



## Timor-Leste: Infrastructure Management

Project Name	Infrastructure Management								
Project Number	46156-001								
Country	Timor-Leste								
Project Status	Active								
Project Type / Modality of Assistance	Technical Assistance								
Source of Funding / Amount	<table border="1"><tr><td colspan="2"><b>TA 8278-TIM: Infrastructure Management</b></td></tr><tr><td>Technical Assistance Special Fund</td><td>US\$ 500,000.00</td></tr><tr><td colspan="2"><b>TA 8278-TIM: Infrastructure Management (Supplementary)</b></td></tr><tr><td>Technical Assistance Special Fund</td><td>US\$ 1.00 million</td></tr></table>	<b>TA 8278-TIM: Infrastructure Management</b>		Technical Assistance Special Fund	US\$ 500,000.00	<b>TA 8278-TIM: Infrastructure Management (Supplementary)</b>		Technical Assistance Special Fund	US\$ 1.00 million
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Technical Assistance Special Fund	US\$ 1.00 million								
Strategic Agendas	Inclusive economic growth								
Drivers of Change	Governance and capacity development								
Sector / Subsector	<b>Energy</b> - Energy sector development and institutional reform <b>Public sector management</b> - Economic affairs management <b>Transport</b> - Transport policies and institutional development <b>Water and other urban infrastructure and services</b> - Urban water supply								
Gender Equity and Mainstreaming									
Description									
Project Rationale and Linkage to Country/Regional Strategy									
Impact	Delivery of sustainable roads and bridges, water and sanitation, and power infrastructure.								

### Project Outcome

Description of Outcome	Strengthened infrastructure management by the MPW
Progress Toward Outcome	
<b>Implementation Progress</b>	
Description of Project Outputs	Results-based, long-term strategic plan for the MPW Operational capacity development framework

Status of Implementation  
Progress (Outputs,  
Activities, and Issues)

The TA has made progress on both streams of work: (i) the development of the Strategic Results Plan, and (ii) the establishment of a Capacity Development Framework. Through a series of engagements with a broad cross-section of MPW management and staff, the TA has carried out an assessment and analysis of MPW management structures and processes. This has been used in the development of a strategic results map and MPW Strategic Results Plan to deliver sustainable infrastructure and services. In parallel, the TA has established an agenda and rationale for capacity development to support a stronger alignment of skills and work processes with the Strategic Results Plan preparation and delivery, and to address priority capacity development needs. These include management capacity, planning and budgeting processes, and human resource management and development, all built into a Capacity Development Plan that will close the performance gaps identified in the Strategic Results Plan. Both key outputs (the Strategic Results Plan and Capacity Development Framework and Plan) will be finalized under the current TA. As designed, the TA, in its first phase, was to provide some oversight and support for the execution of these outputs by MPW until end of 2014. A second phase of the TA was envisaged to provide more intensive support for implementation of priority initiatives of the Strategic Results Plan. Needed additional support for the second phase has been identified on the basis of Strategic Results Plan, which is now nearing completion. A revised design and monitoring framework and outline terms of reference were developed by MPW and ADB during a government hosted TA inception workshop in September 2013

In 17 December 2013 ADB approved major change in scope and implementation arrangements. The TA was extended until 30 June 2016 and the TA budget was increased by \$1,000,000.

The TA impact and outcome remained the same. The current TA has confirmed that a longer period of engagement and additional resources (originally envisaged as a second phase) are needed to ensure that the TA impact and outcome are achieved. Embedding the Strategic Results Plan in MPW operations is essential for institutional ownership and sustainable change.

The second phase of the TA be provided to: (i) extend the time-frame by 18 months (to 30 June 2016) to enable it to cover the 2014 and 2015 budget cycles and undertake subsequent evaluation; and (ii) increase the resources available to assist MPW to deliver the necessary institutional and systems reforms, manage the change process, and provide on-the-job and formal training necessary to develop required skills and capacity. The TA would continue to support the process of change based on the building blocks of the Strategic Results Plan and the Capacity Development Plan. The expanded TA would extend and augment the provision of specialist technical assistance required to strengthen the processes and capacity identified by the strategic mapping and planning exercise, performance gap analysis, process mapping, and capacity-development work as set out in the Change Management Plan. The second phase of the TA would allow adoption of an extended and phased approach designed to improve the environment for establishing new systems and procedures, and develop individual skills and capabilities to work effectively with these. All the work will be aligned behind clear plans to improve output performance.

Transformation Framework (Capacity Development) is complete.

Implementation progress per September 2016

Action Plan to mid 2017 is being implemented.

Management Development Program, based upon identified capacity gaps and following the principles of the Transformation plan is being implemented. Pilots of the Transformation program and allied Management Development Programmes will began in June 2016.

In June, 2016 an International HR Specialist worked with MPW management, under the direction of TA staff, to align job descriptions with the results identified in the SRP and Transformation Framework.

This work is being continued with a team of HR specialists

Implementation progress per March 2017

The implementation of Five Capacity Development Sets :

Set 1: Strategic Results Planning for a Division or Unit

Set 2: Improved Management and Leadership

Set 3: Improved Systems

Set 4: Improved Planning and Budgeting

Set 5: Improved Human Resource Management

Summary of Performance and Conclusions

Set 1 and 2: The results cascading and performance leadership work with MPWTC remains critical to improving the performance of the Ministry. In addition, the cascading is at the core of the HR work on job evaluation, job descriptions and performance management. It is clear that consultants in this area need to be not only experienced in public sector organisations, but also have the degrees of aptitude, attitude and agility necessary to improve MPWTC performance in the context of the TA, the SRTP, the Implementation Plan and MPWTC problems and opportunities

Set 3 and 4: The success of the first three months of this work has resulted in two requests from MPWTC management for continuing assistance:

" Directly assist in the planning and budgeting processes early 2017 (for the 2018 budget)

" Develop management processes (authority, responsibility, accountability, monitoring etc) which will enable MPWTC senior management to delegate budget implementation to national directorates

Set 5: : The HR work is mostly complete and remaining work identified in the HR Team Final Report after consultation with the National Director HR will be undertaken by the original TA international consultants, given their level of knowledge and involvement in this Set 5.

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Geographical Location

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## Summary of Environmental and Social Aspects

Environmental Aspects

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**Stakeholder Communication, Participation, and Consultation**

## During Project Design

## During Project Implementation

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Implementation progress per March 2017

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**Business Opportunities**

Consulting Services The TA will require up to 38 person-months of consulting services, provided by a team leader (national, full-time, 24 person-months), a capacity development adviser (international, intermittent, 4 person-months), a results-based management adviser (international, intermittent, 4 person-months), and engineer(s) (national, intermittent, total of 6 person-months). The team leader will establish reporting and coordination arrangements with the MPW. The two advisers will provide most of their input by the end of 2013, and return periodically to Timor-Leste to assist in implementation and monitoring. Outline terms of reference for the individual consultants are in Appendix 3. To provide for flexibility and timeliness in recruitment, international and national consultants will be selected and engaged by ADB on an individual basis in accordance with its Guidelines on the Use of Consultants (2010, as amended from time to time). Disbursements under the TA will be made in accordance with ADB's Technical Assistance Disbursement Handbook (2010, as amended from time to time).

## Responsible Staff

Responsible ADB Officer	Perreira, Jose
Responsible ADB Department	Pacific Department
Responsible ADB Division	Timor-Leste Resident Mission
Executing Agencies	<i>Ministry of Public Works, Transport and Communications (formerly Ministry of Public Works) Avenida dos martires da Patria Mandarin, Dili, Timor-Leste</i>

## Timetable

Concept Clearance	24 Oct 2012
Fact Finding	25 Oct 2012 to 29 Oct 2012
MRM	-
Approval	11 Dec 2012
Last Review Mission	-
Last PDS Update	30 Mar 2017

## TA 8278-TIM

Milestones					
Approval	Signing Date	Effectivity Date	Closing		
			Original	Revised	Actual
11 Dec 2012	18 Jan 2013	18 Jan 2013	31 Dec 2014	30 Jun 2017	-

Financing Plan/TA Utilization							Cumulative Disbursements	
ADB	Cofinancing	Counterpart				Total	Date	Amount
		Gov	Beneficiaries	Project Sponsor	Others			
1,500,000.00	0.00	10,000.00	0.00	0.00	0.00	1,510,000.00	11 Dec 2012	1,274,247.22

Project Page	<a href="https://www.adb.org/projects/46156-001/main">https://www.adb.org/projects/46156-001/main</a>
Request for Information	<a href="http://www.adb.org/forms/request-information-form?subject=46156-001">http://www.adb.org/forms/request-information-form?subject=46156-001</a>
Date Generated	24 April 2017

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