla on 80 ha is being implemented. The Ministry has authorized import and distribution of Bali cattle to 500 families in Liquica, Dili and Manatto districts. Cattle-raising in Oecussi, which is a traditional activity in the district will be improved as well.

Building upon the above initiatives and experiences of MAFF and others in the public, NGO and private sectors, the following activities will be promoted under the Stability Program:

- ✍ Coffee plantation-renovation through replanting of new coffee crops
- ✍ Establishing and implementing and revolving rural credit system
- ✍ Stabilization of run-of river system's for irrigation
- ✍ Increasing rice and vegetable production through access and utilization of fertilizer in irrigated areas
- ✍ Improving the storage processing and marketing of food crops
- ✍ Promote cattle production – Cooperative
- ✍ Promoting dairy cooperatives
- ✍ Training youth for managing cooperatives *insucos* and *postos*
- ✍ Promoting forest re-planting
- ✍ Developing offshore fisheries utilizing foreign investment
- ✍ Improving the storage and marketing of fish
- ✍ Promoting the replanting of new coconut varieties in agriculturally neglected areas
- ✍ Developing oil palm (nucleus estate) plantations, in cooperation with the private sector
- ✍ Procuring and distributing oil extraction machine for copra and candlenut to cooperatives and farmers' groups (pilot project)
- ✍ Developing trade through cooperatives, including domestic trade, the import of basic food products, and the export of local products
- ✍ Animal traction
- ✍ Development of Agro-tourism
- ✍ Development of value-added agriculture product for domestic market and possibly for export
- ✍ Community irrigation

2. Food Security

Food security can be considered at the national, district, community and household levels. At present, Timor-Leste imports about 40% of its rice and a substantial proportion of cooking oil and other foodstuffs. The country aims to meet its food requirements through a combination



of domestic production and imports. Food security at the district and community levels is often seen in terms of availability of adequate supplies. At the household level, food security involves the availability of adequate food (supply) at reasonable prices and the ability to buy the available food (income). Increasing production contributes to increased availability (supply) and incomes. However, many households do not have adequate incomes to buy the food and seasonal hunger is a common phenomenon throughout the country.

Timor-Leste received some food aid (mainly rice, cooking oil and canned fish) and has been distributing this to the people during the lean months. However, the supplies were limited and inadequate to meet fully the requirements. Virtually all the stocks have been depleted and the Government will seek additional food aid to address hunger.

3. Cooperatives

Developing trade through cooperatives including domestic trade, import of basic products and export of local products such as cumin and copra

Promotion of trade within the country including through construction of markets and warehouses. This would include promotion of cooperatives to undertake import of basic products and exports of local products drawing upon such successful examples as in coffee. Training will be provided to youth and ex-combatants in the organization and management of marketing, production and other service (e.g. eco-tourism) cooperatives. Credit cooperatives should be developed later on building upon the successful experiences of the marketing and other cooperatives. Seed capital for the operation of the cooperatives would be mobilized from the commercial banks, where feasible, and other sources including the Postal System in due course.

For import and export trade, the cooperatives would establish linkages with their counterparts in other countries, and seek partnerships for mutual benefit.

4. Improving Education

Improving primary and secondary education and vocational training¹⁸

Improving primary and secondary education including increasing access as well as improving quality is an immediate priority. Also, delivery of vocational training that has a direct link to employment is a priority under the Stability Program.¹⁹ The background and actions on these areas are discussed in the following.

Increased access to primary education has been identified as one of the immediate priorities. Almost half the population of Timor-Leste is below 16 years old²⁰ and the demand for primary education will grow exponentially as the population dynamics work out. There has

¹⁸ This subsection draws heavily on the analysis presented in the final report of the Household Living Standards Measurement Survey or LSMS (2001), which is one of the three components of the Poverty Assessment.

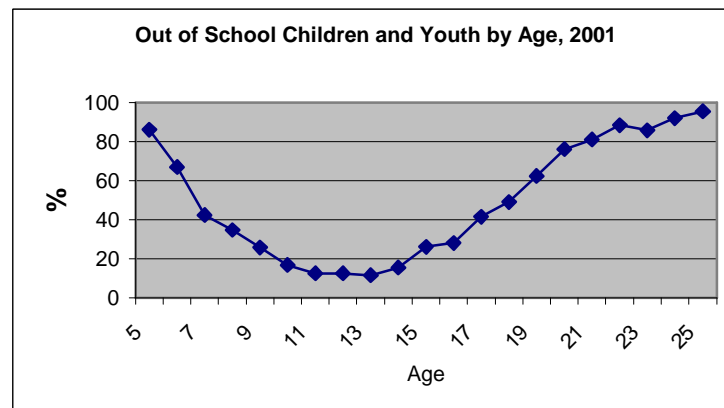
¹⁹ It is recognized that employment generation could also be promoted through supply side interventions in certain areas of vocational training (supply-driven). However, it is difficult to identify the areas and the initial thrust will be demand-driven.

²⁰ According to the Household LSMS (2001), about 47% of the population is below the age of 16 years; and the Multiple Indicator Cluster Survey (MICS) conducted in the latter half of 2002 estimates that about half the population are aged 15 or lower.



been a significant increase in primary school enrollment overall and by the poor and girls in particular during the past two years, most likely due to abolition of school fees, requirements for uniform, and mandatory Parent-Teacher Association (PTA) contributions, as well as the distribution of free textbooks on the one hand and improved security on the other. This indicates that household demand for education is potentially strong and the Government is doing the right thing in expanding access to primary education through the rehabilitation of (old) schools and construction of (new) schools.

Notwithstanding the recent increases in enrolment, the percentage of out-of-school children between 5 and 17²¹ is still high and follows an elongated U-pattern (see chart below). The proportion declines from a high of 86% among 5-year olds to 67% or two-in-three among 6-year olds, 42% among 7-year olds and 35% among 8-year olds; to lows of 12.5% among 11 and 12-year olds and 11.5% among 13-year olds. The trend reverses thereafter and the proportion increases to 42% among 17-year olds, more than 60% among 19-year olds and more than 80% among 21-year olds.



The gross enrollment ratio in primary schools is high (102%) due to overaged students. Most Timorese children, especially in rural areas, start school late at age 7 or later largely due to the difficult access (walking distance of more than one hour from home to the nearest school). The net enrolment rate is only 64% if the starting age is at 6 and 73% if the starting age is at 7; that is, between one-in-three to one-in-four children of school age are not in school. Therefore, in spite of the increase in enrollment in recent years, a large number of children are still not in school, most of them 6 and 7-year-olds. The late start and the entry into the school system of those who did not enroll in the school years 1998/99 and 1999/2000 due to the insecurity and turmoil have resulted in the vast majority of students being over aged for their grade. The years of schooling for late-starters are shorter than those who start earlier (e.g. at age 6) as they reach adolescence and start leaving school. They are learning very low skills. Further, the high repetition (over 20 %) and dropout (10%) rates per grade in primary education result in substantial wastage and high cost per graduate. Although the gross primary enrolment ratio is high (102%), only two-in-three students reach grade 4 and about one-in-two reach grade 6. About 47% of those entering grade 1 complete grade 6; or more than half the students that enter the primary school (grade 1) drop out without completing grade 6.

²¹ These are the relevant age groups for early childhood development (5-year olds), primary education (6 to 11-year olds), junior secondary education (12-14 year-olds) and senior secondary education (15 to 17-year olds).



The objectives are to encourage the enrolment of those who are still not in primary education, starting with the 6-year-olds and progressively involving the 6year-olds; continue to align age by grade by encouraging new comers to start at age 6 and by reducing repetition (but not automatic promotion); reduce dropout of existing students and make sure that they complete the primary cycle; and ensure that students become literate and numerate by the end of the primary cycle.

According to the findings of the 2001 Suco Survey (Census), public schools (all levels) accounted for about 78% of the total (of 992 schools in 2001) with 19% of the schools run by the Church, 3% by private operators and less than 1% by others (civil society organizations including NGOs and communities). Primary schools accounted for 82% of the total, with 11% junior-secondary and 3% senior secondary schools. About 4% of the schools were not classified in the Suco Survey (Census)

a. Primary Schools

Public Schools: The Prioritization and Sequencing exercise in the Ministry of Education, Culture, Youth and Sports rightly gives priority to expansion of primary schooling through the rehabilitation and construction of more than 65 primary and presecondary schools, four Escolas Basicas and 7 Nucleus Schools (serving surrounding schools for improving quality), expansion of teacher training, and revision of curriculum (to begin in March 2003). At the same time, it is recognized that this would not be adequate to meet the increasing demand for primary education.

Private/Community Schools: Private groups including communities have started a number of schools to provide education for their children. Often, these are in areas where access to public schools is difficult. Many of these schools have inadequate basic facilities (e.g. desks, tables, chairs and blackboards), textbooks and supplies. Most of the teachers are not trained. The fact that the private groups and communities have started these schools is a clear indication that the demand for education is high. The Government will assist these private/community schools with textbooks, essential facilities and supplies. Also, the teachers in these schools will be provided shortterm training through the Nucleus Schools and other facilities.

At the same time, in isolated and remote communities (aldeias) that lack adequate access to primary schools, the Government will encourage the communities to set up community schools with the help of two or three youth (people) from the area that have at least some secondary schooling. These community schools could admit 6, 7 and 8year olds and teach from grades one to three. Upon completion of grade three in these schools, students should have adequate academic preparation and physical stamina to walk to the nearest public school in the area and continue in grade 4. As in the case of existing private/community schools, the Government will assist these community schools in isolated/remote communities (aldeias) with textbooks, essential facilities and supplies; and provide short-term training to the teachers working in these schools through the Nucleus Schools and other facilities.

Church-run Schools: According to the 2001 Survey (Census) of Sucos, more than 15% of the primary schools are run by the Church. They provide access to quality schooling for a significant proportion of the children including especially the poor. The Ministry of Education, Culture, Youth and Sports have been providing support to these schools through, among others, supply of textbooks and payment of salaries of some teachers. Recently, there



has been some concern about the lack of resources to continue this support (especially payment of teachers' salaries) to the Church-run Schools. If required, additional resources will be allocated under the Stability Program to continue the support to Church-run schools.

b. Secondary Education

The high gross enrollment rate in primary due to over-aged students (102%) declines precipitously to 48% in junior secondary and 26% in senior secondary schools. If the starting age is at 7 as is the current practice, the net enrollment rates are 73% in primary, 25% in junior secondary, and 17% in senior secondary. If the starting age is at 6 as proposed, the net enrollment rates are 64% in primary, 16% in junior secondary, and 7% in senior secondary. Repetition and dropout rates are high in junior secondary as in primary education. There are no great differences between boys and girls, although girls are more persistent in schools with lower repetition and dropout rates and higher promotion rates. Senior secondary education has lower dropout and repetition rates than primary and junior secondary because students who move up to that level are more persistent and also tend to come from wealthier families who do not need their labor to support the family. The Government is trying to address this issue with the involvement of communities including through Parent-Teacher Associations.

Public Schools: The Ministry will continue to improve access to secondary education through expansion of capacity and provision of scholarships to students from poor families including orphans and ex-combatants (veterans). This would enable older primary school children with necessary skills to enroll in the grade suitable for their age in junior secondary education, who hitherto were unable to do so due to a shortage of space and teachers in junior secondary schools. It would help maintain the transition rate from primary to secondary to accommodate the increasing number of students coming out of primary education; eventually provide education opportunity to adolescents; and preempt the problems of youth-at-risk (which would have implications for crime and violence and for public expenditures on police and correctional services).

At the same time, improvements in the quality of secondary education through teacher training and more relevant curriculum will be pursued in order to impart the necessary skills and attitudes that would make them productive citizens.

Church-run schools: These schools play a relatively larger role in secondary education, both in terms of quality and quantity, as compared to that in primary education. Government budgetary constraints are a significant factor in continuing support to these schools. However, the option of providing extra spaces to cater to the increasing demand for secondary education, including those that may be forced to move to public schools due to a decline in Government support to Church-run schools is recognized. Accordingly, additional resources will be located to assist the Church-run schools with textbooks, supplies and teachers' salaries.

c. Vocational Education

There are two Government operated Vocational Training Centers in the country – one at Becora (in Dili) managed by the Ministry of Education, Culture, Youth and Sports (MECYS) and the other at Tiba (on the outskirts of Dili), which is managed by the Secretary of State for Labour and Solidarity (SSLS). In addition, there are a number of other Vocational Training Centers operated by Church groups and NGOs, some of which are being utilized for training



by the SSLS. Further, there are a few Agricultural Training Centers including the one at Natabora, which are managed by the MECYS in cooperation with the Ministry of Agriculture, Fisheries and Forestry. The focus of MECYS will be on providing technical education offering diploma and degree courses to improve the skills of the Timorese in the medium and long-term. At the same time, the SSLS will focus on improving vocational skills through short-term vocational courses (ranging from a few days to a few months) in collaboration with the private sector and civil society organizations.

d. Adult Literacy

The adult population of Timor-Leste has a low level of education and about 46% of the population of all ages has never attended school. Among the age group of 19-29, 31% has never attended school. Among the age group of 30 and above, 72% has never attended school. Among the 19-29 age group that have attended school, 15% have completed Grade 6, 14% Grade 9, and 26% Grade 12. The rates vary among income classes, with those completing Grade 12 ranging from a low of 12% for the poorest 20% to a high of 32% for the richest 20%. Very few go beyond Grade 12, except the richest.

Among the 30 plus age group, 20% completed Grade 6, 13% Grade 9, and 23% Grade 12. The grade level completed by the largest percentage among the poorest is Grade 6; for the richest, it was Grade 12. Almost half (49%) the total population cannot either read or write. More than one-in-three (37%) of those who claim to be able to read have difficulty reading. The younger age group is more literate due to higher levels of educational attainment.

Recognizing that adult literacy is an important ingredient for improving productivity and reducing poverty, the Government has initiated adult literacy programs. However, these have encountered problems due, among others, lack of adequate resources and teachers and high dropout rates. The MECYS intends to rejuvenate the adult literacy programs and extend literacy classes in tandem with other livelihood skills training (e.g. weaving, agriculture and animal husbandry). Further, support will be provided to communities to organize adult literacy classes using educated youth in the communities/areas as teachers. Also, civil society organizations will be encouraged and supported to organize, continue and expand their adult literacy programs.

PROMOTING HEALTH

Extension of access to basic health services through increasing the number of mobile clinics and / or health posts in inaccessible areas.

The objective is to bring services closer to the people and respond to their most frequent complaints. The existing benchmark for access is a maximum of a two-hour walk to reach the nearest health facility. People claim that they don't get such access.

At present, the number of health personnel is limited, as are transport facilities. Under the circumstances, two main options will be considered. The first involves increasing the number of health posts (fixed facilities) and the second, increasing the number of mobile clinics. The latter may not work in the rainy season. One possibility is to phase out mobile facilities, replacing them with fixed facilities. This may be carried out gradually in the medium and long-term. It has significant implications for capital and operating costs. The Ministry of Health is in the process of replanning the available resources.



Some proposals for consideration in the Health Sector in the Stability Program are:

- ✍ Community-based health services to be provided by trained community health workers, who could be youth or young adults with some education. They would receive short-term training in diagnosing and administering to common (minor) ailments such as cold, cough and fever. The activity should be promoted through Church or civil society organizations to avoid the risk of getting the community health workers (para-medics) on the Government payroll. There are some successful pilot experiences in Aileu, Same and Liquica on these types of activities which may be suitable for replication in other areas/districts. Church organs and other civil society organizations will be supported to prepare communities. Ministry of Health personnel, in collaboration with Church and other civil society organizations with appropriate capacity, will provide basic training to community health workers. Ministry of Health will supply Health Kits to the community health workers and replenish them as appropriate.
- ✍ To improve the mobility of existing health personnel for service delivery, additional transport facilities such as horses and motorcycles with necessary support for operation and maintenance would be provided.
- ✍ Two-way radios in the communities/villages (sucos) will be provided and operated by the Ministry of Internal Administration to get emergency medical help. Health centers, posts and mobile clinics are already equipped with such radio communication facilities.
- ✍ Health professionals will be encouraged to be leaders in their communities

SPECIAL SITUATION OF THE ENCLAVE OF OECUSSI

The lack of access to markets is an overriding constraint facing the people in Oecussi. Access to East Nusa Tenggara (NTB) or West Timor, which has been the traditional market and transit point (e.g. Kupang) for the products and services generated in Oecussi is virtually non-existent. The district is largely cut off from the rest of Timor-Leste with no regular ferry service and travel by land through West Timor is unsafe. The UN operates air services (fixed wing and helicopter) primarily to serve the UN PKF and other personnel and there is inadequate capacity (space) to cater to the ordinary citizens.

Similarly communications within Oecussi and with the outside including the rest of Timor-Leste is lacking. The existing Government systems are confined to Oecussi town and have very limited range (about 100 meters?). The UN facilities (PKF and UN Police) are the sole means for communication within Oecussi and with outside. It is necessary to put in place Government and/or private sector communications facilities before the withdrawal of the UN from Oecussi.

Local markets in the district are flooded with goods from West Timor/Indonesia and local businesses complain that they can't compete with the imports not only in urban centers but also in the sub-districts. A number of income and employment generation schemes have been promoted by civil society organizations and projects/programs funded by bilateral donor and TFET. The success of these initiatives depends critically on their ability to market the products and services or access to markets. Many of the initiatives are said to face difficulties in marketing their products due to lack of access to the markets in West Timor and lack of transport and high transport costs to send the goods to Dili or other parts of East Timor.



At least two options are available to address the constraints. The first involves negotiations with Indonesia [including the local authorities in NTB such as the *Bupati* and those who control the border (TNI)] to allow traditional export of such items as garlic, onions and cattle and movement of people from Oecussi to West Timor with minimal restrictions. A second option is to provide regular and reliable ferry service linking Oecussi to the rest of Timor-Leste at affordable prices. This may involve state subsidy, but can be justified on the basis of providing essential service (like roads) to an integral part of the nation. Action on both options (fronts) would be necessary to put the economy of Oecussi back on a sustainable growth path. Action on these should precede any new initiatives on income and employment generation.

The income and employment generation activities for which support under the Stability Program would be appropriate include the following:

- ✍ Garlic and onion production to supply to the rest of Timor-Leste and export to Indonesia;
- ✍ Improving rice yields and production to meet local demand (largely substitution for imports from Indonesia);
- ✍ Small-scale agro-processing including improved rice milling;
- ✍ Tourism development to cater to visitors from Indonesia (NTB), other parts of Timor-Leste and from other countries;
- ✍ Bricks and other construction materials to supply local market;
- ✍ Furniture to supply local market;
- ✍ Other small-scale industries and services;
- ✍ Strengthen the new Vocational Training Center established by a civil society organization;
- ✍ Aquaculture;
- ✍ Production of eucalyptus oil; and,
- ✍ Re-planting of sandalwood.

A number of other activities to be implemented in all districts under the Stability Program will also be implemented in Oecussi.

INDICATIVE COSTS AND FINANCING MODALITIES

Indicative Costs

The indicative costs of the various components of the Stability Program are presented in the following. Implementation of some of the activities within the ambit of the Government while the others depend critically on the active participation of other stakeholders including the beneficiary groups, communities and civil society organizations including the Church.

As a result, it is more difficult to provide cost estimates on the latter.



Table 1. Indicative Costs of Stability Program

Area/Component	Indicative Costs (in thousands of dollars)		
	FY02-03	FY03-04	Total
1. Governance Area			
a) Strengthening the respective institutions of the State and legitimizing the local authorities at the Suco level first.			
i) Election of Chef de Sucos	975	250	250
ii) Block grants		2,105	3,080
iii) Local development fund	100	5,000	5,000
iv) Other		500	600
Sub-total	1,075	7,855	8,930
b) Strengthening the administrative capacities of the justice system including both customary and formal systems to improve service delivery		3,650	3,650
c) Strengthening the capacities of the institutions responsible for internal and external security (including appropriate equipment for communication and transport for Police) and Defense.			
i) Police		5,000	5,000
ii) Defense		150	150
Sub-total		5,150	5,150
d) Open Governance		200	200
Governance Area Total	1,075	16,855	17,930
2. Stability Area			
a) Job creation will be part of all programs in every sector, with particular emphasis on youth and ex-combatants			
i) Job Creation		2,330	2,330
ii) Vocational Training		2,100	2,100
iii) Organisation of Cooperatives		350	350
iv) Communications		1,175	1,175
Stability Area Total		5,955	5,955
3. Planning for Poverty Reduction			
a) Agriculture		6,420	6,420
b) Food Security		10,000	10,000
c) Developing trade through cooperatives			
i) Domestic Trade		150	150
ii) Import of basic goods		250	250
iii) Export of niche commodities		100	100
Sub-total		500	500
d) Improving Education			
i) Primary Education			
Community Schools		250	250
Church Schools		500	500
ii) Secondary Education			
Church schools		1,250	1,250
Education Sub-total		2,000	2,000
e) Promoting Health			
i) Community health services		150	150
ii) Support to health personnel		450	450
Health Sub-total		600	600



f) Special Situation of the Enclave of Oecussi			
i) Transport (Ferry)		1,000	1,000
ii) Communications		750	750
iii) Other support services		680	680
iv) Sub-total		2,430	2,430
Planning for Poverty Reduction Total		21,950	21,950
Grand Total	1,075	44,760	45,835

Financing Modalities

Most of the costs presented in Table 1 are over and above those included in the FY2003/04 CFET budget requests presented by the Ministries and Agencies. Assistance from development partners is needed to cover most of the costs. The resources required in the balance of FY2002/03 will be mobilized from the current year CFET Budget. The funding for some components or subcomponents for the following 15 months in FYs 2003/04 and 2004/05 could be accommodated through adjustments in ongoing bilateral and multilateral programs and projects. New assistance for other activities under the Stability Program could be made available through a range of funding modalities including the following: (i) direct funding through Government, (ii) channeling the funds through an intermediary such as a multilateral agency, (iii) direct funding by development partner(s), and (iv) a combination of two or more above options.

The Government accords the highest priority to implementation of the activities proposed under the Stability Program. It welcomes support from development partners for the Stability Program under modalities most appropriate to the activities and in tune with the preferences of the partners.

IMPLEMENTATION AND COORDINATION

The Stability Program will be coordinated by the Council of Ministers. Inter-Ministerial Sub-committees will be set up to facilitate day-to-day coordination of activities in different areas of the Program [i.e. on Governance, Stability (Job Creation) and Development].

Implementation of the Program will be carried out by line Ministries and Agencies in collaboration with private sector, civil society organizations (including the Church) and communities. The emphasis will be on strengthening and utilizing existing Government and other stakeholder institutions and mechanisms as much as possible.

RISKS

Political commitment by the Council of Ministers to the Stability Program is clear and many of the activities proposed under the Program have been successfully piloted in the country. However, implementation of the Program may encounter a number of risks. These are discussed in the following:

- ✍ It is necessary for the Ministries and Agencies to work together on a number of activities. This is new for most of them and requires significant coordination and interface between their activities. Overall coordination of the activities at the national level is to be facilitated through inter-ministerial committees or working groups. District and Sub-district Administrators would carry out coordination at the district and sub-district levels.



- ✍ Implementation of some of the activities involves the active participation of and partnerships with civil society organizations including the Church as well as communities and beneficiary groups. While experience on such partnerships is available from pilot projects, many Government officials have limited orientation and exposure to and experience in nurturing them. It will require understanding (including attitudinal change) capacity and commitment to promote such partnerships. Training and technical assistance are included under the Program to facilitate this process.
- ✍ Several components in the Stability Program entail entrusting funds and provision of equipment and supplies to beneficiary groups and civil society organizations. Appropriate mechanisms for ensuring transparency and accountability in these transactions are essential. Examples of these are available from successful pilot projects in the country and will be drawn upon as appropriate.
- ✍ Legitimising *Chefe de Sucos* and empowering them as well as the Sub-district and District Administrators is a new initiative. It too requires appropriate mechanisms for ensuring transparency and accountability, especially in the use of block grants. The criteria for use of the funds including eligible activities in each district will be determined in consultation with the people to cater better to local needs and priorities. Information about the block grants and their utilization will be made available widely to the public to ensure accountability to the people.
- ✍ The Stability Program requires substantial additional resources outside the CFET budgets. Adequate assistance from development partners is necessary to mobilize the funds. The proposed policy dialogue with development partners (in the context of formulation of their country assistance strategies) scheduled for April 2003 would provide an opportunity to seek the latter's interest in and commitment to provide the funds.

Overall, the Stability Program, which is somewhat ambitious when viewed in the context of the Government's capacity and implementation performance so far, can be implemented in partnership with other stakeholders, with appropriate resource support and technical assistance.

REPORTING AND MONITORING

Progress on implementation of the activities under the Program will be through the Quarterly Reporting Matrices (QRMs) as the Stability Program will be an integral part of the Government's Annual Action Plans (AAPs). Monitoring indicators by Program component/sub-component will be specified in consultation with the Ministries and Agencies.²² The Program will be monitored by the Council of Ministers each quarter and more frequently, if the need arises.

Line Ministries and Agencies will monitor the activities through normal administrative channels. Any constraints encountered will be resolved either at the individual

²² Examples of indicators include reduction in number of security incidents, reduction in backlog of pending cases in the judicial system, number of jobs created, number of people trained and number employed, increases in rice production, increases in primary and secondary enrolment, and increases in number of cases attended by health personnel. Given the short 18-month duration of the Program, it will be more difficult to capture its impacts, which take a longer time to show up in the data.



Ministry/Agency or by the concerned Inter-Ministerial Sub-committee, as appropriate, and reported to the Council of Ministers each quarter.

An overall review of the program will be undertaken in the Third Quarter of FY2003/04. This would be based on a survey of and/or focus group discussions with beneficiary groups. The results including follow-up actions will be discussed with key stakeholder representatives.



Programme Matrix



República Democrática de Timor-Leste

Programme Matrix

Road Map -- Annex 3

Ministries (and SS)	FY 02-03		Ministries (and SS)	FY 03-04			FY 04-05			FY 05-06			FY 06-07			Totals (4-year)
		Combined		CFET	T-B-A	Combined	CFET	T-B-A	Combined	CFET	T-B-A	Combined	CFET	T-B-A	Combined	
Ministry of Agriculture, Fisheries and Forestry (MAFF)		25,266,000	Ministry of Agriculture, Forestry and Fisheries (MAFF)	1,637,005	9,505,700	17,722,705	1,831,985	7,656,450	9,488,435	2,166,435	4,500,000	6,666,435	2,351,300	2,600,000	4,951,300	38,828,875
Ministry for Economic Affairs and Planning		7,497,000	Ministry for Development and Environment (MDE)	500,682		1,575,682	522,000		522,000	549,000		549,000	564,000		564,000	3,210,682
Office of Tourism, Environment and Investment	5,136,000		Secretary of State for Tourism, Environment and Investment (SSTEI)													
Office of Mineral Resources and Energy	2,361,000		Secretary of State for Energy and Mineral Resources (SSEMR)													
Ministry of Education, Culture, Youth and Sports (MECYS)		45,812,000	Ministry of Education, Culture, Youth and Sports (MECYS)			53,530,000			49,310,000			46,730,000			45,420,000	194,990,000
			Secretary of State for Education, Culture, Youth and Sports (SSECYS)													
Ministry of Foreign Affairs and Cooperation		1,187,000	Ministry of Foreign Affairs and Cooperation (MFAC)	1,515,000	2,547,000	4,062,000	1,507,000	2,313,000	3,820,000	1,679,000	155,000	1,834,000	1,717,000	155,000	1,872,000	11,588,000
Ministry of Health (MOH)		30,185,000	Ministry of Health (MOH)			24,690,000			28,590,000			15,300,000			15,240,000	83,820,000
Ministry of Internal Administration (MIA)		21,926,000	Ministry of Interior (MOI)	640,344		18,740,344	641,196		13,241,196	699,356		14,849,356	699,356		15,299,356	62,130,252
East Timor Police Service	10,031,000															
Department of Internal Administration	11,895,000															
Ministry of Justice (MOJ)		9,160,000	Ministry of Justice (MOJ)	986,000		4,846,000	1,009,000		1,169,000	1,015,000		1,175,000	1,045,000		1,205,000	8,395,000

Programme Matrix

Road Map -- Annex 3

Ministries (and SS)	FY 02-03		Ministries (and SS)	FY 03-04			FY 04-05			FY 05-06			FY 06-07			Totals (4-year)
		Combined		CFET	T-B-A	Combined	CFET	T-B-A	Combined	CFET	T-B-A	Combined	CFET	T-B-A	Combined	
Office of the Inspector-General	634,000		Office of the Inspector-General													
Promotion of Equality	288,000		Office of the Promotion of Equality													
Independent Electoral Commission	2,087,000															
Banking and Payments Authority (BPA)	221,000															
East Timor Defense Force	6,600,000															
			Secretary of State for Parliament Affairs (SSPA)													
			Capacity Development Coordination Unit													
			Timor Sea Office													
			National Security Service of the State (NSSS)													
			Secretary of State for the Council of Ministers (SSCOM)			0			0			0			0	
Office of Trade and Industry		367,000	Secretary of State for Commerce and Industry (SSCI)	239,000		274,000	273,000		273,000	297,000		297,000	310,000		310,000	1,154,000
			Secretary of State for Defence (SSD)	6,586,000		8,736,000	6,811,000		6,811,000	6,811,000		6,811,000	6,811,000		6,811,000	29,169,000
Secretary of State for Labour and Solidarity (SSLS)		10,850,000	Secretary of State for Labour and Solidarity (SSLS)	1,020,215		17,233,553	1,049,400		2,817,150	1,126,050		2,855,050	1,210,650		3,040,150	25,945,903
			Secretary of State for National Security (SSNS)			50,000			30,000			30,000			30,000	140,000

Programme Matrix

Road Map -- Annex 3

Ministries (and SS)	FY 02-03		Ministries (and SS)	FY 03-04			FY 04-05			FY 05-06			FY 06-07			Totals (4-year)
		Combined		CFET	T-B-A	Combined	CFET	T-B-A	Combined	CFET	T-B-A	Combined	CFET	T-B-A	Combined	
			Independent Electoral Commission (IEC)			86,500			66,500			72,000			131,500	356,500
			Banking and Payments Authority (BPA)	1,602,000		1,602,000			0			0			0	1,602,000
Total		223,164,000	Total			272,933,880			214,385,175			180,944,691			173,939,926	842,203,672

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: General Administration</i>														
n.a.	1. Staffing													
	a. Core Administrative Staff (MAFF)	69,000	0	69,000	69,000	0	69,000	69,000	0	69,000	69,000	0	69,000	276,000
	b. Administrative Support for 3 Regions & Districts	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	120,000
n.a.	2. Operational Support													
	a. Finance and Budget	132,000	63,000	195,000	132,000	0	132,000	132,000	0	132,000	132,000	0	132,000	591,000
	b. Procurement and Logistics	175,000	0	175,000	175,000	0	175,000	175,000	0	175,000	175,000	0	175,000	700,000
	3. Policy and Planning													
1	a. Policy Development and Links with other ministries	15,000	130,000	145,000	15,000	130,000	145,000	15,000	0	15,000	15,000	0	15,000	320,000
9	b. Donor/NGO Coordination	15,000	50,000	65,000	15,000	50,000	65,000	15,000	0	15,000	15,000	0	15,000	160,000
	4. Capacity Building for Ministry Staff	50,000	150,000	200,000	50,000	150,000	200,000	50,000	0	50,000	50,000	0	50,000	500,000
<i>Program: Irrigation</i>														
	1. Support to Communities for:													
4	a. Community Irrigation and Roads	113,765	165,000	278,765	77,765	0	77,765	73,765	0	73,765	66,000	0	66,000	496,295
7	b. Water Users' Associations	20,000	25,000	45,000	10,000	15,000	25,000	15,000	0	15,000	15,000	0	15,000	100,000
16	c. Water Harvesting	40,000	0	40,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	190,000
	2. Rehabilitation and Maintenance of Major Schemes													
24	a. Rehabilitation	5,000	3,780,700	3,785,700	17,000	3,764,700	3,781,700	18,000	1,900,000	1,918,000	0	0	0	9,485,400
15	b. Maintenance and Repair	0	0	0	50,000	0	50,000	50,000	0	50,000	150,000	0	150,000	250,000
SP	3. Community irrigation			450,000			0			0			0	450,000
SP	4. Stabilization of run-of river system's for irrigation			200,000			0			0			0	200,000
<i>Program: Crops</i>														
	1. Support to Communities for Integrated Farming Systems:													
6	a. Food Production	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	200,000
9	b. Commercial and Industrial Crops	40,000	0	40,000	44,000	0	44,000	47,000	0	47,000	51,700	0	51,700	182,700
22	c. Post-Harvest and Marketing	25,000	0	25,000	27,500	0	27,500	28,000	0	28,000	30,800	0	30,800	111,300
24	d. Support to Farmers' Associations	36,100	521,000	557,100	39,710	0	39,710	40,000	0	40,000	42,000	0	42,000	678,810

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
SP	e. Coffee plantation-renovation through replanting of new coffee crops			500,000			0			0			0	500,000
SP	f. Increasing rice and vegetable production through access and utilization of fertilizer in irrigated areas			850,000			0			0			0	850,000
SP	g. Improving the storage processing and marketing of food crops			400,000			0			0			0	400,000
SP	i. Developing oil palm (nucleus estate) plantations in cooperation with the private sector			100,000			0			0			0	100,000
SP	j. Procuring and distributing oil extraction machine for copra and candlenut to cooperatives and farmers' groups (Pilot project)			100,000			0			0			0	100,000
SP	k. Developing trade through cooperatives, including domestic trade, the import of basic food products and the export of local products			500,000			0			0			0	500,000
SP	l. Development of agro-tourism			200,000			0			0			0	200,000
SP	m. Development of value added agriculture product for domestic market and possibly for export			400,000			0			0			0	400,000
SP	n. Animal traction			100,000			0			0			0	100,000
SP	o. Garlic and onion production -- Special situation of the enclave of Oecussi			10,000			0			0			0	10,000
SP	p. Improving rice yields			100,000			0			0			0	100,000
SP	q. Small scale agro processing including improved rice-milling			50,000			0			0			0	50,000
37	2. Data Collection and Analysis	15,000	0	15,000	16,500	0	16,500	17,000	0	17,000	18,000	0	18,000	66,500
SP	3. Promote and develop cooperative													
SP	a. Establish and implement a revolving rural credit system			1,250,000			0			0			0	1,250,000
SP	b. Training youth for managing cooperatives in sucos and postos			100,000			0			0			0	100,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Geography and Cadastre</i>														
19	1. Land Use Survey	40,000	0	40,000	50,000	0	50,000	65,000	0	65,000	75,000	0	75,000	230,000
23	2. Border Demarcation	40,000	0	40,000	35,000	0	35,000	40,000	0	40,000	50,000	0	50,000	165,000
35	3. Geodetic Points Densification	38,000	0	38,000	39,000	0	39,000	58,000	0	58,000	50,000	0	50,000	185,000
<i>Program: Fisheries</i>														
2	1. Licensing and Regulations	10,000	150,000	160,000	10,000	200,000	210,000	15,000	100,000	115,000	20,000	100,000	120,000	605,000
24	2. Monitoring, Control and Surveillance of Marine Resources	20,000	150,000	170,000	20,000	150,000	170,000	25,000	200,000	225,000	30,000	100,000	130,000	695,000
2	3. Support to Communities for Fisheries (community based management; aquaculture)	45,000	100,000	145,000	50,000	100,000	150,000	55,000	100,000	155,000	60,000	100,000	160,000	610,000
20	4. Marine Protected Areas	20,000	50,000	70,000	15,000	50,000	65,000	20,000	50,000	70,000	20,000	200,000	220,000	425,000
29	5. Collaboration with Private Sector for Fisheries Industry Development	10,000	1,500,000	1,510,000	15,000	1,000,000	1,015,000	20,000	1,000,000	1,020,000	25,000	1,000,000	1,025,000	4,570,000
32	6. National Hatchery Management	20,000	50,000	70,000	25,000	75,000	100,000	30,000	100,000	130,000	35,000	100,000	135,000	435,000
41 / 33	7. Fisheries Stock Assessment and Data Collection (Assessment, Survey and Studies - 41; Fisheries Statistics - 33)	30,000	1,300,000	1,330,000	40,000	1,500,000	1,540,000	50,000	1,000,000	1,050,000	60,000	1,000,000	1,060,000	4,980,000
SP	8. Promote offshore fisheries through foreign direct investment and possibly joint ventures			150,000			0			0			0	150,000
SP	9. Improve storage and marketing of fish			100,000			0			0			0	100,000
<i>Program: Forestry</i>														
18	1. Support to Communities for Forest and Watershed Management	72,760	200,000	272,760	80,950	200,000	280,950	95,120	0	95,120	126,200	0	126,200	775,030
28	2. Community Partnerships in Commercial Forestry	43,520	0	43,520	55,450	0	55,450	75,450	0	75,450	75,900	0	75,900	250,320
6	3. Protected Natural Areas (PNA)	43,520	0	43,520	46,330	0	46,330	54,810	0	54,810	54,900	0	54,900	199,560
11	4. Regulation and Policy	28,560	0	28,560	11,020	0	11,020	18,570	0	18,570	40,400	0	40,400	98,550
14	5. Forest Protection/Forest Guardians	28,360	0	28,360	29,940	0	29,940	50,860	0	50,860	38,000	0	38,000	147,160
30	6. Forest Inventory	20,800	0	20,800	22,320	0	22,320	48,360	0	48,360	24,400	0	24,400	115,880

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
SP	7. Promote forest re-planting			300,000			0			0			0	300,000
SP	8. Promoting the replanting of new coconut varieties in agriculturally neglected areas			120,000			0			0			0	120,000
<i>Program: Livestock</i>														
	1. Prevention and Eradication of Livestock Diseases:													
16	a. Vaccination	37,370	235,000	272,370	134,500	134,500	269,000	290,000	0	290,000	324,000	0	324,000	1,155,370
33	b. Village Livestock Workers/Service and Treatment	37,250	430,000	467,250	60,000	137,250	197,250	50,000	50,000	100,000	50,000	0	50,000	814,500
40	c. Inspection and Regulation	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	20,000
12	2. Support to Communities for Livestock Production and Development	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	200,000
31	3. Livestock Statistics/Data Collection	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000
SP	4. Promote cattle production- cooperative			400,000			0			0			0	400,000
SP	5. Promoting dairy cooperative			200,000			0			0			0	200,000
SP	6. Cattle raising (free range and feedlot) -- Special situation of the enclave of Oecussi			50,000			0			0			0	50,000
<i>Program: Research and Extension Center</i>														
	1. Research and Laboratory													
33	a. Laboratory Services	15,000	116,000	131,000	15,000	0	15,000	18,800	0	18,800	18,800	0	18,800	183,600
39	b. Research and Development	10,000	0	10,000	15,000	0	15,000	15,200	0	15,200	15,200	0	15,200	55,400
	2. Information and Extension			0		0	0		0	0		0	0	0
4	a. Information	25,000	190,000	215,000	27,000	0	27,000	27,000	0	27,000	27,000	0	27,000	296,000
12	b. Extension Support	20,000	0	20,000	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	89,000
37	3. Agricultural Land Use and Geographic Information System and Agro-Climatologic Information	21,000	0	21,000	24,000	0	24,000	24,000	0	24,000	24,000	0	24,000	93,000
<i>Program: Quarantine</i>														
24	1. Quarantine Legislation	10,000	100,000	110,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	140,000
21	2. Quarantine Services	55,000	50,000	105,000	45,000	0	45,000	47,500	0	47,500	50,000	0	50,000	247,500
	Total	1,637,005	9,505,700	17,772,705	1,831,985	7,656,450	9,488,435	2,166,435	4,500,000	6,666,435	2,351,300	2,600,000	4,951,300	38,878,875

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Division of Investment</i>		57,682	0	57,682	68,000	0	68,000	68,000	0	68,000	85,000	0	85,000	278,682
4	1. Investment Promotion													
	a. Investment Service Center (one-stop Shop)													
	b. Liaison with Tourism to Support National Tourism Board													
	c. Industrial Products and Trade Exposition Center													
	d. Investment Promotion for Regional Trading Partners													
	e. Promotion project to include East Timor in Foreign Databases													
	f. Production of Investment Promotion Literature													
	g. Production of Website for Investment promotion													
	h. Marketing of East Timor's Investment opportunities													
	i. Promotional packages for investors													
	j. Small Enterprises Project I and II Business Skills Training													
	k. SEP II Market Rehabilitation Project													
	l. ADB Micro-finance Development Project													
	m. Conference and Media interface project													
SP	n. Investor brochure			50,000			0			0			0	50,000
1	2. Policy and Regulatory Development													
	a. Enactment of a Foreign Investment and Company Law													
	b. Foreign Investor Registry system													
	c. Processing system for applications and certifications													
	d. Coordination of investment with Customs and Trade													
	e. Licensing requirements for foreign enterprises													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
SP	f. Preferential trade arrangements			50,000			0			0			0	50,000
4	3. Divisional Training and Development													
	a. Capacity Building for foreign language materials													
	b. Technical assistance for promotion of foreign investment													
	c. SEP II Civil Service Economic Policy Skills Training													
	d. Technical Assistance for FDI processing and management													
2	4. Foreign Investment Management													
	a. Foreign Investment Database													
	b. Foreign Investment Certification													
	c. Feasibility Studies for Investment Sectors													
	d. Feasibility Studies for Major Capital Foreign Investments													
	e. Investment Coordination for Industrial Zones													
	f. Joint Projects for Seaport and Airport Development													
SP	g. Investment Forums			50,000			0			0			0	50,000
<i>Program: Division of Tourism</i>		65,000	0	65,000	72,000	0	72,000	87,000	0	87,000	87,000	0	87,000	311,000
	1. Tourism Promotion													
	a. Website development for tourism promotion													
	b. Multimedia materials and public relations activities													
	c. Packaged feasibility studies for FDI in Tourism													
	d. Interactive and internal databases on Tourism attractions													
	e. Visitor and touris reception centers													
	f. Dissemination of Tourism information through overseas missions													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	g. Establishment of Tourism Statistics Systems and Database													
	h. Accede to World Trade Organization													
	i. Support for the establishment of Tourism Business Association													
SP	j. Tourism Development -- Special situation of the enclave of Oecussi			75,000			0			0			0	75,000
	2. Policy and Regulatory Development													
	a. Creation of National Tourism Board													
	b. Legal and regulatory framework for tourism													
	c. Tourism policy framework													
	d. Joint planning on airport tourist facilities													
	e. Joint planning for seaport tourist facilities													
	f. Strategic planning for resort and coastal development													
	g. Cooperative projects on water and sanitation with public works													
	3. Divisional Training and Development													
	a. Training materials, seminars and workshops on tourism													
	b. Overseas capacity building training													
	c. Technical assistance for sector planning skills													
	d. Establishment of a tourism-related performing arts center													
	e. Prepare and manage hospitality training													
	f. Workshop and seminar materials database													
	<i>Program: Division of Environment</i>	86,000	0	86,000	132,000	0	132,000	133,000	0	133,000	134,000	0	134,000	485,000
	1. Environment Regulation													
	a. Establishment of EIA regulations and pollution supervision													
	b. Establishment of Watershed and Beach policy													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Establishment of National Environment Policy													
	2. Divisional Training and Development													
	a. Short EIA study courses in Indonesia													
	b. Portuguese and English Language Training													
	c. Capacity Building workshops for District Development Officers													
	d. Environmental supervision and Chemical Training for Laboratory staff													
	e. Environmental Administration Management Course													
	f. Other environmental training courses													
	3. Environmental assessment, monitoring and investigation													
	a. Reduction of pollution in Dili and urban areas													
	b. Establishment of environmental laboratory													
	c. Preparation of Licensing and Pollution standards for business and government													
	d. Environmental Impact Assessment and Monitoring													
	4. Environmental Awareness and Education													
	a. Production of brochures, posters and other materials about the Environment and Division activities													
	b. World Clean-up Day													
	c. Local campaign for protection of threatened species													
	5. Protection and Conservation of Natural Resources and Biodiversity													
	a. Establishment and management of inter-departmental environmental working groups													
	b. Undertake baseline research on natural resources and biodiversity													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	<i>Program: Division of Mineral Resources and Energy Policy</i>	89,000	0	89,000	131,000	0	131,000	152,000	0	152,000	153,000	0	153,000	525,000
1	1. Institutions and Capacity Building of Public and Private Sector													
	a. Institutional Development													
	1) Provision of financial resources/budget to raise the organization													
	2) Planning, designing and operationalizing the													
	3) Recruitment of local staff and placement of international staff													
	4) Allocation of office space													
	5) Procurement of office equipment/transport, etc.													
	6) Technical laboratory equipment and database development with support from USAID													
	7) Technical library and Map cell													
	b. Capacity Building													
	1) Assessment of the public and private sector existing capacity vis-a-vis the skills need and identifying the gap.													
	2) Public sector skill and capacity building through in-house training, out-of-country specialized training and hands-on apprenticeships													
	3) Developing a core mass of 20 East Timorese in the critical areas of expertise for the development of the oil and gas and mining sector													
	4) Commencement of an extensive and dynamic private sector skills and capacity building training for East Timorese enabling them to benefit from the emerging employment opportunities from the mining and oil and gas sector development													
2	2. Putting in place enabling legal and regulatory framework													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	a. Mining and oil and Gas laws and legal regimes													
	1) Enabling legal and regulatory framework for Mining Law and Petroleum Law													
	b. Mining and oil and Gas Sector Management Systems and Procedures													
	1) Enabling legal and regulatory framework for Mining System and Procedure and Petroleum System and Procedure													
	3. Sectoral Development and Promotion													
	a. Survey, mapping and reliable, relevant and representative inventory of the Mining and Oil and Gas Resource Base													
	b. Mineral Resources potential promotion													
	<i>Program: Administration and Finance</i>	49,000	0	49,000	27,000	0	27,000	25,000	0	25,000	24,000	0	24,000	125,000
	1. Finance													
	2. Administration													
	3. Human Resources													
	<i>Program: Office of Support to Development</i>	154,000	0	154,000	92,000	0	92,000	84,000	0	84,000	81,000	0	81,000	411,000
	1. Company's Training, Information and Capacity Building Section:													
	2. Cooperatives' Support and Attendance Section													
	3. Small and Micro Enterprises' Support and Attendance Section													
	4. Informal Sector and Self-employment Support Section.													

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
SP	5. Cooperatives organization and seed money			350,000			0			0			0	350,000
SP	6. Developing trade through cooperatives including domestic trade, import of basic products and export of local products such as cumin and corra													
SP	a. Cooperatives for domestic trade			150,000			0			0			0	150,000
SP	b. Cooperatives for import of basic goods			250,000			0			0			0	250,000
SP	c. Cooperatives for export of niche products			100,000			0			0			0	100,000
	Total	500,682	0	1,575,682	522,000	0	522,000	549,000	0	549,000	564,000	0	564,000	3,210,682

NDP Priority Programs and sequenced Activities 2003/4 to 2006/7						
Program/Project			2003/4	2004/5	2005/6	2006/7
	Director/Asdir	Priority				
Program 1: Expand Access and Improve Internal Efficiency			18.83	18.98	19.69	20.49
<i>Manage and deliver Early Childhood Education</i>	Jardim da Infância	High/Routine	0.22	0.23	0.23	0.23
<i>Manage and deliver primary education</i>	Ensino Primária	High/Routine	8.25	8.94	9.22	9.41
<i>Manage and deliver lower secondary education</i>	Pre Secundario	High/Routine	2.33	2.94	3.27	3.59
<i>Manage and deliver upper secondary education</i>	Ensino Secundário	High/Routine	1.42	1.85	2.12	2.36
<i>Manage and deliver technical and vocational education</i>	ETV	High/Routine	0.70	0.99	1.00	1.13
Information Campaign on the Importance of Schooling	Ensino Primária	High/03	0.10			
Children Drop-out and Repetition Prevention	Ensino Primária	High/03	2.80	2.80	2.70	2.50
Multi-grade Schools	Ensino Primária	Medium/04		0.10	0.10	0.10
Community-Based Pre-School Development	Jardim da Infância	Medium/04		0.05	0.05	0.05
School Location Planning	Pólítica e Planificação	Medium/04		0.08		
School Health and Nutrition	Ensino Primária	Low/06	1.00	1.00	1.00	1.10
SP Support to Community schools			0.25			
SP Support to Church schools			0.50			
SP Support to Church schools -- Secondary education			1.25			
Program 2: Improve the Quality of Education			20.16	20.13	19.55	18.01
<i>Manage and deliver teacher training</i>	IFCP	High/Routine	0.12	0.11	0.11	0.11
<i>Establishment Parent Teacher associations</i>	Vice Director Geral	High/03	0.05	0.05	0.05	
National Examinations	Exame Nacional	High/Routine	0.30	0.30	0.30	0.30
School Supervision and Improvement	Supervisão	High/Routine	0.05	0.05	0.05	0.05
<i>Introduction of Teaching Diploma</i>	IFCP	High/03	0.30	0.40	0.50	0.50
Teacher and Headmaster Training [IFCP]	IFCP	High/03	0.23	0.42	0.50	0.50
Language of Instruction Development (Tetun and Portuguese)	IFCP	High/03	1.50	1.50	1.50	
Curriculum Review and Development	Curriculo	High/03	0.70	0.30		
Rehabilitation and Capacity Building of the Institute for Continuing Education	IFCP	High/03	0.06			
Fundamental School Quality (TFET2)	FSQP /João Alves	High/03	15.30	15.00	15.00	15.00
International Cooperation and Linkages	Pólítica e Planificação	Medium/03	0.05	0.05	0.05	0.05
100 Schools Project (UNICEF-assisted)	Ensino Primária	Medium/03	1.50	1.50	1.50	1.50
Teachers' Career Development and Welfare	As Professores	Medium/04		0.03		
Textbooks and Teaching Materials Development	Curriculo	Medium/04		0.40		
Redefine Technical-Vocational Education.	ETV	Medium/04		0.03		
Program 3: Build Internal Management Capacity and Improve Services Delivery			2.15	1.78	1.52	1.46
<i>Manage and administer central and district functions</i>	Adm/ Finanças	High/Routine	1.35	1.38	1.42	1.41
<i>Strengthening planning,policy formulation,project devt.monitoring and evaluation</i>	Pólítica e Planificação	High/03	0.10	0.05	0.05	0.05

<i>Establish legislative, regulatory and policy framework for education sector [FSQP]</i>	Política e Planificação	High/03	0.50	0.10	0.05	
Training for Educational Managers	IFCP	High/03	0.10	0.05		
Project to Build Capacity for Policy Formulation, Planning and Project Development	Política e Planificação	High/03	0.05	0.05		
<i>EMIS Development</i>	Política e Planificação	High/03	0.05	0.05		
Warehousing Expansion and Logistics Development.	Administração	Medium/04		0.10		
Program 4: Non-Formal Education and Adult Literacy			0.39	0.44	0.44	0.46
<i>Manage and deliver literacy program</i>	Ensino Não Formal	High/Routine	0.12	0.14	0.13	0.13
Literacy Campaign	Ensino Não Formal	High/03	0.27	0.27	0.27	0.27
Distance Learning Project.	Ensino Não Formal	Medium/03				
Literacy Project for Young Illiterate Women	Ensino Não Formal	Medium/04		0.02	0.04	
Community Reading Centers Project.	Ensino Não Formal	Low/06				0.05
Livelihood project			1.00	1.00	1.00	1.00
Program 5: Develop Tertiary Education			11.23	6.74	4.30	4.27
<i>Manage and deliver tertiary education</i>	Ensino Universitário	High/Routine	10.83	6.14	4.20	4.27
Curriculum Development	Ensino Universitário	High/03	0.40	0.30		
<i>Textbooks and Teaching Materials Development</i>	Ensino Universitário	Medium/04		0.30		
Staff Development	Ensino Universitário	Medium/05			0.10	
Program 6: Promote East Timorese Culture and the Arts			0.28	0.66	0.66	0.26
<i>Manage and deliver cultural program</i>	Cultura	High/Routine	0.13	0.16	0.16	0.16
Survey and Documentation of Traditional Culture/Arts Project	Cultura	High/03	0.12	0.40	0.40	
Institutional Capacity Building for Culture Project	Cultura	High/03	0.03			
Cultural Renewal and Promotion Project	Cultura	Medium/04		0.10	0.10	0.10
Program 7: Promote Youth Welfare	Juventude		0.19	0.29	0.29	0.29
<i>Manage and deliver youth program</i>	Juventude	High/Routine	0.12	0.13	0.13	0.13
Structuring and Institutional Support to Youth Sector Development	Juventude	High/03	0.07	0.07	0.07	0.07
Project to Train Unskilled Youth	Juventude	Medium/04		0.10	0.10	0.10
Program 8: Promote Physical Education and Sports			0.30	0.29	0.29	0.18
<i>Manage and deliver sports program</i>	Desporto	High/Routine	0.15	0.14	0.14	0.13
Structuring and Capacity-Building of Sports Institutions Project	Desporto	High/03	0.10			
Information Campaign Project on the Importance of Physical Education and Sports.	Desporto	High/03	0.05			
Teachers/Coaches Training Project	Desporto	Medium/04		0.05	0.05	0.05
Rehabilitation of Sports Facilities Project.	Desporto	Medium/04		0.10	0.10	
TOTAL			53.53	49.31	46.73	45.42
<p>Notes: 1. Bilateral inputs for programs like the University are not distributed for years after 2003/4 so years after this are understated</p> <p>2. High/Routine indicates that the priority is high and the activity is a core function of the Ministry, other priorities are designated High, Medium or Low with a recommended commencement year added eg High/03 or Medium/04.</p> <p>3. Activities marked in <i>red</i> have been added to the original NDP activities to fill service delivery or priority gaps [see attached justification]</p>						

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Foreign Affairs and Cooperation</i>														
	1. Office of the Director-General	16,000		16,000	15,000		15,000	15,000		15,000	15,000		15,000	61,000
1	a. Establish the Office of the Director-General													
1	b. Provision of policy advice to the Office of the Minister													
1	c. Management of the Ministry													
	2. Bilateral Affairs	76,000		76,000	76,000		76,000	96,000		96,000	76,000		76,000	324,000
1	a. Establishment of 3 embassies													
	b. Accompany Minister and attend official bilateral meetings													
	c. Participate in Joint Ministerial Commission between Timor-Leste and Indonesia to finalize border demarcation													
	d. Capacity Building													
	e. Appointment of 4 honorary consuls													
	f. Construct and fit-out HQ building in Marconi area													
	g. Timor-Leste Embassy support													
	1) Establish office and recruit staff													
	2) Support and liaise with Timor-Leste embassies													
	3) Capacity building													
	3. Multilateral Affairs	70,000		70,000	70,000		70,000	90,000		90,000	270,000		270,000	500,000
1	a. Support Timor-Leste's interests at international events													
	1) UN General Assembly													
	2) CPLP meetings													
	3) Conferences on international issues													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	4) Non-Aligned Movement meetings													
	b. Capacity Building and technical assistance													
	c. Liaise with multilateral agencies (UN, World Bank, ADB, IMF)													
	d. Provision of advice and technical assistance on matters of Multilateral to the Presidency, Prime Minister's Office, MFAC and other relevant ministries													
	e. Organise payment of annual contribution fees and ensure other requirements are met for the membership in the international bodies (UN, UNESCO, UNICEF, WHO, CPLP, NAM)													
	f. Application for the membership of the international bodies (UNCTAD, LDC, WTO, UNIDO, ILO, FAO, ICAO, UPU, ITU, WMO, IOM, WIPO)													
	g. Divisional Promotion													
	4. Protocol	57,000		57,000	55,000		55,000	89,000		89,000	67,000		67,000	268,000
	a. Organizing official visits of officials to Timor-Leste													
	b. Organizing the presentation of credentials of foreign ambassadors to Timor-Leste													
	c. Organizing the presentation of credentials of Ambassadors of Timor-Leste for foreign countries													
	d. Organizing national events (sworn in ceremony for Government members, official receptions, national days, etc. provisionally under protocol responsibility)													
	e. Issuing diplomatic passports													

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	f. Issuing ID card for diplomatic consular and international organization staff. Regular process													
	g. Recommendation for the issuance of car plates for diplomatic, consular and international organizations' official cars													
	h. Issuing recommendation for diplomatic exemption tax (ref Vienna Convention)													
	i. Issuing of recommendations for aircraft clearance													
	j. Co-organizing security service for diplomatic mission, international organization, accredited in Timor-Leste and for official foreign visitors													
	k. Development and enhancement of protocol guidelines for diplomatic and consular corps													
	l. Provision of advice and technical assistance on matters of protocol to the Presidency, Prime Minister's Office, MFAC and other relevant ministries													
	m. Maintain and publish diplomatic contact list. Regular process; annually reviewed.													
	n. Capacity building and technical assistance													
	5. Regional Affairs	24,000		24,000	24,000		24,000	44,000		44,000	24,000		24,000	116,000
	a. Accompany Minister and participate in regional meetings -- Southwest Pacific Dialogue Forum, Pacific Islands Forum, ASEAN, ACP/EU Cotonou Agreement, ASEAN Regional Forum and others													
	b. Capacity Building													

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Divisional promotion													
	d. A comprehensive study on future direction of Southwest Pacific Dialogue (SwPD)													
	d. Cooperation and Economic Affairs													
	6. Legal, Treaties and Human Rights Affairs	21,000		21,000	21,000		21,000	41,000		41,000	21,000		21,000	104,000
	a. Complete ratification of international treaties which are still in process in the National Parliament													
	b. Draft national legislation on deposited international treaties													
	c. Finalize all country agreements													
	d. Provide policy advice on proposed international treaties to the MFAC, COM and the National Parliament													
	e. Information campaigns on proposed international treaties to civil society													
	f. Capacity building and TA													
	g. Participate in Joint Ministerial Commission between Timor-Leste and Indonesia and other related meetings concerning legal (such as border demarcation) and human rights													
	h. Provision of legal advice to Ministry													
	i. Research, Planning and Development office													
	7. Public Affairs	25,000		25,000	25,000		25,000	45,000		45,000	25,000		25,000	120,000
	a. Capacity building and TA													
	b. Provision of press releases (including planned activities of the Minister)													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Interaction with civil society -- to include the preparation and publishing of newsletters (external and internal) outlining activities and achievements of the Ministry, Minister and Vice Ministers													
	d. Provide support to the Minister, Vice-Ministers and Director-General on all matters concerning public affairs													
	e. Finalize the establishment of the MFAC media office													
	f. Monitoring of media coverages on a daily basis													
	g. Development of policy for the MFAC and COM on the establishment of a Government Public													
	h. Coordinate and prepare media interviews for the Minister, Vice-Minister and the Director-General													
	i. Organize and coordinate public events													
	8. Consular Affairs	27,000		27,000	26,000		26,000	46,000		46,000	26,000		26,000	125,000
	a. Submit, adopt and approval of Consular related conventions and regulations													
	b. Maintain and improve the operations of the Division of Consular Affairs at HQ													
	c. Enhance the level of expertise and professionalism within the Division													
	d. Establish Consular Services abroad													
	e. Initiate and maintain programs/projects to be in line with RDTL's Development Priorities													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	f. Promote public awareness of consular services													
	g. Casework Services Provision (to citizens in the circumstances of a consular nature)													
	h. Engage, liaise and network with foreign consulates, institutions, church groups, NGOs													
	i. Inter-agencies coordination and cooperation													
	9. Administration	117,000		117,000	116,000		116,000	136,000		136,000	116,000		116,000	485,000
	a. Finance													
	b. Administration													
	c. IT&C													
	d. Logistics													
	e. Human Resource Management													
	f. Translation and Interpretation													
	Total	1,515,000	2,547,000	4,062,000	1,507,000	2,313,000	3,820,000	1,676,000	155,000	1,831,000	1,717,000	155,000	1,872,000	11,585,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	<i>Program: Office of Director General and Health Inspector</i>			3,460,000			2,030,000			910,000			1,040,000	7,440,000
	1. Health Policy Development and Planning Programme													
	2. Support to administrative and finance functions													
	3. Project Management													
	<i>Program: Hospital and specialized services</i>			10,160,000			18,110,000			6,110,000			6,470,000	40,850,000
	1. Specialized services (hospital services)													
	2. Laboratory services													
	3. Health facilities rehabilitation and development													
	<i>Program: District Health Services</i>			10,470,000			8,450,000			8,280,000			7,730,000	34,930,000
	1. District Health Services													
	2. Child Health													
	3. Maternal Health													
	4. Reproductive Health													
	5. Health Promotion													
	6. Communicable Disease Control													
	7. Environmental Health and Occupational Health													
	8. Specialized Services Programs													
	9. Drug and Medical Equipment Supply													
	10. Laboratory Services													
	11. Health Facilities Rehabilitation and Development													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	<i>Program: Promoting Health: Extension of access to basic health services through increasing the number of mobile clinics and/or health posts in inaccessible areas</i>													
SP	1. Provide health kits			50,000			0			0			0	50,000
SP	2. Support Church and NGOs in health service delivery			100,000			0			0			0	100,000
SP	3. Horses for health workers			200,000			0			0			0	200,000
SP	4. Motorcycles for health workers			250,000			0			0			0	250,000
	Total	0	0	24,690,000	0	0	28,590,000	0	0	15,300,000	0	0	15,240,000	83,820,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Timor-Leste Police Service</i>														
	1. Police College			1,400,000			1,600,000			1,800,000			1,900,000	6,700,000
	a. Recruit Training													
	b. Field Training Program													
	c. Supervision and Management Training													
	d. Specialist Training													
	e. Training of Trainers													
	2. Police Operations			7,500,000			7,500,000			9,000,000			9,000,000	33,000,000
	a. General Duties													
	b. Criminal Investigations													
	c. Internal Security and Intelligence													
	d. Traffic Control and Investigation													
	e. Community Policing													
	3. Administration			900,000			1,500,000			1,000,000			1,100,000	4,500,000
	a. Planning and Finance													
	b. Human Resources Management													
	c. Logistics													
	4. Border Patrol			2,000,000			1,200,000			1,400,000			1,500,000	6,100,000
	a. Border Patrol													
	b. Marine Unit													
	5. Immigration Service			800,000			200,000			250,000			300,000	1,550,000
	a. Establishment of an effective Immigration Service													
	6. Rapid Intervention Units			500,000			600,000			700,000			800,000	2,600,000
	a. Maintain effective RIU in Dili													
	b. Maintain effective RIU in Baucau													
SP	7. Recruitment of 500 new Police Cadets for Rapid Deployment Group (including appropriate equipment for communication and transport)			5,000,000			0			0			0	5,000,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Firefighters (Bombeiros)</i>														
	1. Drawing up of Laws, Regulations and Procedures (Organic law: its approval and implementation)			0			0			0			0	0
	2. Institutional Development of the Fire fighters	467,340	0	467,340	467,340	0	467,340	532,000	0	532,000	532,000	0	532,000	1,998,680
	a. Training													
	b. Protection and safety of the lives and goods of citizens against fires, accidents and other serious hazards													
<i>Program: National Disasters Management Office</i>														
	1. Creation of a National Systems of Communication for the Disaster Management Areas													
	a. Study for the creation of an internal communication system	2,500	0	2,500	0	0	0	0	0	0	0	0	0	2,500
	b. Setting up the communication system	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000
	c. Acquisition of equipments			0			0			0			0	0
	d. Installation of equipments			0			0			0			0	0
	2. Development of trust to vulnerable communities													
	a. Civic education and awareness campaign to the vulnerable population	10,000	0	10,000	8,000	0	8,000	8,000	0	8,000	8,000	0	8,000	34,000
	b. Creation of a pre-warning system	10,000	0	10,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	25,000
	3. Assisting Disaster victims													
	a. Supplying of food for the disasters victims (flood, eroision, tropical hurricanes, rural fires, drought, etc.)	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	200,000
	b. Acquisition of materials for building of houses	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000	120,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Acquisition of non-edible products	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000
	4. Redefinition of the organic structure, staff, tasks and responsibilities of the National Disaster Management Office													
	a. Drawing up of the organic law, procedures and the National Disasters Management Plan, including approval and distribution	1,500	0	1,500	1,500	0	1,500	0	0	0	0	0	0	3,000
	b. Restructuring the staff	29,004	0	29,004	34,356	0	34,356	34,356	0	34,356	34,356	0	34,356	132,072
	c. Professional Trainings	10,000	0	10,000	15,000	0	15,000	10,000	0	10,000	10,000	0	10,000	45,000
	1) District Disaster Management Orientation (DDMO)													
	2) Emergency Management (EM)													
	3) City Block Disaster Management (CBDM)													
	4) Seminars and colloquium													
	d. Buildings and equipment	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000
	1) Rehabilitation of the NDMO building													
	2) Acquisition of equipments													
	<i>Program: Civil Protection Board</i>													
	1. Institutional capacity building of the Civil Protection Board													
	a. Organization of the Services			0			0			0			0	0
	1) Setting up of the Civil Protection Board													
	2) Drawing up of Laws, regulations and procedures													
	2. Institutional Development of the Civil Security													
	a. Drawing up of Lwas, Regulations and Proceedings			0			0			0			0	0

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Redefinition of the Organic structure, proposal regarding staff, tasks and responsibilities			0			0			0			0	0
	c. Training/Capacity Building			0			0			0			0	0
	d. Building, equipment and transport			0			0			0			0	0
	1) Rehabilitation/ Construction of installations for the Civil Security													
	2) Acquisition of equipments													
	3) Acquisition of transports													
	e. Creation of a national communication system, in coordination with the communication system of the Police			0			0			0			0	0
	1) Study for the creation of a Civil Service internal communication system													
	2) Setting up of the electronic control system on some buildings (President and PM offices)													
3	3. Security Management for Public Buildings			0			0			0			0	0
2	4. Creation of a National Communication System													
	a. Study for the creation of a Civil Service internal communication system			0			0			0			0	0
	b. Setting up of the electronic control system on some buildings			0			0			0			0	0
	Total	640,344	0	18,740,344	641,196	0	13,241,196	699,356	0	14,849,356	699,356	0	15,299,356	62,130,252

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	<i>Program: Improve Administration of the Cabinet of the Minister and the Vice-Ministers</i>	146,000	0	146,000	140,000	0	140,000	135,000	0	135,000	135,000	0	135,000	556,000
1	1. Recruitment of staff													
1	2. Capacity Building													
1	3. Equipment Acquisitions													
SP	4. Improve internal reporting systems			25,000			0			0			0	25,000
	<i>Program: General Administration (Human Resource, Finance, Information & Technology, and Logistics)</i>	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000	90,000	0	90,000	330,000
2	1. Capacity Building													
2	2. Recruitment													
2	3. Equipment Acquisitions													
	<i>Program: Office of Study</i>	0	0	80,000	0	0	80,000	0	0	80,000	0	0	80,000	320,000
3	Establishment of													
	1. Building and maintenance													
	2. Staff													
	3. Equipment													
	4. Furnishings													
	5. Communications Equipment													
	6. Transportation and maintenance													
	7. Local and overseas travel													
	<i>Program: Training Center</i>													
	1. Trainings	0	0	80,000	0	0	80,000	0	0	80,000	0	0	80,000	320,000
	a. Training, seminars, colloquiums, lectures, conferences and workshops for the judges													
	b. Training, seminars, colloquiums, lectures, conferences and workshops for the Prosecutors													
	c. Training, seminars, colloquiums, lectures, conferences and workshops for the Public Defenders													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Training, seminars, colloquiums, lectures, conferences and workshops for the Court Officers													
	e. Training, seminars, colloquiums, lectures, conferences and workshops for the Paralegal technicians													
	f. Training, seminars, colloquiums, lectures, conferences and workshops for the Criminal Investigation Officers													
	g. Training, seminars, colloquiums, lectures, conferences and workshops for the Prison Guards													
	h. Training, seminars, colloquiums, lectures, conferences and workshops for the Civil Registrars and Notary Office staff													
	2. Establish a Public Library			0			0			0			0	0
	a. Registry system													
	b. Archive system													
	c. Internet for the research center													
	3. Administration and Finance Division			0			0			0			0	0
	4. Cooperation, discussion on legal matters within the legal community			0			0			0			0	0
	5. Comparative Study/Tour			0			0			0			0	0
SP	6. Recruit trainers (from Malaysia) to train Timorese trainers to continue training of prison guards			75,000			0			0			0	75,000
<i>Program: Superior Council for the Judiciary</i>														
	1. Staff Recruitment	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	160,000
	2. Meeting Room													
	3. General Office Room													
	4. Furniture acquisitions for CSM													
	5. Equipment acquisitions													
	6. Internet installation													
	7. Car acquisition													

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	8. Communication equipment acquisition													
	<i>Program: Advisory and Legislation</i>													
	1. Establishment of Office, additional staff and acquisition of equipment	31,000	0	31,000	59,000	0	59,000	60,000	0	60,000	70,000	0	70,000	220,000
	2. Capacity Development (mentoring, legal course, administration and filing system)													
	3. Legislative Proposals (for the MOJ, other ministries and institutions; workshops)													
	4. Provide advice to the Ministry													
	5. Comparative studies (ministerial institutions, other institutions)													
	6. Organizing documents and legal information (clippings-references, internet access, users journal, translators and interpreters)													
SP	7. Formulate necessary regulation (s) to allow for resolution of less serious and minor cases through mediation			50,000			0			0			0	50,000
SP	8. Strengthen the mediation and resolution mechanisms at the national, district, sub-district and community levels			50,000			0			0			0	50,000
	<i>Program: Public Defender</i>													
	1. Establishment of Administration													
	a. Recruitment													
	b. Building Capacity (Trainings)													
	c. Equipment acquisition (computers, laptops, tables, chairs, printer, photocopier, telephones, fax machine and internet access)													
	d. Furnishing													
	2. Access to Court													
	a. Criminal Cases													
	b. Civil Cases													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3. Specialised Technical Services													
SP	4. Train public Defenders in Portugal and CPLP countries			30,000			0			0			0	30,000
SP	5. Recruit international Defense Lawyers			600,000			0			0			0	600,000
Program: Secretariat of the Central Prison														
	1. Establishment of the Secretariat of the Central Prison													
	a. Recruitment of Staff													
	b. Supply information, communications, and office equipment, and other diverse equipment													
	c. Furnishing													
	d. Maintenance of building infrastructure and equipment													
	e. Building capacity of personnel													
	f. Seminar and workshop													
SP	2. Vocational training for detainees			10,000			0			0			0	10,000
SP	3. Provide literacy classes to illiterate detainees			5,000			0			0			0	5,000
SP	4. Work programs for detainees			10,000			0			0			0	10,000
Program: Civil Registry and Notary														
	1. Civil Registry	380,000	0	380,000	380,000	0	380,000	380,000	0	380,000	380,000	0	380,000	1,520,000
	a. Campaign to register newborn children and deaths													
	b. Issuing of certificates													
	c. Electoral and population registry													
	d. Printing certificates													
	e. Socialization of laws regarding certificate taxes													
	f. Legal costs of the Civil Registry													
	2. Registry and Notary													
	a. Socialization of the Organic Law of the Civil Registry and Notary													

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Socialization of Notary Laws													
	c. Draft Commercial Law, Property Law, Vehicle Law													
	d. Community Organization/Civil Society Registration Act													
	e. Campaign regarding registry law													
	3. Central Database													
	a. Changes to computer systems (software)													
	b. Central data collection													
	c. Technical Assistance													
	d. Orientation of Notaries													
	4. Financial administration and logistics													
	a. Human Resources (Language translator, technical assistance and staff recruitment)													
	b. Training and workshop													
	c. Construction of 3 new buildings in the regions of Dili, Baucau and Aileu													
	d. Generators													
	e. Rehabilitation of District Offices in Same, Manatuto, Aileu and Dili													
	f. Communications, transportation equipment acquisition													
	5. Identification of Civil Criminal													
	a. Issue of passports													
	b. Printing of Identity cards													
	c. Issueance of Identity Cards													
	d. Production of passport document, common, work permits and foreigners													
	e. Criminal registry													
SP	6. Promote the use of functional registries, etc.			25,000			0			0			0	25,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: District Prisons (Dili, Gleno, Baucau)</i>														
	1. Becora, Dili Prison													
	a. Rehabilitation													
	b. Recruitment of staff													
	c. Equipment acquisition													
	d. Transportation acquisition													
	e. Gas water eye/ Gas mask													
	2. Baucau Prison													
	a. Rehabilitation													
	b. Recruitment of staff													
	c. Building of visitors house for families visiting the prisoners													
	d. Equipment acquisition (cmputers and laptops)													
	e. Transportation vehicles													
	3. Gleno Prison													
	a. Water and Sanitation													
	b. Construction of new prison block (special cell)													
	c. Construction of Women prison block													
	d. Gas water eye/gas mask													
	e. Recruitment of staff													
	f. Transportation vehicles													
<i>Program: National Legal and administrative system of realty information and title deeds</i>														
	1. Development of Land Politics and Legislation													
	a. National Workshop on political discussions													
	b. Preparation of the legislative bill													
	c. District workshops and one natinal workshop for the diffusion of New Land Legislation													

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Radio program diffusing property related laws and procedures													
	e. National and international information campaign on the records of claims, disputes and data on foreign land owners (1 year)													
	2. Traditional and Land Law Study Program													
	a. Preparation of the Study Program with the University (1 month)													
	b. Study (field visits, interviews, seminars, reports) 12 months in 7 districts													
	c. Final report: support to National staff													
	3. Abandoned and State Properties management program													
	a. Identification of abandoned and state properties (several miles)													
	b. Notification procedures to achieve regularization or ejectment													
	c. Rental of abandoned or state properties													
	d. Definition of a table of general rent values (Ministerial Diploma)													
	e. Rented properties revenue collection control													
	4. Training the Land and Property Division staff													
	a. Legal training for the national and district staff of the LPD													
	b. National workshops on title deeds and claims record systems													
	c. National workshop on abandoned and State property administration and on notification/administrative ejectment													
	d. National workshops on surveying and registers of assessment systems													
	e. District workshop on administration, staff and finance													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	f. National workshops on mediation or arbitration processes													
	g. Land information systems and surveying techniques, computer and software training													
	5. National Program on Land disputes mediation													
	a. Establish mediation procedures													
	b. Prepare the legislative bill for land disputes mediation													
	c. District seminars for mediators training under the supervision of the Land and Property Division mediator													
	d. Diffusion of procedures and mediation policies by the LPD													
	e. National supervision of the program and specific cases													
	f. Specific mediation for community reported cases													
	6. Land Data System (Maps, LIS and property record)													
	a. Establish a Property Record System													
	b. Establish a system and procedures to evaluate (all) realty													
	c. Surveying (pilot project)													
	d. Surveying (survey of all district properties)													
	e. Training actions for surveyors (LIS) at the national and district offices													
	f. Training actions for the administrative staff on East Timor gaps (national office)													
	7. Program of restitution and record of title deeds													
	a. Record of claims and disputes over Land (national citizens)													
	b. Record of data on foreign landowners and assets identification													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Design and implementation of a Title Deeds records system													
	d. National seminars for staff training on claims and disputes processing													
	e. District seminars for staff training on title deeds record, mediation agreements, legal decisions, etc													
	8. Rehabilitation of LPD National and District Buildings													
	a. Rehabilitation of the National Building - Colmera (Design and Construction)													
	b. Rehabilitation of the National Building - Balide (Design and Construction)													
	c. Rehabilitation of the National Building - Ainar (Design and Construction)													
	d. Rehabilitation of the National Building - Aileu (Design and Construction)													
	e. Rehabilitation of the National Building - Same (Design and Construction)													
	f. Rehabilitation of the National Building - Liquica (Design and Construction)													
	g. Rehabilitation of the National Building - Erme (Design and Construction)													
	h. Rehabilitation of the National Building - Oecussi (Design and Construction)													
	i. Rehabilitation of the National Building - Lospalos (Design and Construction)													
	9. Equipment Acquisitions													
	10. Recruitment of 78 workers													
	<i>Program: Directorate of Gender and Citizenship</i>	50,000	0	50,000	50,000	0	50,000	60,000	0	60,000	70,000	0	70,000	230,000
	1. Capacity building and Human Resources													
	a. Increase human resources													
	b. Training-orientation													
	2. Establish equipment													
	3. Campaign/dissemination of laws													
	a. Seminars/workshops													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Promotion of the rights of women, men and children													
	c. Field visits to 13 districts													
	d. Dialog from television and Radio TL													
	4. Public information/promotions													
	<i>Program: National and District programs</i>	179,000	0	179,000	180,000	0	180,000	180,000	0	180,000	180,000	0	180,000	719,000
	1. Attorney-General of the Republic													
	2. Dili District Attorney													
	3. District Attorney of Baucau													
	4. District Attorney of Suai													
	5. District Attorney of Oecussi													
SP	6. Train Prosecutors in Portugal and other CPLP countries			30,000			0			0			0	30,000
SP	7. Recruit international Public Prosecutors			600,000			0			0			0	600,000
SP	8. Civic Education			30,000			0			0			0	30,000
	<i>Program: Court of Appeals</i>	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000	80,000	0	80,000	320,000
	1. Additional Human Resources													
	2. Office equipment and fixtures acquisitions for 9 persons													
	3. Vehicles for 5 judges of the Court of Appeals													
	4. Compensatory allowance													
	5. Internet access													
SP	6. Provide additional assistance for mediation			150,000			0			0			0	150,000
	<i>Program: District Courts</i>													
SP	1. Train judges in Portugal and other CPLP countries			40,000			0			0			0	40,000
SP	2. Recruit international judges, court clerks and interpreters			1,970,000			0			0			0	1,970,000
	Total	986,000	0	4,846,000	1,009,000	0	1,169,000	1,015,000	0	1,175,000	1,045,000	0	1,205,000	8,395,000

*Programs for District Courts and some other components, missing.

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
Program: Budget Department														
	1. Budget Formulation and management within a sustainable Medium Term Fiscal Framework (MTFF)													
1	a. Continuation of Department's core function													
2	b. Technical Assistance in support of core function and strengthened capacity building	0	1,610,000	1,610,000	0	1,555,000	1,555,000	0	1,500,000	1,500,000	0	1,500,000	1,500,000	6,165,000
3	c. Development of Annual Citizen's Guide to Budget	25,000	0	25,000	10,000	0	10,000	10,000	0	10,000	10,000	-	10,000	55,000
4	d. Strengthened level of budget department support to ministries through recruitment of additional 7 staff and purchase of vehicle and motorbike	63,800	0	63,800	28,000	0	28,000	27,000	0	27,000	27,000	-	27,000	145,800
2. Policy Development														
1	a. Supporting East Timor's Transition to Administrative Independence	0	50,000	50,000	0	0	0	0	0	0	0	-	0	50,000
1	b. Strengthening Public Expenditure Management in Independent East Timor	0	5,000	5,000	0	0	0	0	0	0	0	-	0	5,000
2	c. Targeted financial management and Budget execution training for MPF and Departmental Finance Officers	0	300,000	300,000	0	0	0	0	0	0	0	-	0	300,000
Program: Treasury														
	1. Government Expenditure Management and reporting	246,000	509,000	755,000	246,000	0	246,000	246,000	0	246,000	246,000	-	246,000	1,493,000
	2. District Operations	116,000	33,000	149,000	116,000	0	116,000	116,000	0	116,000	116,000	-	116,000	497,000
	3. Internal and External Audit	103,000	38,000	141,000	103,000	0	103,000	103,000	0	103,000	103,000	-	103,000	450,000
	4. Capacity Development	25,000	145,000	170,000	25,000	0	25,000	25,000	0	25,000	25,000	-	25,000	245,000

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
Program: ETRS														
	1. Timor Sea Division													
	a. Compliance activities that needs to be undertaken to achieve targeted forecast revenue from taxpayers	0	0		0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	300,000
	b. Capacity Development of Timor Sea Taxation Officers	0	0		0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	15,000
	c. Communication equipment (fax, phones, computers)	0	0		0	10,000	10,000	0	0	0	0	-	0	10,000
	d. Set-up representative office in Perth to handle compliance activities, advising and taxpayer education	40,000	0	40,000	50,000	0	50,000	50,000	0	50,000	50,000	-	50,000	190,000
	2. Operational Division													
	a. Good management of budget appropriations to support taxation management	414,000	0	414,000	0	0	0	0	0	0	0	-	0	414,000
	b. Professional Trainings (Audit, Accounting, Admin, Legislation, English course, SIGTAS system, etc)	0	242,960	242,960	0	232,960	232,960	0	189,210	189,210	0	189,210	189,210	854,340
	c. Implementation of all aspects of SIGTAS system	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	180,000
	d. Support for the creation of Taxation and Customs Resources Council	79,008	0	79,008	60,000	0	60,000	60,000	0	60,000	60,000		60,000	259,008
	3. LBD Division													
	a. Auditing in Baucau and Maliana	4,000	0	4,000	6,000	0	6,000	6,000	0	6,000	6,000		6,000	22,000
	b. Socialization	250	0	250	500	0	500	500	0	500	500		500	1,750
	c. International visit to Taxpayers	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	7,000		7,000	28,000
Program: Administration and IT														
1	1. Human Resources and Capacity Building Development	35,776	100,000	100,000	33,276	0	33,276	32,276	0	32,276	32,776	0	32,776	134,104
	a. Coordination of recruitment for all MPF													
	b. Undertake a training and staff development needs assessment study (to be regularly updated) in liaison with substantive offices													

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Develop an HR Development Plan													
	d. Develop succession plans for all line positions held by expatriates													
	e. Advertise books available in Knowledge Center and coordinate/organize lectures on topics of general /cross-sector interest.													
2	2. Information Technology Support Services	69,414		69,414	259,914		259,914	248,414		248,414	169,164		169,164	746,906
	a. Organize an appropriate database of information for all MPF departments, ie., SIGTAS, FREEBALANCE, CHRIS, ASYCUDA, CATAPULT & System Management													
	b. Control & maintenance of IT equipment and network services													
	c. Organize formal specialized lectures and on-the-job training for all of MPF													
3	3. A service oriented General Services	204,385		204,385	202,068		202,068	200,035		200,035	203,702		203,702	810,190
	a. Publication of MPF Newsletter													
	b. Technical translation and interpretation for all Department of MPF which is serving all of Government													
	c. Maintenance of MPF building in addition to all logistic support (A/C, 100% electrical/generator power, water and sanitation, tight vehicle maintenance to prevent high level of replacement, etc)													
	d. Special project: Paving of MPF 8000 m2 parking lot													

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
4	4. Coordination of MOPF Budget and NDP	5,529		5,529	4,848		4,848	5,379		5,379	5,462		5,462	21,218
Program: Macroeconomic and Tax Policy														
1	1. Recruitment of Macroeconomic and Tax Policy staff	12,000	0	12,000	1,000	0	1,000	1,000	0	1,000	1,000		1,000	15,000
2	2. Capacity Building		40,000	40,000		40,000	40,000	0	40,000	40,000	0	40,000	40,000	160,000
3	3. Forecast Revenue and recommend changes in revenue policy and overall balance of revenue expenditure, savings-deficit on budget	15,000	60,000	75,000	15,000	60,000	75,000	15,000	60,000	75,000	15,000	60,000	75,000	300,000
4	4. Forecast growth in Macroeconomy for Budget	6,000	60,000	66,000	6,000	60,000	66,000	6,000	60,000	66,000	6,000	-	6,000	204,000
5	5. Develop policies to promote economic growth and poverty reduction and promote high levels of savings and investment	5,000	20,000	25,000	5,000	20,000	25,000	5,000	20,000	25,000	5,000	20,000	25,000	100,000
Program: Planning and External Assistance Coordination														
1	1. Improve and maintain the operation of the PEAMD	164,000	0	164,000	163,400	0	163,400	174,240	0	174,240	193,154	-	193,154	694,794
2	2. Establish and operate an effective Data Management System	5,000	67,000	72,000	7,000	37,000	44,000	10,000	17,000	27,000	8,000	7,000	15,000	158,000
3	3. Mobilize budgetary support and TA	0	200,000	200,000	0	100,000	100,000	0	70,000	70,000	0	50,000	50,000	420,000
4	4. Coordinate Government's annual planning exercise including assisting line ministries prepare their AAPs and QRMs	0	130,000	130,000	0	110,000	110,000	0	80,000	80,000	0	40,000	40,000	360,000
5	5. Enhance the level of expertise and professionalism within PEAMD	0	100,000	100,000	0	80,000	80,000	0	60,000	60,000	0	40,000	40,000	280,000
6	6. Engage Development Partners to promote partnership	55,000	0	55,000	60,500	0	60,500	66,550	0	66,550	73,205	-	73,205	255,255

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
Program: Statistics														
	1. Statistics Office Operations	33,000	0	33,000	31,000	0	31,000	31,000	0	31,000	31,000	-	31,000	126,000
	2. Compilation and dissemination of 2004 Census	17,000	0	17,000	20,000	0	20,000	2,000	0	2,000	2,000	-	2,000	41,000
	3. Compilation and dissemination of Prices Statistics	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	-	25,000	100,000
	4. Compilation and dissemination of Trade Statistics (including ASYCUDA)	16,000	0	16,000	16,000	0	16,000	16,000	0	16,000	16,000	-	16,000	64,000
	5. Compilation and dissemination of specific social statistics (Education, Health)	0	8,000	8,000	2,000	100,000	102,000	2,000	50,000	52,000	2,000	50,000	52,000	214,000
	6. National accounts (Gross Domestic Product)	0	100,000	100,000	0	100,000	100,000	0	50,000	50,000	0	50,000	50,000	300,000
	Undertaking Demographic Health Survey (DHS)	2,000	0	2,000	0	0	0	0	0	0	0	-	0	2,000
Program: Customs														
	1. Implement existing laws and the ones to be approved	801,000	0	801,000	794,000	0	794,000	819,000	0	819,000	819,000	0	819,000	3,233,000
	2. Operationalize services	0	0	0	0	0	0	0	0	0	0	0	0	0
	3. Communication	0	0	0	0	0	0	0	0	0	0	0	0	0
	4. Information	50,000	0	50,000	0	0	0	0	0	0	0	0	0	50,000
	5. Infrastructures	40,000	0	40,000	0	0	0	0	0	0	0	0	0	40,000
	6. Capacity Building	10,000	0	10,000	0	0	0	0	0	0	0	0	0	10,000
	7. Mobility	0	0	0	0	0	0	0	0	0	0	0	0	0
	8. Membership to International Organizations	0	0	0	0	0	0	0	0	0	0	0	0	0
Program: Government Corporate Service														
	1. Capacity Development													
	a. Study visits	93,500	10,000	103,500	50,000	10,000	60,000	40,000	0	40,000	35,000	0	35,000	238,500
	b. Computer courses in 3 levels	10,000	0	10,000	15,000	0	15,000	15,000	0	15,000	10,000	0	10,000	50,000
	c. Study visits for 7 persons on Contract Commissioning	48,500	0	48,500	0	0	0	0	0	0	0	0	0	48,500

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	2. Supply Management and Inventory													
	a. Train staff within the unit to learn the Catapult program and Freebalance	1,000	0	1,000	13,000	0	13,000	19,500	0	19,500	30,810	0	30,810	64,310
	b. Storage of stocks in warehouse and dispatch to various departments	50,000	0	50,000	65,000	0	65,000	97,500	0	97,500	154,100	0	154,100	366,600
	c. Establish barcode on government properties	40,000	0	40,000	52,000	0	52,000	78,000	0	78,000	123,200	0	123,200	293,200
	d. Compilation and publication of training to staff within the unit and other government departments on the Manual of Operations	4,000	0	4,000	5,200	0	5,200	7,800	0	7,800	12,320	0	12,320	29,320
	e. Dispatch, receive and inspection of all equipment incoming/received by the government	3,000	0	3,000	3,900	0	3,900	58,500	0	58,500	92,430	0	92,430	157,830
	f. Repair and maintain 3 warehouses in Dili	30,000	0	30,000	39,000	0	39,000	58,500	0	58,500	92,430	0	92,430	219,930
	g. Establishment of 4 district warehouses, Los Palos, Viqueque, Suai and Oecussi	0	0	0	400,000	0	400,000	400,000	0	400,000	400,000	0	400,000	1,200,000
	3. Procurement													
	a. Receive and monitor correct CPVs	115,000	0	115,000	125,000	0	125,000	125,000	0	125,000	125,000	0	125,000	490,000
	b. Establishment of Property Disposal warehouse facility	50,000	0	50,000	0	0	0	0	0	0	0	0	0	50,000
	c. Revision of Procurement regulations including review of manuals	0	249,500	249,500	0	0	0	0	0	0	0	0	0	249,500
	d. Promote cottage industries through evaluating new methods of procurement	0	0	0	0	0	0	0	0	0	0	0	0	0
	e. Assignment of procurement staff to the line ministries													
SP	f. Domestic content, preferential procurement for private sector			50,000			0	0	0	0	0	0	0	50,000
	Total	3,139,162	4,122,460	7,311,622	3,065,606	2,664,960	5,730,566	3,209,194	2,346,210	5,555,404	3,333,253	2,196,210	5,529,463	24,127,055

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Administration for Local Government and Development</i>														
1	1. Program to strengthen the capacity of civil service including in administration/management, finance and budgeting													
	a. Develop training program and manuals for ALGD staff in coordination with CSA to enhance capacity for ALGD staff			500,000			60,000			60,000			60,000	680,000
	b. Implementation of programmed training for all ALGD staff in coordination and training provided from CSA			0			0			0			0	0
1	2. Law on local government, specifying the roles and responsibilities of district and lower level government administrations													
	a. Commence the planned study on "Most appropriate units of sub-national government in East Timor". The study will be carried out within the framework provided in the approved Terms of Reference.			1,000,000			2,000,000			4,000,000			6,000,000	13,000,000
	b. Draft a Policy Document on local government and governance at the suco and aldeia level, based on the options adopted by the COM provided in the study			0			0			0			0	0
	c. Translate the policy options adopted by the Government into a supportive legal framework for review and approval by legislating bodies			0			0			0			0	0

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. In cooperation with Ministry of Planning and Finance, translate the policy options adopted by the Government into a financial framework for allocation of resources among districts			0			0			0			0	0
	e. Institutional development and implementation of the phases set in the decentralization process according to the adopted legal framework						0			0			0	0
	f. Activity letter e will be implemented down to the grassroots level, and parallel with a government capacity building program involving local government and civil society organizations, MIA and other central government support and monitoring agencies.			0			0			0			0	0
1	3. Program to create and/or strengthen institutional mechanisms for coordination of development activities in regions and districts that are relatively disadvantaged													
	a. Continue support and capacity building of District Community Development Committees (DCDC), and other stakeholders at district and sub-district levels, to enable the districts to better coordinate development activities in all 13 districts			950,000			950,000			950,000			950,000	3,800,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Provide funds for DCDC, based on district population numbers and levels of development, to enable local government institutions and community-based groups to play a part in poverty reduction and assistance to vulnerable groups			0			0			0			0	0
SP	c. Block Grants for sub-districts and districts			2,105,000			0			0			0	2,105,000
SP	d. Local Development Fund for community/rural development (grants)			5,000,000			0			0			0	5,000,000
SP	e. Others, which includes strengthening administrative structures including local administration and modest support to other organs of the State			500,000			0			0			0	500,000
3	4. Strengthening the capacity of the community to withstand and overcome disturbances and challenges (e.g. through the provision of financial resources, equipment and training to communities/areas prone to such disturbances													
	a. Provide instruction and training to the District and sub-District Administrators and the District Development staff to enable them to take a supportive and preventing role in Disaster Management and Disaster Prevention. District staff will be trained			10,000			10,000			10,000			10,000	40,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. In a long-term perspective, ALGD staff will work together with NDMO to mobilize traditional institutions and leaders, and to organize civic education campaigns to promote good environmental management, and disaster prevention and management.			0			0			0			0	0
2	5. Promoting popular participation, especially of the poor and other vulnerable groups in economic, social and political processes													
	a. Recruit one Social and Economical Affairs Office in each district			400,000			400,000			400,000			400,000	1,600,000
	b. Task the suco chiefs with the responsibility of promoting popular participation in their day-to-day work, to ensure a well-functioning information channel between the local government and the communities			0			0			0			0	0
	c. Capacity building of District Development staff, and traditional leaders, in rural development and participatory decision-making processes to enable these staff to work together with and promote popular participation in governmental affairs			0			0			0			0	0
	d. Develop and carry out a civic education project on Local Government institutions and processes at SD level with the aim of opening government channels for popular participation from the community			0			0			0			0	0
	6. Strengthen formal and no-formal local social institutions													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	a. Identification of formal and informal local social institutions and their functions in all 15 districts			30,000			30,000			30,000			30,000	120,000
	b. Carry out civic education programs on Local Government institutions and processes to raise awareness in how local institutions can channel their needs or obtain information													
	c. Work together with informal institutions in terms of increasing their access to government institutions, donors or other available resources to improve their self-subsistence													
SP	d. Election of Chefe de Sucos			250,000			0			0			0	250,000
	7. Organize advocacy groups (e.g. NGOs) to promote and sustain government commitment to poverty reduction			0			0			0			0	0
	8. Discourage social and cultural practices such as spending beyond one's means, or bride price through civic education with the involvement of community leaders and prominent persons; consider introduction of legal measures to curb harmful practices			0			0			0			0	0
<i>Program: Civil Service Commission</i>														
	1. The Civil Service Status Project	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	600,000
	a. Discuss the Civil Service Status Project with the stakeholders including the civil servants, and present to the Council of Ministers													
	b. Presentation of the Civil Service Status Project to the Council of Ministers													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Presentation of the Civil Service Status Project for approval by the National Parliament and by the Council of Ministers													
	d. Dissemination of the Civil Service Status and of the Disciplinary Regulation													
	2. Project on the Disciplinary Regulation			0			0			0			0	0
	a. Draw-up the Disciplinary Regulation project													
	b. Discuss the Disciplinary Regulation project with the stakeholders and submit it for approval by the Council of Ministers													
	c. Submission of the Disciplinary Regulation Project for approval by the Council of Ministers													
	3. The Performance Evaluation and Promotion Regulation project			0			0			0			0	0
	a. Draw-up the Civil Service Performance Evaluation and Promotion project													
	b. Submission of the Civil Service Performance Evaluation and Regulation project for approval by the Council of Ministers													
	4. The Conflict of Interests Regulation project			0			0			0			0	0
	a. Draw-up the Conflict of Interests project for the Civil Service													
	b. Submission of the Conflict of Interests project for approval by the Council of Ministers													
	5. The Duty of Secrecy Regulation project			0			0			0			0	0
	a. Draw-up the Duty of Secrecy Regulation project													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Submission of the Duty of Secrecy Regulation project for approval by the Council of Ministers													
	6. The Retirement and Survival Regulation project			0			0			0			0	0
	a. Draw-up the Civil Service Retirement and Survival project													
	b. Submission of the Civil Service Retirement and Survival project for approval by the Council of Ministers													
	7. The Scholarship Regulation project			0			0			0			0	0
	a. Draw-up the Civil Service Scholarship project													
	b. Submission of the Civil Service Scholarship Regulation project for approval by the Council of Ministers													
	8. The Allowances Regulation project			0			0			0			0	0
	a. Draw-up the Civil Service Allowances project													
	b. Submission of the Civil Service Allowances project for approval by the Council of Ministers													
<i>Program: Civil Service Board</i>														
	1. Human Resources Management Development													
	a. Policies, regulation and Procedures	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	200,000
	b. Design and organize the Human Resources Management General System	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	400,000
	c. Monitor (track, check and instruct) the execution of Policies, Laws, regulations and instructions within the scope of Human Resources Management	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Design and implement the Human Resources Information General System	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	200,000
	e. Training/Capacity Building of the Civil Service Board staff and that of the Human Resources management sector units	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	400,000
	f. Supplying of equipment and facilities	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000	400,000
<i>Program: National Archives</i>														
1	1. Archive system creation and training program			0			0			0			0	0
	a. Create a registry system													
	b. Prepare materials for training													
	c. Make all departments aware of the system													
	d. Implement the training													
	e. Apply the Documentation Registry system to all departments and districts													
	2. Program to create legislation and to design the symbol of the National Archive			0			0			0			0	0
	a. Consult and correct legislations as a the symbol for the National Archive													
	b. Review the Symbol													
	c. Approval at the Council of Ministers and National Parliament													
	3. Program to build the National Archive for the RDTL			0			0			0			0	0
	a. Repair of the 3 attics at the National Archive, and carry-out the project													
	b. Continue or conclude the project and use of the rooms in attics 1,2, and 3													
	c. Depositing of archives being prepared													
	d. Organize and select archive documents													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	e. Part of the archive documents selected and classified													
	4. Maintenance and storing program			0			0			0			0	0
	a. Proposal of the Capital Plan for the Budget unit after approval of the Annual Budget revisions (02-03)													
	b. Purchase of shelves													
	c. Approval of the Budget with the issuing DAA													
	d. All 3 attics have shelves													
	e. Shelves installed in the 3 attics													
	f. Shelves are operational and part of the documents is organized systematically in the 3 attics													
	5. Program to recover and bring back home historic and cultural East Timorese materials from foreign countries	90,000	0	90,000	0	0	0	0	0	0	0	0	0	90,000
	a. Contact countries that have historical document from East Timor													
	b. Coordinate the process of bringing these documents back home, bearing in mind that they differ in format													
	c. Create an agreement on this process													
	d. Carry out the process of bringing the documents back home													
	6. Cultural and historical materials collection program	4,000	0	4,000	4,000	0	4,000	4,000	0	4,000	4,000	0	4,000	16,000
	a. Collection of documents in the 13 districts													
	b. Transporting them to the National Archive Center													
	c. Select and classify them													
	d. Conservation and maintenance													
	e. Placing them safely													

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	7. Historic and cultural exposition dissemination programs	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	12,000
	a. Preparation of the materials for dissemination													
	b. Selecting and clarifying documents													
	c. The dissemination and exposition of the documents depends on the historic day													
	8. Training Program													
	a. Prepare staff to be trained on Research, Media Libraries and electronic publication and documentation			0			0			0			0	0
	b. Delegate 2 staff to take part in Library course plus two others to take part in Records Management and Book Binding course in Malaysia	3,000	0	3,000			0			0			0	3,000
	c. Delegate 1 staff to train at the Research area in Mozambique	10,000	0	10,000			0			0			0	10,000
	d. Delegate 1 staff to take part in a Media and Publication course in Indonesia	9,000	0	9,000			0			0			0	9,000
	e. Delegate 2 staff to train in the Archiving Faculty in Brazil	50,000	0	50,000			0			0			0	50,000
	f. Send 1 staff to train in Leadership Management in Portugal and to look into the CPLP archives	5,000	0	5,000			0			0			0	5,000
	g. Send 1 staff to train in Electronics Documentation in Australia	9,000	0	9,000			0			0			0	9,000
	h. Send 1 staff to be trained in the area of Internal Affairs in Australia	50,000	0	50,000			0			0			0	50,000
	<i>Program: Development of the Official Information Services of the State</i>													
	1. Publication of the Journal of the Republic	133,000	0	133,000	119,000	0	119,000	119,000	0	119,000	119,000	0	119,000	490,000
	2. Facilities Project	60,000	0	60,000			0			0			0	60,000
	a. Reconstruction of Building													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Installation of machinery													
	3. Database creation			0			0			0			0	
	a. Design													
	b. Approval													
	c. Implementation													
	4. Human Resources Capacity Development			0			0			0			0	
	a. Management Training													
	b. Technical trainings													
	5. Study of the financial feasibility of the services and their organizational options			0			0			0			0	
<i>Program: Public Service Training Center (CSA)</i>														
1	1. Capacity Buiding of the Public Service Human Resources			0			0			0			0	
	a. Training in Human Resources Management (Human Resources Management, Office management, Management and finances, Property management and procurement)													
	b. Training in Office Management (Reception, Filing, Reporting, Correspondence, Communication)													
	c. Training in Local Administration and Development (Leadership, Local Government Administration, Decision-making, Local Government Administration and Finances, Planning and Local Development)													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Training in General Induction (Work ethics, rights and obligations; Terms and employment conditions; Coordination; Participation and Monitoring; Conduct of Meetings; Management of materials; Constitution; Public Administration techniques; Project Management; Organization and evaluation; Problem analysis/solving; Finance management)													
	e. Computer training (basic level; intermediate level)													
	f. Train the Trainer (Academy's permanent trainers; Part-time trainers; District trainers; Trainers to train other trainers for other training centers)													
	g. Seminars/Workshops to collect/contribute ideas of departments to develop methodology or a curriculum for the Public Service Training Center			3,000			4,000			4,000			5,000	16,000
	h. Mobile group of trainers for the District (General induction course; Office and Management course)			3,000			3,000			4,000			5,000	15,000
1	2. Development of Training capacity			0			0			0			0	0
	a. Structure and institutional capacity building (Organic Regulation; Staff Capacity Building; Campus Management, internship, etc.; Study on the Institutional permanent co-operation (duplication))													
	b. Develop a curriculum (Curriculum for Local Government training; Curriculum for general induction; Curriculum for basic level training; Curriculum for intermediate level training; Curriculum for advance level training)													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Educational materials and equipment (development of training materials)													
	d. Building fittings/infrastructures (training rooms, dormitory fitting, electrical fitting)													
	e. Library (books, internet access and sources of computer science; bulletins)													
	f. Inter-relation and co-operation with similar institutions (IFAPA-Mozambique; INA-Portugal; INTAN-Malaysia; ANU-Australia; others)													
	g. Identification of co-operation mechanisms (Cooperation with agencies involved in programs conception)													
	h. Two years assistance from UNDP to strengthen the institution													
	i. Survey on training needs													
	j. Assessment of training impact on students (seminars and workshops; surveys)													
	Total	986,000	0	11,737,000	686,000	0	4,143,000	686,000	0	6,144,000	686,000	0	8,146,000	30,170,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Communications Regulatory Authority</i>														
	1. Human Resources													
	a. Recruitment of Staff	35,000	0	35,000	45,000	0	45,000	52,000	0	52,000	65,000	0	65,000	197,000
	b. Capacity Building	50,000	0	50,000	45,000	0	45,000	35,000	0	35,000	30,000	0	30,000	160,000
	2. Frequency Database Maintenance			500,000			500,000			10,000			20,000	1,030,000
	a. Training Database from ITU													
	b. Handover Database from UN-PKF to RDTL													
	c. Maintenance													
	d. Monitoring Frequency													
	3. Regulations			10,000			10,000			10,000			20,000	50,000
	a. Make draft of Communications Authority													
	b. Make draft frequency license													
	c. Make draft frequency license fess													
	d. Make draft emission electromagnetic frequency radio													
	e. Make draft standardization													
	4. International Telecommunication Union			50,000			50,000			50,000			50,000	200,000
	a. Register as a member of ITU													
	b. Participate meeting CPLP and ITU													
	c. Member of APT													
	5. Standardization and Quality			50,000			50,000			25,000			25,000	150,000
	a. Communications equipment standardization													
	b. Supervision equipment													
	c. Control operation													
	6. VHF project			214,500			100,000			87,000			85,000	486,500
	a. Installation VHF													
	b. VHF Network Maintenance													
<i>Program: Director-General for Public Works</i>														
	1. Policy formulation related to the effective delivery of essential services, management and operation of the divisions/directorate of Public Works, Roads, Bridges and Flood Control, R&D and Equipment and Material Production			15,000			15,000			15,000			15,000	60,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	2. Project Supervision and Management													
	3. Foreign assisted projects coordination and implementation													
SP	4. Road maintenance, rehabilitation and construction (Job creation)			1,600,000			0			0			0	1,600,000
SP	5. River-training (Job creation)			160,000			0			0			0	160,000
SP	6. Other infrastructure (Job creation)			160,000			0			0			0	160,000
<i>Program: Civil Aviation</i>														
	1. Comoro Runway Structural evaluation	0	0	50,000	0	0	0	0	0	0	0	0	0	50,000
	2. Comoro Runway overlay (rehabilitation)	0	0	0	0	0	1,500,000	0	0	0	0	0	0	1,500,000
	3. Training/Supervising Staff	0	0	0	0	0	0	0	0	0	0	0	0	0
	4. Cargo Terminal	0	0	100,000	0	0	0	0	0	0	0	0	0	100,000
<i>Program: Research and Development</i>														
1	1. Laboratory Capacity Development / Purchase of Laboratory Equipment	2,000	0	2,000	10,000	0	10,000	15,000	0	15,000	15,000	0	15,000	42,000
1	2. Laboratory Capacity Development / Laboratory Operational Vehicle	25,000	0	25,000	11,000	0	11,000	0	0	0	0	0	0	36,000
1	3. Laboratory Capacity Development / Training, Laboratory Quality Assurance, Equipment Calibration	14,000	0	14,000	10,000	0	10,000	8,000	0	8,000	6,000	0	6,000	38,000
1	4. Laboratory Capacity Development / Laboratory and Workshop Building	0	60,000	60,000	0	0	0	0	0	0	0	0	0	60,000
1	5. Laboratory Operation/ Carry out daily testing, receive request testing, carry out research and quality control testing	51,000	0	51,000	51,000	0	51,000	51,000	0	51,000	51,000	0	51,000	204,000
1	6. Technical Code and Standard Development for Infrastructure Sector / Setting up of Office for Technical Code and Standards	15,000	0	15,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	18,000
1	7. Technical Code and Standard Development for Infrastructure Sector / Office Operation for Technical Code and Standards	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	12,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
1	8. Technical Code and Standard Development for Infrastructure Sector/ Technical Assistance for setting up Standard System for Infrastructure Sector	15,000	0	15,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	30,000
2	9. Construction Project Quality Control / Construction materials on site inspection	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000	12,000
2	10. Construction Project Quality Control / Workshop for construction material quality control	10,000	0	10,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	25,000
3	11. Research Programs - Quarry Survey and Aggregate Quality Test	1,000	0	1,000	0	0	0	0	0	0	0	0	0	1,000
3	12. Research Programs - Study on preventing house cracking and collapse caused by landslides	5,000	0	5,000	0	0	0	0	0	0	0	0	0	5,000
3	13. Research Programs - Feasibility study on cement production	10,000	0	10,000	0	0	0	0	0	0	0	0	0	10,000
3	14. Research Programs - Bamboo House construction Technology	4,000	0	4,000	0	0	0	0	0	0	0	0	0	4,000
3	15. Research Programs - Setting up of office for Research and Technology Development	12,000	0	12,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	27,000
4	16. Setting up Record and Technical Reference Support Division / Setting up Office	2,000	0	2,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	5,000
4	17. Setting up Record and Technical Reference Support Division / Office Operation	2,000	0	2,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	5,000
<i>Program: Director-General for Transport and Communications</i>				18,000		18,000			18,000			18,000		72,000
1	1. Policy formulation related to the effective delivery of essential services, management and operation of the divisions/directorate of Telecommunications, Information Technology, Postal Services, Land Transport, Government Transport, Civil Aviation, Maritime													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
1	2. Project Supervision and Management													
SP	3. Radio receivers with solar batteries (Stability area)			250,000			0			0			0	250,000
SP	4. Two-way radio sets with batteries (Stability area)			600,000			0			0			0	600,000
SP	5. Postal system with financial services in districts			325,000			0			0			0	325,000
Program: Public Works														
1	1. Institution Building													
	a. Staff Recruitment	142,476	0	142,476	171,216	0	171,216	171,216	0	171,216	171,216	0	171,216	656,124
	b. Planning Regulation	25,000	0	25,000	0	0	0	0	0	0	0	0	0	25,000
	c. Housing Policy	25,800	0	25,800	0	0	0	0	0	0	0	0	0	25,800
	d. Capacity Building for National and District Staff			150,000			100,000			50,000			50,000	350,000
1	2. Spatial Planning and Housing			0			0			0			0	0
	a. Establishment of Urban and Regional Information System (URISSET)			480,000			200,000			200,000			150,000	1,030,000
	b. Slum Improvement Program			0			0			0			0	0
	1) Drafting of the Program			250,000			150,000			150,000			150,000	700,000
	2) Construction			72,000			400,000			500,000			600,000	1,572,000
	c. Drafting of Dili Master Plan	10,000	0	10,000	0	0	0	0	0	0	0	0	0	10,000
	d. Promotion of Bamboo Low-Cost Housing													
	1) Development of Bamboo House Proto-type within the premises of the Department located in Dili	20,000	0	20,000	0	0	0	0	0	0	0	0	0	20,000
	2) Replication of Bamboo House proto-type in 13 districts	0	0	0	150,000	0	150,000	0	0	0	0	0	0	150,000
	3) Replication of Bamboo House Proto-type in 40 selected villages	0	0	0	200,000	0	200,000	0	0	0	0	0	0	200,000
	4) Establishment of National Bamboo Construction Institute	0	0	0	0	0	0	0	0	0	50,000	0	50,000	50,000
1	3. Development of Office Space			0			0			0			0	0
	a. Establishment of Training Centre			0			0			0			0	0
	1) Refurbishment of Training Center Building	20,000	0	20,000	0	0	0	0	0	0	0	0	0	20,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	2) Site Development and Utility	20,000	0	20,000	0	0	0	0	0	0	0	0	0	20,000
	3) Building maintenance	5,000	0	5,000	10,000	0	10,000	15,000	0	15,000	20,000	0	20,000	50,000
	b. Establishment of National Department Office									0			0	0
	1) . Refurbishment of ex-KANWIL-PU Building	359,000	0	359,000	0	0	0	0	0	0	0	0	0	359,000
	2) Purchase of motorcycle and 4-wheel drive pick-up	54,000	0	54,000	54,000	0	54,000	0	0	0	0	0	0	108,000
	3) Building maintenance	0	0	0	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	30,000
	c. Establishment of District Public Works Offices			0			0			0			0	0
	1) Provision of 13 Public Works District Offices including purchase of office furniture and vehicle	351,000	0	351,000	0	0	0	0	0	0	0	0	0	351,000
	2) Purchase of motorcycle and 4-wheel drive pick-up	26,000	0	26,000	208,000	0	208,000	0	0	0	0	0	0	234,000
	3) Building maintenance	0	0	0	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	21,000
2	1. Institution Building			0			0			0			0	0
	a. Inter-governmental coordination	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	4,000
	b. Overseas Study Tour	42,000	0	42,000	60,000	0	60,000	60,000	0	60,000	60,000	0	60,000	222,000
2	2. Spatial Planning and Housing			0			0			0			0	0
	a. Delineation of Urban built Up zone for National Capital and 12 District Capitals	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	40,000
	b. Drafting of Area Development Plans for strategically significant zones	10,000	0	10,000	20,000	0	20,000	25,000	0	25,000	30,000	0	30,000	85,000
2	3. Provision of Technical Assistance to Government Agencies, the Public and the Private sector	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Program: Water and Sanitation</i>														
	1. Urban Water Supply			0			0			0			0	0
	a. Water resources management legislation: Policy and Regulation			0			0			0			0	0
	b. Water service legislation and tariff policy: Policy and regulation			0			0			0			0	0
	c. Strategic plan for water resources management and environmental impact study: strategic planning			0			0			0			0	0

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Dili Headwork and distribution system													
	1) Augmentation of water resources from Comoro River and construction of a new water treatment plant		2,538,043			0			0			0	2,538,043	
	2) Improvements to the distribution system for Dili		0			0			0			0	0	
	e. District towns rehabilitation and augmentation water networks													
	1) Capital works in Liquica, manatuto and LosPalos		3,500,000			2,000,000			1,250,000			1,250,000	8,000,000	
	2) Suai, Liquica, Oecussi, Gleno and Mallana		0			0			0			0	0	
	f. Dili new connection program													
	1) Water meter/service connection refurbishment		60,000			60,000			60,000			60,000	240,000	
	g. Dili illegal connection and unaccounted for water (UFW)		30,000			20,000			20,000			20,000	90,000	
	1) Surveillance								0			0	0	
	2) Monitoring								0			0	0	
	3) Assessment and repair of leakage													
	h. District towns new connection program: improve service delivery/O&M		50,000			50,000			50,000			50,000	200,000	
	i. District towns illegal connection & UFW reduction program		75,000			75,000			75,000			75,000	300,000	
	1) Surveillance													
	2) Monitoring													
	3) Assessment and repair of leakage													
	j. Dili town tariff billing system													
	1) Technical support													
	2) Software development													
	3) Computer hardware													
	4) Training for its operation													
	k. District towns tariff billing system		50,000			50,000			50,000			50,000	200,000	
	1) Technical support													
	2) Software development													
	3) Computer hardware													
	4) Training for its operation													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	l. Updating of Dili water supply: Improved service delivery													
	m. Asset database & As-Built drawing: Improved service delivery													
	n. Water resources management systems and procedures: Improved service delivery			25,000			25,000			25,000			25,000	100,000
	2. Urban Sanitation													
	a. Urban Sanitation Management legislation: Policy and regulation													
	b. Urban sanitation strategic plans													
	1) Strategic planning for Dili'			15,000										15,000
	2) Strategic planning for District towns													
	c. Capital upgrading of solid waste management infrastructure in Dili; priority work in Tibar dump			20,000			40,000			40,000			40,000	140,000
	d. Capital works and upgrading of waste water collection and treatment in Dili													
	1) Urban waste water policy and regulation (Dili and district main towns)													
	2) Urban waste water strategic planning (Dili and district main towns)													
	3) Urban waste water capital works (Dili)			30,000			30,000			30,000			30,000	120,000
	e. Augmentation of Dili drainage system in Dili													
	1) Urban drainage policy and regulation (Dili and District main towns)													
	2) Urban drainage strategic planning (Dili and district towns)													
	3) Urban drainage priority rehabilitation - Dili													
	4) Dili drainage clean and repair			100,000			100,000			100,000			100,000	400,000
	f. Capital works implementation for district towns of solid waste and waste water collection systems; capital works			200,000			200,000			200,000			200,000	800,000
	g. Update to efficient sanitation operation and maintenance for Dili			280,000			280,000			280,000			280,000	1,120,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	1) Household, markets, RDTL office rubbish collection and street cleaning													
	2) Capital works; solid waste bins/bunkers													
	3. Community Water and Sanitation													
	a. Best practice methodologies for community water supply and sanitation; strategic planning			90,000									90,000	
	b. Community water supply and sanitation implementation			3,250,000		3,250,000			3,250,000			3,250,000	13,000,000	
	1) Monitoring and evaluation													
	2) Capital works													
	c. Emergency response facility			780,000		780,000			780,000			780,000	3,120,000	
	d. Guidelines for CWSS; improved service delivery													
SP	e. Water and Sanitation (Job creation)			160,000		0			0			0	160,000	
	4. Institution and Capacity Building													
	a. General HRD programs													
	1) WSS capacity building and HRD													
	2) Recruitment of staff			232,272		395,676			395,676			395,676	1,419,300	
	b. IEC programs			50,000		50,000			50,000			50,000	200,000	
	1) Community development													
	2) Hygiene promotion													
	3) Water tariff campaign													
	<i>Program: Maintenance Division</i>													
	1. Maintenance of Government buildings	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	7,000	0	7,000	28,000
	2. Recruitment of Personnel	609,000	0	609,000	609,000	0	609,000	609,000	0	609,000	609,000	0	609,000	2,436,000
	3. Institutional Development													
	a. Equipment acquisition	3,500	0	3,500	2,000	0	2,000	2,500	0	2,500	2,500	0	2,500	10,500
	b. Transport facilities	29,700	0	29,700	0	0	0	0	0	0	0	0	0	29,700
	<i>Program: Sea Transportation</i>													
	1. Institutional Development and Regulations -- Harbour component													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	a. Organizational structure of harbour administration -- APORTIL -- Central and regional													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Basic regulation of operations and revision of the harbour rates													
	c. Regulation regulating the activities of harbour operator, navigation agent and stowage operator													
	d. Ratification of harbour conventions													
SP	2. Special situation of the enclave of Oecussi													
SP	a. Ferry Service -- OECUSSI			1,000,000			0			0			1,000,000	
SP	b. Communications -- OECUSSI			750,000			0			0			750,000	
<i>Program: Administration</i>														
	1. Administration and Development of Human Resources	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	59,040
	2. Administrative services and coordination between Departments	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	59,040
	3. Financial plan, budget management and control	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	59,040
	4. Pre-qualification and coordination with Supply (provisioning) office	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	59,040
	5. Extensive supervision, control and General inspection	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	59,040
	6. Property administration	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	14,760	0	14,760	59,040
	7. Equipment for support of services in the Division of Administration	12,563	0	12,563	0	0	0	0	0	0	1,200	0	1,200	13,763
<i>Program: Betterment of Roads</i>														
	1. National Roads													
	a. Betterment of NATIONAL ROADS from the region of Baucau			285,432			292,567			299,882			307,379	1,185,260
	b. Betterment of NATIONAL ROADS from the region of Dili			356,790			365,709			374,852			384,223	1,481,574
	c. Betterment of NATIONAL ROADS from the region of Same			249,753			255,996			262,396			268,956	1,037,101
	d. Betterment of NATIONAL ROADS from the region of Maliana			285,432			292,567			299,882			307,379	1,185,260
	e. Betterment of NATIONAL ROADS from the region of Oecusse			107,037			109,712			112,455			115,267	444,471

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	2. District Roads													
	a. Betterment of DISTRICT ROADS from the region of Baucau			319,197			327,176			335,356			343,740	1,325,469
	b. Betterment of DISTRICT ROADS from the region of Dili			292,597			299,912			307,409			315,095	1,215,013
	c. Betterment of DISTRICT ROADS from the region of Same			265,997			272,647			279,463			286,450	1,104,557
	d. Betterment of DISTRICT ROADS from the region of Maliana			319,197			327,176			335,356			343,740	1,325,469
	e. Betterment of DISTRICT ROADS from the region of Oecusse			106,399			109,058			111,785			114,580	441,822
	3. Rural Roads													
	a. Betterment of RURAL ROADS from the region of Baucau			312,144			319,947			327,946			336,144	1,296,181
	b. Betterment of RURAL ROADS from the region of Dili			234,108			239,960			245,959			252,108	972,135
	c. Betterment of RURAL ROADS from the region of Same			234,108			239,960			245,959			252,108	972,135
	d. Betterment of RURAL ROADS from the region of Maliana			312,144			319,947			327,946			336,144	1,296,181
	e. Betterment of RURAL ROADS from the region of Oecusse			78,036			79,986			81,986			84,036	324,044
	4. Urban Roads													
	a. Betterment of URBAN ROADS from the region of Baucau			335,556			343,944			352,543			361,357	1,393,400
	b. Betterment of URBAN ROADS from the region of Dili			503,334			515,917			528,815			542,035	2,090,101
	c. Betterment of URBAN ROADS from the region of Same			335,556			343,944			352,543			361,357	1,393,400
	d. Betterment of URBAN ROADS from the region of Maliana			335,556			343,944			352,543			361,357	1,393,400
	e. Betterment of URBAN ROADS from the region of Oecusse			167,778			171,972			176,272			180,678	696,700
	5. Traffic Signs and Security Equipment in Baucau, Dili, Same, Maliana and Oecusse			110,000			115,500			110,250			0	335,750

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	6. Flood Control in Baucau, Dili, Same, Maliana and Oecusse			490,000			580,000			630,000			580,000	2,280,000
	7. Human Resources			2,600,700			2,862,770			3,145,547			3,461,601	12,070,618
	a. Recruitment of new officers for RBFC Division (national and of district)													
	b. Capacity training for officers of the RBFC Division			30,000			35,000			35,000			40,000	140,000
	c. TA to the 5 regions													0
	d. Salary and Wages			184,800			203,280			223,608			245,968	857,656
	e. Goods and Services			2,385,900			2,624,490			2,886,939			3,175,632	11,072,961
	8. Research and Investigations													
	a. Roads Classification			45,000			0			0			0	45,000
	b. Geometrical standards of roadways			40,000			0			0			0	40,000
	c. Researches for self-financing of roadways			0			50,000			0			0	50,000
	d. Traffic counting			25,200			26,460			27,783			29,172	108,615
	e. Minor Capital			283,400			0			0			0	283,400
	<i>Program: Rehabilitation of Roads</i>													
	1. National Roads													0
	a. Rehabilitation of NATIONAL ROADS from the region of Baucau			1,561,896			1,600,943			1,640,966			1,681,991	6,485,796
	b. Rehabilitation of NATIONAL ROADS from the region of Dili			1,561,896			1,600,943			1,640,966			1,681,991	6,485,796
	c. Rehabilitation of NATIONAL ROADS from the region of Same			1,171,422			1,200,707			1,230,725			1,261,493	4,864,347
	d. Rehabilitation of NATIONAL ROADS from the region of Maliana			1,561,896			1,600,943			1,640,966			1,681,991	6,485,796
	e. Rehabilitation of NATIONAL ROADS from the region of Oecusse			780,948			800,471			820,483			840,995	3,242,897
	2. District Roads													0
	a. Rehabilitation of DISTRICT ROADS from the region of Baucau			731,377			749,661			768,403			787,613	3,037,054
	b. Rehabilitation of DISTRICT ROADS from the region of Dili			292,551			299,864			307,361			315,045	1,214,821
	c. Rehabilitation of DISTRICT ROADS from the region of Same			585,102			599,729			614,722			630,090	2,429,643

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Rehabilitation of DISTRICT ROADS from the region of Maliana			731,377			749,661			768,403			787,613	3,037,054
	e. Rehabilitation of DISTRICT ROADS from the region of Oecusse			438,862			449,797			461,042			472,568	1,822,269
	3. Rural Roads													
	a. Rehabilitation of RURAL ROADS from the region of Baucau			952,476			976,287			1,000,695			1,025,712	3,955,170
	b. Rehabilitation of RURAL ROADS from the region of Dili			885,242			907,373			930,057			953,309	3,675,981
	c. Rehabilitation of RURAL ROADS from the region of Same			818,008			838,459			859,420			880,906	3,396,793
	d. Rehabilitation of RURAL ROADS from the region of Maliana			918,859			941,830			965,376			989,510	3,815,575
	e. Rehabilitation of RURAL ROADS from the region of Oecusse			224,112			229,714			235,457			241,344	930,627
	4. Urban Roads													
	a. Rehabilitation of URBAN ROADS from the region of Baucau			780,948			800,471			820,483			840,995	3,242,897
	b. Rehabilitation of URBAN ROADS from the region of Dili			780,948			800,471			820,483			840,995	3,242,897
	c. Rehabilitation of URBAN ROADS from the region of Same			585,711			600,353			615,362			630,746	2,432,172
	d. Rehabilitation of URBAN ROADS from the region of Maliana			585,711			600,353			615,362			630,746	2,432,172
	e. Rehabilitation of URBAN ROADS from the region of Oecusse			390,474			400,235			410,241			420,497	1,621,447
	5. Bridges													0
	a. Rehabilitation of BRIDGES from the region of Baucau			1,575,000			3,850,000			1,925,000			4,375,000	11,725,000
	b. Rehabilitation of BRIDGES from the region of Dili			2,100,000			850,000			1,050,000				4,000,000
	c. Rehabilitation of BRIDGES from the region of Same			1,050,000			0			1,750,000			0	2,800,000
	d. Rehabilitation of BRIDGES from the region of Maliana			0			1,750,000			0			1,750,000	3,500,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	e. Rehabilitation of BRIDGES from the region of Oecusse			2,100,000			0			2,100,000			2,100,000	6,300,000
<i>Program: Maintenance of Roads</i>														
	1. National Roads													
	a. Routine Maintenance of NATIONAL ROADS from the region of Baucau			344,374			378,812			416,693			458,362	1,598,241
	b. Routine Maintenance of NATIONAL ROADS from the region of Dili			270,824			297,906			327,697			360,467	1,256,894
	c. Routine Maintenance of NATIONAL ROADS from the region of Same			227,581			250,339			275,373			302,910	1,056,203
	d. Routine Maintenance of NATIONAL ROADS from the region of Maliana			390,482			429,530			472,483			519,732	1,812,227
	e. Routine Maintenance of NATIONAL ROADS from the region of Oecusse			84,176			92,594			101,853			112,038	390,661
	2. District Roads													
	a. Routine Maintenance of DISTRICT ROADS from the region of Baucau			226,800			249,480			274,428			301,870	1,052,578
	b. Routine Maintenance of DISTRICT ROADS from the region of Dili			131,544			144,698			159,168			175,085	610,495
	c. Routine Maintenance of DISTRICT ROADS from the region of Same			172,704			189,974			208,971			229,869	801,518
	d. Routine Maintenance of DISTRICT ROADS from the region of Maliana			137,760			151,536			166,689			183,358	639,343
	e. Routine Maintenance of DISTRICT ROADS from the region of Oecusse			61,320			67,452			74,197			81,616	284,585
	3. Rural Roads													
	a. Routine Maintenance of RURAL ROADS from the region of Baucau			288,792			317,671			349,438			384,382	1,340,283
	b. Routine Maintenance of RURAL ROADS from the region of Dili			268,380			295,218			324,739			357,213	1,245,550
	c. Routine Maintenance of RURAL ROADS from the region of Same			247,590			272,349			299,583			329,542	1,149,064
	d. Routine Maintenance of RURAL ROADS from the region of Maliana			279,720			307,692			338,461			372,307	1,298,180
	e. Routine Maintenance of RURAL ROADS from the region of Oecusse			41,580			45,738			50,311			55,342	192,971

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	4. Urban Roads													
	a. Routine Maintenance of URBAN ROADS from the region of Baucau			79,531			484			96,232			105,856	282,103
	b. Routine Maintenance of URBAN ROADS from the region of Dili			159,062			174,968			192,465			211,712	738,207
	c. Routine Maintenance of URBAN ROADS from the region of Same			48,888			53,776			59,154			65,069	226,887
	d. Routine Maintenance of URBAN ROADS from the region of Maliana			53,222			58,544			64,399			70,839	247,004
	e. Routine Maintenance of URBAN ROADS from the region of Oecusse			20,160			22,176			24,393			26,832	93,561
	5. Bridges													
	a. Periodic Maintenance of BRIDGES from the region of Baucau			1,246,512			1,277,675			1,309,617			1,342,537	5,176,341
	b. Periodic Maintenance of BRIDGES from the region of Dili			980,358			1,004,867			1,029,988			1,055,738	4,070,951
	c. Periodic Maintenance of BRIDGES from the region of Same			823,875			844,472			865,584			887,223	3,421,154
	d. Periodic Maintenance of BRIDGES from the region of Maliana			1,130,153			1,158,407			1,187,367			1,217,051	4,692,978
	e. Periodic Maintenance of BRIDGES from the region of Oecusse			378,921			388,394			398,104			408,056	1,573,475
	6. District Roads - Periodic Maintenance													
	a. Periodic Maintenance of DISTRICT ROADS from the region of Baucau			672,782			689,602			706,842			724,513	2,793,739
	b. Periodic Maintenance of DISTRICT ROADS from the region of Dili			398,686			408,653			418,869			429,341	1,655,549
	c. Periodic Maintenance of DISTRICT ROADS from the region of Same			512,311			525,119			538,247			551,703	2,127,380
	d. Periodic Maintenance of DISTRICT ROADS from the region of Maliana			408,653			418,869			429,341			440,074	1,696,937
	e. Periodic Maintenance of DISTRICT ROADS from the region of Oecusse			199,343			204,326			209,434			214,670	827,773
	7. Urban Roads -- Periodic Maintenance													
	a. Periodic Maintenance of URBAN ROADS from the region of Baucau			629,252			644,983			661,107			677,635	2,612,977

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Periodic Maintenance of URBAN ROADS from the region of Dili			1,242,772			1,273,772			1,305,688			1,338,330	5,160,562
	c. Periodic Maintenance of URBAN ROADS from the region of Same			393,282			403,114			413,192			423,522	1,633,110
	d. Periodic Maintenance of URBAN ROADS from the region of Maliana			424,745			453,363			446,247			457,404	1,781,759
	e. Periodic Maintenance of URBAN ROADS from the region of Oecusse			157,313			161,245			165,276			169,408	653,242
	8. Roads -- Emergency Maintenance													
	a. Emergency Maintenance of the ROADS from the region of Baucau			57,117			62,829			69,112			76,023	265,081
	b. Emergency Maintenance of the ROADS from the region of Dili			40,236			44,260			48,686			53,555	186,737
	c. Emergency Maintenance of the ROADS from the region of Same			40,028			44,031			48,434			53,277	185,770
	d. Emergency Maintenance of the ROADS from the region of Maliana			52,824			58,106			63,917			70,309	245,156
	e. Emergency Maintenance of the ROADS from the region of Oecusse			14,549			16,004			17,605			19,365	67,523
	9. Bridges -- Periodic Maintenance													
	a. Periodic Maintenance of the BRIDGES from the region of Baucau			60,000			66,000			72,600			79,860	278,460
	b. Periodic Maintenance of the BRIDGES from the region of Dili			50,000			55,000			60,500			66,550	232,050
	c. Periodic Maintenance of the BRIDGES from the region of Same			60,000			66,000			72,600			79,860	278,460
	d. Periodic Maintenance of the BRIDGES from the region of Maliana			60,000			66,000			72,600			79,860	278,460
	e. Periodic Maintenance of the BRIDGES from the region of Oecusse			20,000			22,000			24,200			26,620	92,820
	TOTAL	2,130,599	60,000	68,914,583	1,803,776	0	61,728,286	1,191,276	0	60,636,284	1,258,476	0	63,951,693	255,230,846

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	<i>Program: Division of Industry</i>	116,000	0	116,000	128,000	0	128,000	154,000	0	154,000	151,000	0	151,000	549,000
2	1. Industry Promotion													
	a. National Industrial Association and Chamber of Commerce													
	b. Inter-industry Commission on Cottage and Micro-enterprises													
	c. Industry assessments and database development													
	d. Establishment of industrial skills and crafts training center													
	e. East Timor Handicrafts and Industrial Products showroom													
	f. Industrial Zone Feasibility Study and Development													
	g. Business Development Centers													
3	2. Policy and Regulatory Development													
	a. Regulatory requirements for industrial and economic zones													
	b. Development of policy framework for micro-finance/SME credit													
	c. Small Enterprises Project II Business Regulatory Development													
	d. Government Credit Guarantee Agency for Industry													
	e. Capital Markets and Industrial Investment Initiative													
4	3. Divisional Training and Development													
	a. Capacity building and training in Industrial Development													
	b. Training for services and industrial support systems													
1	4. SME Development													
	a. SME Development for the Private Sector													
	b. Inter-industry Commission to formalize micro-enterprises/SMEs													
	c. Business Development Services in the BDCs													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	d. Project on competition policy and competitiveness													
	e. Business information and entrepreneurship promotion													
SP	f. Bricks and other construction materials to supply local market -- OECUSSI		5,000	0										5,000
SP	g. Furniture to supply local market -- OECUSSI		10,000	0										10,000
SP	h. Other small-scale industries and services -- OECUSSI		20,000	0										20,000
Program: Division of Trade		123,000	0	123,000	145,000	0	145,000	143,000	0	143,000	159,000	0	159,000	570,000
1	1. Trade Promotion													
	a. Establishment of Trade Exposition Center													
	b. Capitalization and Enlargement of Industrial Zone													
	c. Seaport and Airport Enhancement for Trade Facilitation Logistics													
	d. Support for Export-related industry inclusion in Industrial zone													
	e. Domestic Trade promotion and domestic market linkages													
	f. Trade-related marketing and promotion for SMEs													
	g. Support for export finance and export transactions													
	h. Export and trade show participation and hosting													
	i. Infrastructure improvements in support of export enhancement													
	j. Enhancing foreign trade relations (Indonesia/Australia)													
	k. Web-based linkages to international trade networks													
	l. Promotional packages of trade opportunity information													
	m. Database management of exporters and importers													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
2	2. Policy and Regulatory Development													
	a. Domestic trade policy													
	b. Foreign trade policy													
	c. Cooperative development of trade and customs law													
	d. Regulatory system for foreign trade licensing and monitoring													
	e. International trade agreement accession													
	f. Policy instruments for export and import substitution programs													
	g. Trade-related support for domestic SMEs													
	h. Liaison function with Environment unit													
4	3. Divisional Training and Development													
	a. Training materials on Trade, Regulation and Transaction Finance													
	b. Foreign Language Training to enhance trade promotion													
	c. Technical assistance on trade practices, customs and imports													
	d. Web-based tools for information dissemination and archiving													
	e. Media management for public relations and trade-related news													
3	4. Business Registration													
	a. Improved and effective registration process													
	b. Clarification of different types of registered businesses													
	c. Database development and enhancement													
	d. Linkage of registration and companies and foreign Investment Law													
<i>Program: Administration</i>		50,000	0	50,000	54,000	0	54,000	85,000	0	85,000	165,000	0	165,000	354,000

Programme Matrix

Road Map -- Annex 3

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
			TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	Total	239,000	0	274,000	273,000	0	273,000	297,000	0	297,000	310,000	0	310,000	1,154,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Secretary of State of the Council of Ministers (SSCOM) - Secretariat Board</i>														
1	1. Structure the Secretariat of the State of the Council of Ministers and define the status on the tasks and responsibilities of all Secretariat staff	0	0	0	0	0	0	0	0	0	0	0	0	0
	2. Capacity building of the SSCOM in the following sectors:													
	a. Legislative process at the SSCOM													
	b. Support services for the Council of Ministers													
	3. Study and analysis, based on the Regulation of the Council of Ministers, of the submission presented by the Ministries													
	4. Draw-up the Act of all the meetings of the COM and register every decision taken													
	5. Draw-up the Action Matrix for the Legislative Program of the SSCOM)													
	6. Inform the population through the appropriate means, namely through press statements issued after the meetings of the Council of Ministers on the decisions taken by the Government, and in particular regarding the Poverty Reduction Program													
	7. Furbishing of the meeting room of the Council of Ministers with furniture and electronic equipment													
2	8. Plan and budget for the Secretary of State of the Council of Ministers and process requisition of the budgeted grants for all Ministers, Vice-Ministers and Secretaries of State, including the 3 consultants for the Prime Minister													
<i>Program: Secretary of State of the Council of Ministers -- Translation Board</i>														
	1. Translate the Government's documents and programs to the official and working languages, in conformity with the Constitution of the RDTL													
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Defence Organization</i>														
	1. Recruit personnel for the Defense Force	6,586,000	0	6,586,000	6,811,000	0	6,811,000	6,811,000	0	6,811,000	6,811,000	0	6,811,000	27,019,000
	2. Complete basic training for 220 recruits by June 2004			2,000,000			0			0			0	2,000,000
	3. Recruit civilian personnel			0			0			0			0	0
	4. Train civilian personnel			0			0			0			0	0
	5. Budget tracking			0			0			0			0	0
	6. Procurement and Logistic Training			0			0			0			0	0
	7. Continue individual and collective skills training for land and maritime forces			0			0			0			0	0
	8. Procure goods and services			0			0			0			0	0
	9. Maintain facilities to efficient standards within budget forecast			0			0			0			0	0
<i>Program: Capital Equipment Investment</i>														
	1. Procure capital equipment			0			0			0			0	0
	2. Seek donations of specialised equipment			0			0			0			0	0
<i>Program: Capital Facilities Investment</i>														
	1. Creation of accommodation, messing, administration and logistics facility in the Baucau region			0			0			0			0	0
	2. Construct security fence around HQ compound in Dili			0			0			0			0	0
	3. Seek donor support for acquisition of capital facilities													
SP	4. Provision of facilities for Batallion 2			150,000			0			0			0	150,000
	Total	6,586,000	0	8,736,000	6,811,000	0	6,811,000	6,811,000	0	6,811,000	6,811,000	0	6,811,000	29,169,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Labour</i>														
	1. Worker protection and good industrial relations	19,000	15,000	34,000	13,200	15,000	28,200	16,400	5,000	21,400	16,600	5,000	21,600	105,200
	a. Settle labour dispute													
	b. Inspect and monitor the implementation of labor code													
	c. Conduct socialization campaign													
	d. Conduct inspection of labor disputes													
	e. Collect the data of companies													
	e. Establish and maintain a comprehensive statistical database on all components of the Labour Relations System as is required by our ILO membership and ensure that the database and method of statistical data collection is compatible with systems used by the Employment and Skills Development Division of the Department and with other Government statistical collection system.													
	2. Program for the promotion of mediation/ arbitration of labor dispute	17,000	10,000	27,000	18,000	10,000	28,000	21,000	10,000	31,000	22,000	10,000	32,000	118,000
	a. Consultation with ILO Simpler to conduct workshop													
	b. Promotion of the procedure on strikes													
	c. Promotion on the procedure to settle labor disputes													
	d. Provide and maintain financial and administrative support for the Labour Relations Board to enable it to carry out all its powers and functions as required by the Labour Code													
	3. Minimum Wage Policy	6,000	20,000	26,000	0	20,000	20,000	7,500	20,000	27,500	7,500	20,000	27,500	101,000
	a. Formulate Draft of Directive													
	b. Undertake research on the Minimum Wage													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Conduct socialization campaign													
	d. Provide and maintain financial and administrative support for the Minimum Wage Board to enable it to carry out all of the powers and functions as required the Labour Code													
	4. Program for the promotion of occupational safety and environmental health			12,000			6,000			7,500			7,500	33,000
	a. Formulate Draft of Directive and Codes of Practice													
	b. Conduct socialization on Directives and Codes of Practice													
	c. Provide detailed training and technical equipment to inspectors to permit proper application of Directives and Codes of Practice													
	d. Provide detailed training and technical advice to inspectors to ensure proper application of Directives and Codes of practice													
	e. Conduct inspection and monitor the implementation of the Directive													
	5. Program to promote formation of labour groups/unions to protect workers' rights			13,000			10,000			12,500			12,500	48,000
	a. Registration of trade union and employer's organizations													
	b. Issuance of certificate of trade union and employers organizations													
	c. Formulate draft directive													
	d. Inspection and monitoring of the implementation of the Directive													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	e. Consultation with ILO Simpler to have a seminar in relation to ORTUEO													
	6. Project to promote job security; program for the promotion of retirement pension schemes; program for the promotion of disability insurance			30,000			12,000			7,500			7,500	57,000
	a. Formulate draft of social security insurance directive													
	b. Conduct tripartite consultation on the directive													
	c. Conduct socialization on the draft social security insurance directive													
	d. Conduct of inspection and monitoring of the implementation of the Directive													
	7. Project on working hours, policies on leave and other workers' rights			17,000			6,000			7,500			7,500	38,000
	a. Formulate draft of Directive													
	b. Conduct of socialization on the Directive													
	c. Conduct of inspection and monitoring of the implementation of Directive													
	8. Program on Policy and Guidelines on workplace facilities for women (e.g., child care centers, separate washrooms and recreation areas); laws against harassment of women in workplace			15,000			17,000			12,500			12,500	57,000
	a. Formulate draft of policy on discrimination against women in workplace													
	b. Formulate draft policy on sexual harassment against women													
	c. Conduct socialization on the draft policies													
	d. Conduct of inspection and monitoring of the implementation of the Policies													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	e. Consultation with ILO Simpler to have a workshop in relation to discrimination and sexual harassment against women in workplace													
	9. Program to create an enabling environment for the employment of women in remunerative jobs (i.e., incentives to employers)			0			0		55,000			7,500		62,500
	a. Formulate draft Directive													
	b. Conduct socialization on the Directive													
	c. Conduct inspection and monitoring of the implementation of the Directive													
	10. Project on the policy favoring employment of women			0			0		0			21,000		21,000
	a. Formulate draft directive													
	b. Conduct socialization on the Directive													
	c. Conduct inspection and monitoring of the implementation of the Directive													
	<i>Program: Employment and Skills Development</i>													
	1. Draw-up draft for skill training regulation			20,000			20,000		20,000			20,000		80,000
	a. Establish Regulation Draft of Vocational Training													
	b. Carry out consultation with ILO, NGO's, Religion Institution and Government about the Regulation													
	c. Set up Workshop													
	d. Sent to Council of Ministers to approve													
	d. Establish Socialization of the Regulation													
	e. Establish and maintain the parameters to be met by vocational education providers to ensure uniformity of education outcomes.													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	2. Program to market labor			25,000			25,000			25,000			25,000	100,000
	a. Set up schedule for district visiting in order to collect employers data													
	b. Record and processing the data according to skill and education qualification													
	c. Fill employers data into database format of "Pedido de Emprego and Oferta de Emprego" (Job Request and Job Announces)													
	d. Ensure that th labour market database is compatible with the labour relations database established by the Labour Relations Division and with databases operated and maintained by other government departments.													
	3. Cooperation with CNEFP ILO Portugal to set up skills training centers			650,000			225,000			225,000			225,000	1,325,000
	a. Establish vocational training center and dormitory of trainers and trainees in cooperation with ILO (Portugal Project													
	b. Carry out selection for all candidates in each area of training, such as : Carpenter, Electrician, Mason, and Plumber													
	c. Conduct the training for 6 months													
	d. Establish Monitoring evaluation of training													
	4. Program to announce to industry and community regarding labor requirement as well as providing needed workers to companies.			25,000			30,000			35,000			35,000	125,000
	a. Identify instances where capital intensive means of production are being used in Timor Leste.													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Identify and disseminate alternative labour intensive means of production which can be adopted by employers.													
	c. Provide support to existing employers and potential employers and investors to replace capital intensive means of production with labour intensive means of production.													
	d. Provide information service to employers through print media, electronic media, posters and brochures in cooperation with ILO, and other NGO's in order to print the brochures and Posters													
	e. Conduct registration and interview for job seekers													
	f. Match Job Seekers profile against job vacancies													
	g. Conduct selection for job seekers according to education and skill level													
	h. Placement job seekers as needed by companies													
	i. Conduct monitoring employers in the companies													
	5. Provide professional profile and established credit regulation of field of and skills training initially under the TIM/OIT Portugal project.			14,500			14,500			14,500			14,500	58,000
	a. Establish co-operation with TIM/OIT Portugal Project in order to provide funding for Vocational Training and Employment program which compost of: Vocational Training, Micro-Credit and Subsidized Employment													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Set-up standing Committee for Vocational Training and Employment, which consist of Government, Worker and Enterpriser													
	c. Establish funding regulation for Vocational Training and Employment in order to maintain the mechanism , criteria as well as objective want to achieve.													
	d. Evaluation of the proposal													
	e. Provide guidance and counseling													
	f. Evaluation and monitoring													
	6. Program of dissemination of labor-market information and manpower plan			20,000			20,000			25,000			25,000	90,000
	a. Provide information to communities and companies on labor market													
	b. Conduct promotion of skilled employers skilled to companies													
	c. Interviewed and record employers on qualification of skill and education as needed by companies													
	7. Fund assistance to the skills training of formed groups (to continue the micro-credit project for trained groups after finished ILO Portugal project)			350,000										350,000
	8. Technical and vocational training (Job creation)													
	a. Support to training centers			500,000			0			0			0	500,000
	b. Support to trainees			1,500,000			0			0			0	1,500,000
	c. Small grants			100,000			0			0			0	100,000
	d. Strengthen the new Vocational Training Center -- Special situation of the enclave of Oecussi			60,000			0			0			0	60,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Social Services and Solidarity</i>														
	1. Children Unit													
	a. Social Service for Neglected Children: Orphanages Street Children, Poor and mistreated children													
	1) Preparation of policy and service standard criteria at the orphanage and dormitory		86,838	86,838									86,838	
	2) Preparation of adoption and fostering policy through a consultation with institutions concerned													
	3) Internal policy on child protection													
	4) Child separated reunification													
	5) Monitoring orphans in orphanages/ dormitory and other assistance or activities for children													
	b. Social Service for Children													
	1) Fund support to the NGO's / to conduct Child Services:	30,000	0	30,000	33,000	0	33,000	36,000	0	33,000	39,000	0	33,000	129,000
	- To select and determine NGO/orphan in which fulfill the criteria of services (4 NGO's/orphans)													
	- Make agreement to carry out activity of child services and hand over fund in accordance with the necessity													
	2) Child separated reunification:	16,500	0	16,500	19,000	0	19,000	0	0	0	0	0	0	35,500
	- Coordinate with the agency be connected (UNHCR, IRC, UNICEF, DEPLU) and to contact the other agency be related in Indonesia													
	- To make a visitation or direct contact with the agency be connect in Jakarta/Indonesia													
	- Make contact with family of child													
	3) School equipment assistance for the neglected child (4 district, 400 children):	20,400	0	20,400	22,500	0	22,500	24,600	0	24,600	26,600	0	26,600	94,100
	- Data survey and selection													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	- Provision assistance													
	- Distribution assistance													
	4) Scholarships assistance to the orphanage child and the child from the poverty parents:	9,500	0	9,500	10,500	0	10,500	12,600	0	12,600	14,600	0	14,600	47,200
	- Coordinate with Institutions of school (Elementary and Secondary) 50 children													
	- Data collection, selection and determining													
	5) Orphanage and dormitory services socialization policy and adoption and the child fostering	1,250	0	1,250	0	0	0	0	0	0	0	0	0	1,250
	6) Composing of the child care center :			0			0	5,650	0	5,650	1,250	0	1,250	6,900
	- Coordinate with agency to be connected													
	- Organize Regional seminar (3 regions) and national (Dili)													
	- Compose draft and re-spread to the agency to be connected and comment on.													
	- Improve the draft according to the comment from the agency to be connected through the meeting with the representative from the agency be connected.													
	- Offer the draft to the Council of Ministry													
	- Socialization and implementation													
	7) Orphanage and dormitory monitoring and other activity of the services to the child	500	0	500	500	0	500	500	0	500	500	0	500	2,000
1	2. Social Services for Disaster and Humanitarian													
	a. Improve the condition of poverty through food assistance and provision of other basic needs including building equipment	106,150	0	106,150	106,650	0	106,650	106,850	0	106,850	106,850	0	106,850	426,500
	1) Coordinate with the Chief of District Administration (DDO)													
	2) Data collection, selection and determining.													

Programme Matrix

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		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3) Provision of food, clothe and building equipment (35 Zinc/Household x 750 houses)													
	4) Involving the volunteer staff in distribution action													
	5) Monitoring													
	b. Warehouse Management	10,500	0	10,500	10,500	0	10,500	11,000	0	11,000	11,000	0	11,000	43,000
	1) Continuing contract for the warehouse temporary staff and maintenance													
	c. Management and Maintenance of warehouse	0	0	0	0	0	0	0	0	0	0	0	0	0
	d. Provision stock (food item and non-food items)	0	0	0	0	0	0	0	0	0	0	0	0	0
	e. Coordination with other agencies about social assistance for vulnerable groups	0	0	0	0	0	0	0	0	0	0	0	0	0
	f. Survey to the food hazard area and food distribution	0	0	0	0	0	0	0	0	0	0	0	0	0
	1) Survey													
	2) Food distribution to the food hazard people and poverty people													
	3. Social Services for weaker group in detention/connecting with the law (Child, Women, Disable and Elderly)	0	0	0	0	0	0	0	0	0	0	0	0	0
	a. Social Counseling for prisoners	500	0	500	500	0	500	500	0	500	500	0	500	2,000
	1) Coordinate and cooperate with the agency to be connected													
	2) Companion and counseling													
	b. Skills training for prisoners	10,200	0	10,200	15,200	0	15,200	17,700	0	17,700	20,200	0	20,200	63,300
	1) Coordinate with prison officers													
	2) Provision of equipment for training (TV, radio, tape recorder, watch) and instructor													
	c. Re-socialization in family and society	5,050	0	5,050	5,600	0	5,600	5,600	0	5,600	5,950	0	5,950	22,200
	1) Family contact (visitation)													
	2) Facilitating family contact													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3) Returning Ex-prisoners to their family													
	4) Support to the NGO/FCJ and Resident of convent Maubara that provide temporary lodge for children who release from the prison and for who have family outside from the capital Dili/district.													
	d. Monitoring	1,000	0	1,000	1,250	0	1,250	1,500	0	1,500	1,750	0	1,750	5,500
3	4. Social Services for Disabled/Handicap													
	a. Assessment of basic data			0			0			0			0	0
	b. Preparation of national policy assistance for disabled			0			0			0			0	0
	c. Assistance to small scale productive economics (small grants)			0			0			0			0	0
	d. Assistance of aid tools			0			0			0			0	0
	e. Seminar of the working group for the disabled			0			0			0			0	0
	f. Monitoring business assistance and other activities for disabled			0			0			0			0	0
4	5. Social Service for Women and Victims of violence and social economic weakens			0			0			0			0	0
	a. Assistance to small-scale productive economic (small grants)			0			0			0			0	0
	b. Monitoring shelter and other activities or assistance for women			0			0			0			0	0
	c. Social counselling for victim of violence through support to the NGO (Fokupers/ETWAVE)	10,000	0	10,000	10,000	0	10,000	11,000	0	11,000	12,000	0	12,000	43,000
	1) Work agreement making with NGOs													
	2) Fund support according to necessity													
	d. Assistance to small scale productive economic	23,500	0	23,500	25,000	0	25,000	30,000	0	30,000	35,000	0	35,000	113,500
	1) Data survey, selection and determining													
	2) Group formation													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3) Establishment and skills training for small business management													
	4) Assistance for small businesses (15 groups in 13 districts)													
	e. Monitoring of all activities	300	0	300	300	0	300	300	0	300	300	0	300	1,200
5	6. Social Services for disability													
	a. Vocational training (sewing)	33,615	0	33,615	40,900	0	40,900	49,400	0	49,400	57,900	0	57,900	181,815
	1) Survey and data collection													
	2) Group Formation													
	3) Implementation of the establishment and training													
	4) Work practice (apprenticeship)													
	5) Distribute the small grant assistance													
	6) Monitoring													
	b. Aid tools services	14,750	0	14,750	12,750	0	12,750	10,700	0	10,700	10,700	0	10,700	48,900
	1) Data collection													
	2) Motivation													
	3) Aid tool assistance													
	4) Monitoring													
	c. Continuing compose draft of social services for disability	17,250	0	17,250	0	0	0	0	0	0	0	0	0	17,250
	1) Seeking and determine consultant													
	2) collect information by involving agencies concerned through seminar													
	3) socialization													
	d. To help elderly with basic needs and arrange recreation group	0	0	0	14,550	0	14,550	18,750	0	18,750	23,950	0	23,950	57,250
	1) Survey and select data													
	2) Provision of basic needs (food, clothing and bath needs)													

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3) Aid assistance													
	4) Compose and support the recreation group													
	5) Monitoring													
5	7. Social Services to the weaker group in detention/connecting with the law													
	a. Social counselling for prisoners			0			0			0			0	
	1) Coordination and cooperation with institutions concerned													
	2) Counseling													
	b. Re-socialization in the family and society			0			0			0			0	
	1) Family contact (visit)													
	2) Facilitating family contact													
	3) Return Ex-prisoners to their family and community													
	c. Means of recreation and sewing assistance (volleyball, net, guitar, yarn, cloth and sewing needles)			0			0			0			0	
	d. Monitoring			0			0			0			0	
	8. Community Education: Increasing family and society conciousness													
	a. To encourage good policy for the family to support the act of family life and professional women and to support their participation in development	60,000	0	60,000	20,000	0	20,000	0	0	0	0	0	0	80,000
	1) Consultant to making draft													
	2) Consultation and coordination with agencies concerned													
	c) Socialization													
	<i>Program: Support Program</i>													
	1. Increasing work capacity by recruitment of required numbers and strengthen staff development by Training and Skills Development													

Programme Matrix

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	a. Increasing the work capacity by recruitment of required numbers	20,000	0	20,000	25,000	0	25,000	25,000	0	25,000	30,000	0	30,000	100,000
	b. Training and skills transfer													
	1) 4x seminars and workshops (local)	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	40,000	0	40,000	160,000
	2) 4x Training courses in accounting and Finance, IT development	40,000	0	40,000	40,000	0	40,000	48,000	0	48,000	48,000	0	48,000	176,000
	3) Hiring of consultants	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000	600,000
	4) 4 Overseas courses	40,000	0	40,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	190,000
	5) Participation in overseas seminars/workshops	40,000	0	40,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	190,000
	6) Language Training	25,000	0	25,000	25,000	0	25,000	30,000	0	30,000	30,000	0	30,000	110,000
	c. Provision of equipment	25,000	0	25,000	20,000	0	20,000	15,000	0	15,000	15,000	0	15,000	75,000
	d. Provision of translation services	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	100,000
	e. Develop and maintain a comprehensive procedural and descriptive Manual covering internal departmental practices and the specific requirements imposed on the Department by law and distribute copies to the social partners in order to increase transparency of decision-making	8,000	0	8,000	1,500	0	1,500	1,500	0	1,500	1,500	0	1,500	12,500
2	2. Budget planning, coordination with Ministry of Planning and Finance, Centralizing expenditures, asset transfers for the substantive divisions and district offices													
	a. Oversight of budgeting and planning in coordination with the Ministry of Planning and Finance													
	1) Synchronization of objectives, terms of reference procurement procedures with PEAMD and Procurement Division	5,000	0	5,000	5,000	0	5,000	10,000	0	10,000	20,000	0	20,000	40,000
	2) Audit of accounts and Budget performance report	15,000	0	15,000	20,000	0	20,000	30,000	0	30,000	40,000	0	40,000	105,000

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		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Ensuring transparency in finance by centralizing expenditures, budgeting, asset transfer and revenues from the substantive divisions and district offices													
	1) Monitoring of budgetary allocation and expenditure	20,000	0	20,000	20,000	0	20,000	30,000	0	30,000	30,000	0	30,000	100,000
	2) Coordination and submission of budgetary proposals on behalf of the substantive divisions and the district offices	2,000	0	2,000	3,000	0	3,000	4,000	0	4,000	2,000	0	2,000	11,000
	c. Monitoring, evaluation and oversight of programmes of the substantive divisions in light of planning, budgeting and effective execution of performance target													
	1) Instituting a system of periodic program and subsequent monitoring and reporting where actual program realization is presented	10,000	0	10,000	10,000	0	10,000	20,000	0	20,000	30,000	0	30,000	70,000
	2) Training and skills development of staff for project management and administration and finance	10,000	0	10,000	20,000	0	20,000	30,000	0	30,000	40,000	0	40,000	100,000
	d. Improvement of external coordination, implementation of internal policies, and strengthening the administration of the Secretariat, four substantive programs and the district offices													
	1) Implementation of internal policies to ensure transparent and effective management and administration													
	- Compilation of all Policies and procedures formulated by the department and those received from outside sources including policy on personnel management	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	20,000
	- Finalize and promulgate the policy and procedures, SOPs on the aspects of administration like use of vehicles, use of petty cash, leave, sick leave.	10,000	0	10,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	25,000

Programme Matrix

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		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	- Monitoring and review of Administrative policies and procedures.	20,000	0	20,000	20,000	0	20,000	25,000	0	25,000	25,000	0	25,000	90,000
	2) Strengthening administration in the Secretariat and the substantive divisions and the district offices through regular monitoring and evaluation and, training													
	- Ensuring that the system and procedures for maintenance of office accommodation, equipment, handling special events and activities are followed	15,000	0	15,000	15,000	0	15,000	20,000	0	20,000	20,000	0	20,000	70,000
	- Regular visits by Headquarters staff to field offices.	10,000	0	10,000	20,000	0	20,000	30,000	0	30,000	40,000	0	40,000	100,000
	- Regular training including refresher training courses for essential staff	15,000	0	15,000	20,000	0	20,000	25,000	0	25,000	30,000	0	30,000	90,000
	e. Operation of the National Labour Board	37,250	430,000	467,250	60,000	137,250	197,250	50,000	50,000	100,000	50,000	0	50,000	814,500
	1) Provide required financial and administrative support to the National Labour Board	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000	80,000
	<i>Program: Veterans' Affairs</i>			0			0			0			0	0
	1. Establish and maintain database of veterans and former resistance fighters based on data supplied by the Commission.			200,000			100,000			100,000			100,000	500,000
	2. Build the Monument to the Heroes who lost their lives for their country. Recognition of decoration Medals to the living heroes. There will be two decorations, a large decoration to be worn on formal occasions and a small decoration to be worn every day.			700,000			0			0			0	700,000

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		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3. Micro-credit support for the Veterans including adult youth. (Young people means those persons who were young at the time of the Resistance and who as a result of the involvement in the Resistance were denied the opportunity of participating in normal family, social, educational or career opportunities)			600,000			200,000			100,000			80,000	980,000
	4. Additional Specific Support to the Veterans. (Important additional Support to the Veterans. Very important for Resistance Veterans of 75 & 99. Political prisoners who are still suffering. Orphans who lost their parents in the war to continue their studies. For the widows who lost their husbands and sons.)			800,000			900,000			1,000,000			1,200,000	3,900,000
	a. Health and psychologic treatment													
	b. Support for the elderly housing													
	<i>Program: Food Security (Food Aid) -- SP</i>			10,000,000			0			0			0	10,000,000
	Total	1,020,215	561,838	17,233,553	1,049,400	182,250	2,817,150	1,126,050	85,000	2,855,050	1,210,650	35,000	3,040,150	25,945,903

Programme Matrix

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		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	<i>Program: Development of politics, foreign relations and defence and security</i>													
	1. Formulate, evaluate and coordinate national security policy			50,000			30,000			30,000			30,000	140,000
	Total	0	0	50,000	0	0	30,000	0	0	30,000	0	0	30,000	140,000

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<i>Program: National Parliament</i>														
1	1. Secretariat to the NP			517,000			5,517,000			317,000			317,000	6,668,000
1	a. Provision of impartial secretariat services to members and committees													
2	b. Support the efficient and effective communication between Government and the National Parliament													
3	c. Public Relations													
1	d. Capacity Building													
1	2. Support for Members of Parliament and Committees	676,000	0	676,000	676,000	0	676,000	676,000	0	676,000	676,000	0	676,000	2,704,000
1	a. Legislative, representation and other functions													
1	b. Capacity building													
	3. Translation and Interpretation	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	15,000	0	15,000	60,000
1	1. Simultaneous interpretation													
2	2. Translation													
	Total	691,000	0	1,208,000	691,000	0	6,208,000	691,000	0	1,008,000	691,000	0	1,008,000	9,432,000

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<i>Program: Office of the Promotion of Equality</i>														
1	1. Gender mainstreaming in Government departments													
	a. Training on Gender Budget Analysis for OPE staff, and senior staff in Ministry of Planning and Finance			4,000										4,000
	b. Workshops with Ministries of Agriculture, Justice, Industry and Commerce, Environment, and Labour and Solidarity to support implementation of gender mainstreaming and develop action plans for implementation			20,000										20,000
	c. Ongoing support, monitoring and evaluation of implementation of action plans on gender mainstreaming in Ministries of Education, Internal Administration, Health, Agriculture, Justice, Industry and Commerce, Environment, and Labour and Solidarity			15,000			15,000			15,000			15,000	60,000
	d. On-going coordination with CISPE to ensure that appropriate input on gender mainstreaming is integrated into in-service training			0			0			0			0	0
	e. Training and ongoing liaison with government media to ensure gender is mainstreamed in all government media programming			2,000			1,000			1,000			1,000	5,000
2	2. Promoting a culture of equality in East Timor													
	a. Ensuring the effective implementation of CEDAW: ongoing training of government ministries, civil society and wider public on the principles and provisions of CEDAW, state obligation, reporting requirements and methodologies			5,000			5,000			5,000			5,000	20,000
	b. Production of awareness raising materials on equality -- including booklets, pamphlets, brochures, posters. Planned media programmes on key topics to the equality agenda. Training of media personnel in gender awareness			6,000			6,000			6,000			6,000	24,000

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	c. Convene and coordinate Working Group on Promotion of Equality to include representatives of government sectors and civil society. This Working Group will support in developing appropriate strategies and methodologies to facilitate the formulation and implementation of government policies on equality			0			0			0			0	0
	d. In conjunction with other organizations, work to ensure that appropriate, accurate and timely research is available to ground an understanding of the needs and interests of Timorese women; this research will inform equality awareness campaigns			12,000			12,000			12,000			12,000	48,000
	3. Strengthening national capacity to address gender-based violence													
	a. Drafting of legislation on domestic violence; public consultation on draft legislation; advocacy of the legislation			35,000			35,000			35,000			35,000	140,000
	b. Training of service providers on domestic violence, particularly PNTL, health staff, key civil society organizations including Church, alongside promoting a network of services based on trained personnel			40,000			40,000			40,000			40,000	160,000
	c. Public education on legislation on domestic violence; increase capacity of the judiciary in implementing the new legislation; training of key civil society organizations on the legislation			30,000			30,000			30,000			30,000	120,000
	4. Supporting the empowerment of women													
	a. To promote and establish cooperative relationships with academic and educational institutions, women's networks and centers of women's studies and research, nationally, regionally and internationally, in order to develop effective strategies on women empowerment.			5,000			5,000			5,000			5,000	20,000

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		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	b. Working with local and international organizations to develop ongoing training programmes to strengthen women's capacity in leadership, in decision-making and in participation in public life			6,000			6,000			6,000			6,000	24,000
	c. Work in partnership with relevant government ministries, CISPE, ILO, national and international organizations to promote a co-ordinated approach to women's economic empowerment													
	5. Advocacy for Legal Reform			0			0			0			0	0
<i>Program: Capacity Development Coordination Unit</i>														
	1. Improve and maintain an efficient and effective Capacity Development Coordination Unit													
	a. Completing staffing and administration functions of CDCU			50,000			50,000			50,000			50,000	200,000
	1) Fully staff of the CDCU													
	2) Fully equip the CDCU													
	3) Staff Training													
	b. To maximize the technical assistance more effectively to enhance the capacity of National staff during the period when domestic staff is being trained			30,070,000			20,000,000			10,000,000			0	60,070,000
	c. Sustain of capacity development within the Government through National Capacity Development Initiatives			1,000			1,000			1,000			1,000	4,000
	1) Liaise, coordinate and strengthen the CSA													
	2) Develop mechanism for the application of funds from the Capacity Development Fund (CDF) and disseminate to Ministries													

Programme Matrix

Priority Rank	Program and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	3) Determine selection of public servants to attend overseas training/scholarships													
	d. Policy and planning within CDCU through			1,000			1,000			1,000			1,000	4,000
	1) Continue coordination with PEAMD, MPF													
	2) Finalize, coordinate and monitor Governance and Public Sector Management (GPSM) framework													
	3) Disseminate/socialize the GPSM to ministries and donors													
	4) Coordinate with UNDP on developing the technical cooperation between Developing Countries Programme (TCDC)													
<i>Program: Office of the Inspector-General</i>														
	1. Inspection and control of the Government's activities			127,000			69,000			68,000			68,000	332,000
	2. Improve accountability within public administration													
	3. Promote anti-corruption practices and integrity in the Public sector			0			0			0			0	0
	4. Capacity building including anti-corruption			0			0			0			0	0
	5. Monitor recommendations to improve accountability within public administration			0			0			0			0	0
<i>Program: Timor Sea Office</i>														
	1. Provision of policy and legal advice to the PM and the COM on matters concerning Timor Sea Petroleum negotiations													
	a. Provision of legal and fiscal advice -- amendments to existing production sharing contracts, review proposed amendments to tax laws of Timor-Leste and the proposed stability agreement in respect of the tax regime													
	b. Provision of policy advice -- amendments to existing production sharing contracts, review proposed amendments to tax laws of Timor-Leste and the proposed stability agreement in respect of the tax regime													

Programme Matrix

Priority Rank	Program and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	c. Maritime boundary negotiations with Australia and Indonesia													
	d. Capacity building and TA													
	2. Negotiating the best possible share for Timor-Leste of oil and gas revenues in the Timor Sea on behalf of the Government of Timor-Leste													
	a. Travel to venues where negotiations is required with Australian Government and Petroleum companies													
	b. Capacity Building													
	3. Management of TFET Grant Agreement													
	a. Project Management													
	b. Capacity Building and TA													
	<i>Program: National Security Service of the State</i>													
	1. Development of politics, foreign relations, defence and security													
	a. Collect information			66,156			66,156			66,156			66,156	264,624
	b. Analyse information and disseminate intelligence			37,636			37,636			37,636			37,636	150,544
	<i>Program: Office of the Provedor de Direitos Humanos e Juustica</i>	81,099	0	81,099	57,250	0	57,250	53,370	0	53,370	51,672	0	51,672	243,391
	1. Promulgation of the Organic Law													
	2. Selection and appointment of the Provedor													
	3. Launching of activities													
	4. Treatment of complaints and information as received in the Provedor's Office													
	5. Active contribution to/collaboration in the design and development of an annual national human rights plans of actions													
	6. Drafting of internal codes, manuals and processes rules for the Office													
	7. Preparation of an annual strategic plan to fight and prevent corruption													
	8. Implementation of the Office's HR Education Plan													
	9. Implementation of the strategic plan to fight and prevent corruption													

Programme Matrix

Priority Rank	Program and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
	10. Preparation of a Plan of Action on Good Governance/Good Practices in Public Administration													
	11. Preparation of the Annual Report of activities to the NP													
	Total	81,099	0	30,613,891	57,250	0	20,437,042	53,370	0	10,432,162	51,672	0	430,464	61,913,559

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Office of the President</i>														
	1. Secretariat to the President	0	0	0	0	0	0	0	0	0	0	0	0	0
	a. Protocol	0	0	0	0	0	0	0	0	0	0	0	0	0
	b. Advisors	0	0	0	0	0	0	0	0	0	0	0	0	0
	c. Archives and IT	0	0	0	0	0	0	0	0	0	0	0	0	0
	d. Press	0	0	0	0	0	0	0	0	0	0	0	0	0
	e. Capacity Building and TA	0	0	0	0	0	0	0	0	0	0	0	0	0
	2. Support for Representative Duties	0	0	0	0	0	0	0	0	0	0	0	0	0
	a. Residential Services	0	0	0	0	0	0	0	0	0	0	0	0	0
	b. Capacity building and TA	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
Program: Banking and Payments Authority														
	1. Institutional Development	154,000	0	154,000	0	0	0	0	0	0	0	0	0	154,000
	a. Capitalization													
	b. Capacity building & training													
	c. Installation of Governing Board													
	d. Develop Corporate Plan													
	e. Formulate Central Bank framework	349,000	0	349,000	0	0	0	0	0	0	0	0	0	349,000
	2. Financial Sector Development													
	a. Insurance regulatory framework													
	b. Bank regulation and supervision													
	3 Currency & Payment Systems	983,000	0	983,000	0	0	0	0	0	0	0	0	0	983,000
	a. Management of Government Accounts													
	b. Coin minting project													
	c. Importation & distribution of currency													
	4. Economics & Statistics	116,000	0	116,000	0	0	0	0	0	0	0	0	0	116,000
	a. Publication of Economic Bulletin													
		1,602,000	0	1,602,000	0	0	0	0	0	0	0	0	0	1,602,000

Programme Matrix

Priority Rank	Programs and/or Components	2003/4			2004/5			2005/6			2006/7			Overall Totals
		CFET	TFET (and other funding sources)	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	CFET	Other Funding Sources	Combined Total	
<i>Program: Independent Electoral Commission</i>														
	1. Development of a Legal Framework for future elections													
	a. Liaison with legislators and others on the legal framework and draft electoral law	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	6,500	0	6,500	21,500
	b. Gather and analyse information on electoral policy and administration in other countries	5,500	0	5,500	5,500	0	5,500	5,500	0	5,500	6,000	0	6,000	22,500
	c. Capacity building and TA	7,500	0	7,500	7,500	0	7,500	7,500	0	7,500	7,500	0	7,500	30,000
	2. Provision of advice to the Government on electoral matters													
	a. Timely provision of advice	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	20,000
	b. Capacity building and TA	5,500	0	5,500	5,500	0	5,500	5,500	0	5,500	6,000	0	6,000	22,500
	3. Develop capacity to respond to calls to administer national and local elections													
	a. Finalise establishment of the Office of the Independent Electoral Commission	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	6,500	0	6,500	21,500
	b. Maintain and enhance an electoral officer programme and database	5,500	0	5,500	5,500	0	5,500	5,500	0	5,500	6,000	0	6,000	22,500
	c. Establish district electoral offices	0	0	0	0	0	0	0	0	0	0	0	0	0
	d. Support the maintenance of civil electoral roll	7,500	0	7,500	7,500	0	7,500	6,000	0	6,000	8,000	0	8,000	29,000
	e. Information campaigns: Electoral workshops and voters' education	15,000	0	15,000	8,000	0	8,000	15,000	0	15,000	30,000	0	30,000	68,000
	f. Road to elections: Voters registration, polling center survey, nominations of candidates, political party/independent registration, polling official recruitment, polling and counting training, ballot paper printing, facilitation, transportation and communications	15,000	0	15,000	5,000	0	5,000	5,000	0	5,000	35,000	0	35,000	60,000
	g. Capacity building and TA -- electoral course conferences, observations, workplacements	10,000	0	10,000	7,000	0	7,000	7,000	0	7,000	15,000	0	15,000	39,000
	Total	86,500	0	86,500	66,500	0	66,500	72,000	0	72,000	131,500	0	131,500	356,500