



Report and Evaluation

Institutional Capacity Development Workshop

Date: 10 August 2004 (Tuesday), 9am - 5pm
Venue: Hotel Timor, Conference Room
Dili, Timor-Leste

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REPORT AND EVALUATION OF THE WORKSHOP

I. Report

Objectives

The main objectives of the workshop were to: a) present the key characteristics of the upcoming phase of the institutional capacity development programme; b) share sample institutional capacity development plans and exit strategies adopted by some advisors; and c) obtain inputs and ideas to agree on the common formats for institutional capacity development plans and exit strategies.

Executive Summary

80 advisors, both from UNMISSET and UNDP, 10 representatives of UNDP and 1 member from CDCU attended the workshop. The main agenda items included an introductory presentation on the role of Timor-Leste institutions and an overview of institutional capacity development programme, five presentations by advisors followed by question and answer sessions with advisors' panel. After the lunch break the advisors were divided in five groups of discussion, each one elaborating on one subject. Preceding the group presentations, there were two more presentations with examples of linkages to other UNDP projects (Justice System Programme and HRM Project).

Overview

The workshop opening was held by Mr. Sukehiro Hasegawa, Special Representative of the Secretary General for Timor-Leste, followed by Mr. Atul Khare, Deputy Special Representative of the Secretary General for Timor-Leste and Mr. Augusto Barreto, Director of CDCU and Mr. Hazem Galal, Programme Manager. Mrs. Mica Soares, National Programme Officer, briefly outlined the workshop's agenda.



The opening session was followed by a presentation given by Mr. Hazem Galal, Institutional Capacity Programme Manager and Mrs. Mica Soares, National Programme Officer. This introductory presentation provided an overview of the institutional capacity development program and how the new changes made would affect the advisors day-to-day work. Its main objective was to answer the following questions: 1) **What** will the follow-on program look

like? 2) **How** is it different from what has been done to date? 3) **How** do we transit from 100/200 to the Most Critical and Critical positions identified by Timor-Leste's state institutions? 4) **How** to incorporate lessons learned to date in follow-on programme? 5) **How** can continuity be ensured after the exit of UNMISSET? and 5) **What** are the implications to advisors, state institutions and development partners?

Thus far, out of 58 'most critical' positions, 48 have been filled, and out of 102 'critical' positions, 33 are on-board in addition to 37 continuing from Phase I of the project. The program officers then presented the timeframe for the transition to the institutional capacity development approach in terms of the different types of advisory positions; and outlined the main differences between the one-to-one and institutional strategies. This was followed by an explanation of the characteristics of the follow-up program.

The next topic was the changes in management structure that had been effectuated, notably the new common management structure of the UNDP and UNMISSET projects under the umbrella of the Institutional Capacity Development Program (ICDP). Under this new structure, a unified monitoring and evaluation structure for all advisors will be used, the basics of which were presented to the advisors. Finally, the officers explained the implications of this new structure for advisors, institutions and development partners.

Subsequently, five advisors, 3 from UNDP and 2 from UNMISSET presented their institutional capacity development plan and exit strategies. These are summarised below:

Presentation by Wayne Hayde - Adviser on Specialized and Organized Crimes - Ministry of Justice - Prosecutor's General Office

Mr. Hayde began his presentation by giving an overview of his role as advisor, which includes provide advice on the training to improve the skills and knowledge of all local prosecutors in the investigation and prosecution of certain crimes; developing and preparing syllabus, manuals and other training plans; the identification of relevant international conventions, treaties and protocols; and assisting local prosecutors to attain a minimum standard of professionalism and to gain access to sources of institutional knowledge. He then presented a summary of his initial assessment and the subsequent capacity development plan (CDP) that he developed to achieve his goals. He described how he had divided his work according to the 3 pillars of skills and knowledge, systems and processes, and attitudes and behaviors, and enumerated the results he expected to achieve in each category, for example: critical skills that the prosecutors should have; the existence of training manuals and documentation; and the establishment of a system of coordination between the prosecutors and police. Finally, Mr. Hayde outlined his timeline, and explained his exit strategy, which included the identification of institutions or organizations that can be called upon to provide selective training.

Presentation by Ms. Janelle Saffin - Policy Advisor - Ministry of Foreign Affairs

Ms. Saffin's advisory position includes 86 staff, 6 of which are direct counterparts. Her responsibilities include: advising on short- and long-term policy and political issues;

supporting the preparation of briefings, speeches and letters, research policy and political issues; preparing systems for high level meetings, visits, constituents and for liaising with timor leste based diplomatic missions; and preparing the MFAC team for the United Nations General Assembly.

The next part of Ms. Saffin's presentation focused on the challenges of building capacity versus performing line functions, and suggested some ways to deal with obstacles such as low counterpart knowledge-base, and how to develop joint responsibility. She then outlined her CDP and described the strategies that she used to ensure that her entire staff felt a sense of ownership over their capacity development program, such as holding meetings with all staff across the different divisions. Finally, she described some of the activities that were included in her exit plan, such as the development of policy and procedures based on law, leaving behind a templates book, and the establishment of inter-agency liaison mechanisms for the management of country agreements, treaties, and projects.

Presentation by Mr. Sultan Ismail - Advisor to the Director of Civil Security, Fire Brigade & Disaster Management - Ministry of Interior

The aim of Mr. Ismail's presentation was to highlight the institutional capacity development component of civil protection, with a particular focus on exit strategy. He described the main functions of his counterpart, and outlined the capacity development plan that they had designed and the outputs that they expected from each sector under his counterpart's supervision. Keeping in mind the different needs and responsibilities of the staff in the Ministry (i.e. sub-Directors, Civil Security Officers, Fire Rescue and Emergency personnel), Mr. Ismail and his counterpart have implemented in- and out-of-country training courses specific to each level of activity. Mr. Ismail and his counterpart have developed a highly structured activity plan for each of the 3 pillar areas of capacity development, in which they outline proposed activities (including timeframe and current status / deadline) for each sector. The main attitudes and behaviors that Mr. Ismail is seeking to develop in his counterpart are: self-sufficiency; service orientation; and the capacity to act as a role model. Finally, he presented the details of his exit strategy to the group, including his deadlines and follow-up plans with other international institutions.

Presentation by Mr. Ouns Saikali - Technical Advisor on Asset Management Control & Receiving Inspection and Technical Advisor on Receiving & Inspection (Customs Clearance) - Ministry of Planning and Finance

Mr. Saikaly is the advisor to two Heads of Unit within OGPSIM, the Chief of Supply & Inventory Unit / Receiving & Inspection and the Chief of Asset Management & Property Disposal Unit. His overall goal as an advisor is to ensure that each of his counterparts have the skills, processes and attitudes they need to be fully self sufficiency in supply chain management and controlling all the government assets through collaboration and coordination with relevant divisions & sub-divisions.

In the area of skills and knowledge, Mr. Saikaly has relied upon training workshops with well-defined goals – e.g. enable personnel to update the government assets database with 0%

error. His goals are equally specific in the areas of systems and processes and attitudes and behavior – thus enabling him to regularly measure his progress against his timeline and goals. Mr. Saikaly then presented the group with a summary of his achievements and the progress of his counterpart in key areas such as communicating with other departments, and conducting a regular physical check and a proper quarterly survey. Finally, he outlined his exit strategy, which focuses in large part on networking with other international organizations and NGOs in order to ensure follow-up.

Presentation by Mr. Moses Tefula - IMF: Acting Chief Accountant & Senior Adviser - Banking and Payment Authority

Mr. Tefula and his counterpart have designed a CDP that focuses on providing accounting support in the following domains: regulation and supervision; payment systems and currency management; government banking and management of reserves; and economic policy. He defined the main objectives of his work as: 1) accountability and transparency: develop a reliable financial reporting system; 2) to support the prudential management of financial resources; 3) to create internal controls and risk management systems; and 4) to develop the human resources (capacities) to support the above objectives. The latter objective (skills and knowledge) has been supported by in-house training, training workshops and seminars in basic accounting skills and other related areas. He has also involved 32 members of his 67-person staff in external training workshops (i.e. in Malaysia, Singapore, etc.) and has even sent 4 to Portugal or the UK for long-term (more than 6 months) courses. His capacity-building strategy has also focused on creating partnerships with other organisations. He also elaborated his strategy in the area of systems and processes, which has included learning by example and elaborating a Corporate Plan for 2004-2007, and in the area of attitudes and behaviours, which has included the development of a Code of Conduct signed by all staff. Finally, Mr. Tefula presented his exit strategy to the group. Some of his techniques include: re-integrating externally trained staff into their duties and responsibilities well before exit time; and identifying and training back-up counterparts for each of the key positions.

Next, following all 5 presentations, time was given for general participation and discussions (Q&A panel).



After lunch break, the advisors were divided in five groups for the break-out sessions, in which each group discussed one subject and then presented it after the discussion period. The

following are summaries of their answers to each question (the list of questions can be found in Annex III).

Group 1 – CDP Planning and Formulation

Focused on initial planning and the formulation of a Capacity Development Plan (CDP), this presentation highlighted the importance of adequate planning based in the organizational reality within which the advisor must operate. The group identified several key steps in creating a successful CDP. First of all, they stressed the importance of being familiar with the institutional mandate (and suggested creating a diagram) and of performing an assessment of the capacities required to fulfill their mandate. Secondly, they identified some key considerations (for example, the Annual Action Plans) in which individual CDPs should be rooted. Thirdly, they reminded the group to remember to include their job descriptions / Terms Of Reference (TORs) and the responsibilities and competencies of their counterparts in creating a CDP. Finally, this first group served up two important reminders: 1) to remember at all times the distinction between performing line functions and skills transfer; and 2) that their goal as advisors is to be mentors; i.e. to develop a relationship of trust and mutuality with their counterparts.

Group 2 – Overcoming Constraints to Skills Development

In this presentation, the group began by identifying some of the key constraints to skills development: the lack of a formal performance review system, career plan system, or award program and disciplinary sanctions. IN order to resolve some of these difficulties, they identified several key areas: creation and implementation of legislation; ownership of employees; training; and on-the-job monitoring in a social and cultural environment. They also stressed the importance of understanding national staff reality in order to be able to motivate and inspire. Finally, the group identified areas for analysis in order to ensure effective skills transfer: 1) what specialized skills are needed; 2) what general skills (e.g. management, language, analytical, computer, communication) are needed; 3) where are the gaps; and 4) what short and long term measures can be used to close these gaps?

Group 3 – Systems and Processes

This third group identified eight critical elements for systems and processes development: 1) Structure organization and recognizing culture; 2) job description (TORs and roles/responsibilities); 3) Standard Operating Procedures (SOPs) such as regulations, rules, procedures and legal framework; 4) reporting mechanisms; 5) monitoring/evaluation; 6) strategic planning; 7) institutional Annual Action Plans; and 8) linkage with external institutions. In terms of advisor performance, the group then specified 7 strategies to help advisors achieve capacity development: 1) identify critical issues; 2) set benchmarks with the supervisor; 3) set goals with counterparts; 4) identify parameters; 5) identify indicators; 6) develop a work plan within a specific time frame; and 7) use feedback from the counterpart / supervisor assessments. Finally, they stressed the importance of learning by example and of providing supporting documentation such as training manuals.

Group 4 – Attitudes and Behaviours

For capacity development in this area, the fourth group identified eight key elements of attitudes and behaviors: 1) building confidence; 2) honesty and integrity; 3) discipline; 4)

respect; 5) effectiveness; 6) hard work; 7) sincerity; and 8) team work. The group then worked to identify strategies that advisors could employ in order to achieve capacity building in the above areas. These included: setting the example; motivating communication; implementing confidence building treasures; develop and implement a code of ethics and conducts; develop and implement written rules, regulations and manual of Systems & Processes; and develop a system of rewards and deterrents to encourage positive achievement. Finally, they compiled a list of tools that advisors might find useful in helping achieve their goals, such as: time sheets; workshops and seminars; appraisal interview; Periodic Performance Appraisals; and mechanisms for client / interview feedback.

Group 5 – Exit Strategy

Successful exit is often the hardest step to ensure during the capacity development process. Thus the fifth group suggested that exit be a focus of the program from the very beginning. They agreed that some strategies that could be adopted were to: 1) Assess what has been accomplished so far in each of the 3 pillar areas; 2) identify a minimum threshold of what more must get done; and 3) to identify the resources and the constraints to achieving these thresholds. One critical reminder they had to offer was not to forget the wealth of bilateral and multilateral resources available in Timor-Leste. Thus, upon exit follow-up could be arranged via discussions with international agencies who could provide the necessary support to fill gaps. Their final advice was to use whatever time is left to “just do it with what you’ve got”. Awareness of poor infrastructure and conditions will not achieve goals – thus they recommend finding solutions where things are lacking. They also reminded the other advisors not to forget about “timorization” – nationalizing important line-functions and giving the national staff the ability to make do with what resources are available.



Group discussions (Group1 -left / Group3 – right)



Group presentations (Group2-left / Group3 –right)

Two more presentations were held during the workshop, in order to exemplify the linkages to

other projects. Mr. Endre Vigeland, from UNDP Justice System Programme, and Mr. John Vong, from HRM Project, provided the participants with an overview regarding the two projects.

After the group presentations, Mr. Sukehiro Hasegawa gave the closing speech, thanking everyone for their presence and outlining the main points discussed in the workshop.

II. Evaluation Analysis

The evaluation questionnaire (see Annex IV) yielded feedback that was, overall, extremely positive. 63% of the participants found the workshop ‘extremely useful’ to their job as an advisor, and 35% ‘somewhat useful’, while only 2% (one individual) thought that the workshop was ‘not useful at all’ (see Fig. 1). The evaluation also found that 78% of participants agreed that the workshop had met their expectations, while 22% replied that it had ‘somewhat’ met their expectations, and none answered that it had not met their expectations (see Fig. 2).

Fig. 1: “How useful was the workshop for your job as an advisor?”

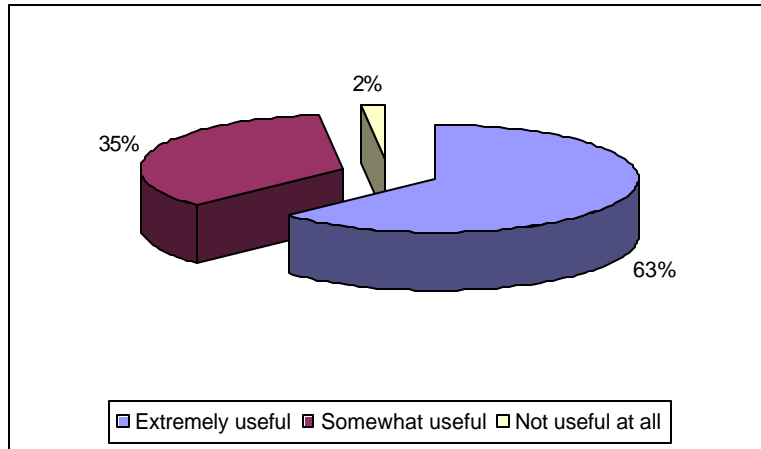
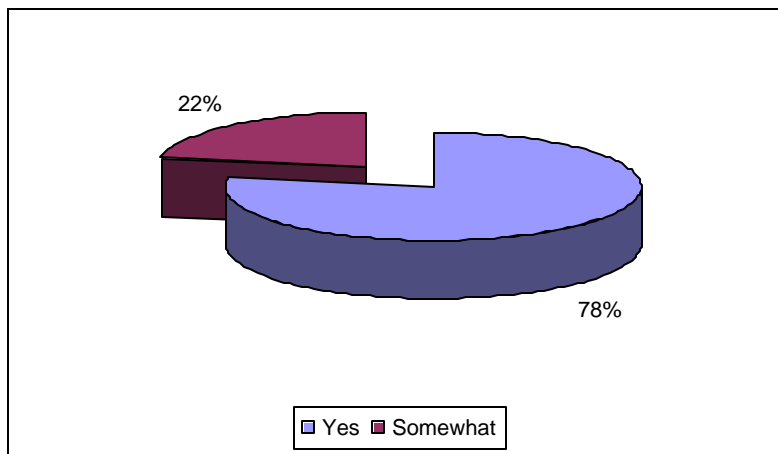


Fig.2: “Did the workshop meet your expectations?”



In answer to the question ‘which part of the workshop was most valuable to you’, 23 respondents (43%) found the work group presentation to be the most useful, while 8 advisors found the 5 advisors’ presentation to be the most valuable, and 7 (13%) replied ‘all sessions’. Fig. 3 details these and other responses.

In answer to the question ‘which part was the least valuable’, 23 advisors (79%) either answered ‘none’ or left the question blank, 3 (6%) indicated that the 5 advisors’ presentation was the least valuable, and 2 (4%) indicated the UNDP presentation on Parliament, and the rest gave other answers (see Fig. 4).

Fig. 3: ‘Which part of the workshop was *most* valuable to you?’

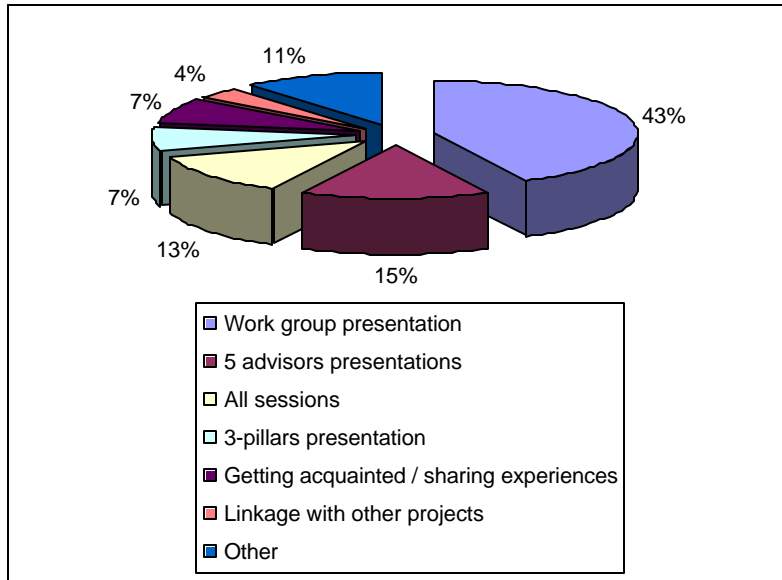
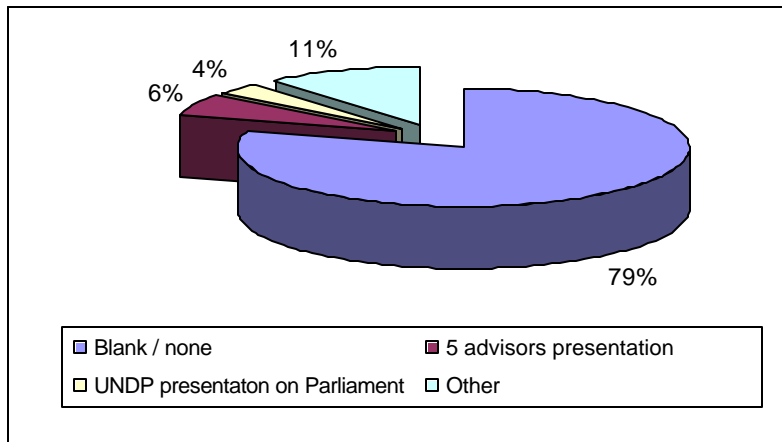


Fig. 4: ‘Which part was the *least* valuable?’



In answer to the question “would you be interested in attending other workshops in the future, advisors identified some of the following areas for future workshops:

- Building of a national legal system/Techniques of training in the justice system
- Communications strategies
- Public administration capacity building
- Accountability and transparency
- Human Resources

- Financial Management
- Strategic planning and coordination between agencies

In answer to the item 'other comments or suggestions' there were a lot of valuable ideas, the most common being that the next workshops should count with the presence of the advisor and their counterparts. Most of the suggestions showed the need for a closer interaction and sharing amongst all advisors, including periodical workshops that allow this interaction every 4-6 months.

III. ANNEXES

ANNEX I	-	Agenda
ANNEX II	-	List of Participants
ANNEX III	-	Break-out Sessions - Questions
ANNEX IV	-	Evaluation Form
ANNEX V	-	Registration Form
ANNEX VI	-	Pictures
ANNEX VII	-	Power-Point Presentations

- Wayne Hayde - Adviser on Specialized and Organized Crimes - Ministry of Justice - Prosecutor's General Office
- Janelle Saffin - Policy Advisor - Ministry of Foreign Affairs
- Sultan Ismail - Advisor to Dir of Civil Security, Fire Brigade & Disaster Mgmt. - Ministry of Interior
- Ouns Saikali - Technical Advisor on Asset Mgt Control & Receiving Inspection and Technical Advisor on Receiving & Inspection (Customs Clearance) - Ministry of Planning and Finance
- Moses Tefula - IMF: Acting Chief Accountant & Senior Adviser - Banking and Payment Authority



ANNEX I – Agenda

Agenda for the Institutional Capacity Development Workshop August 10th (9:00 –17:00), Venue: Hotel Timor

<u>Topic</u>	<u>Time</u>
• Workshop opening (Mr. Sukehiro Hasegawa, SRSG/ UNDP RR)	9:00 – 9:15
• Role of Timor-Leste institutions (Mr. Augusto Barreto, Director CDCU and Mr. Atul Khare, DSRSG)	9:15 – 9:45
• Overview of institutional capacity development programme (Mr. Hazem Galal and Ms. Mica Soares, UNDP)	9:45 – 10:15
• Break	10:15 – 10:30
• Presentations of sample advisor “institutional capacity development plans” and “exit strategies”	10:30 – 12:00
• Q&A with advisor panel	12:00 – 12:30
• Lunch and advisors networking	12:30 – 14:00
• Advisors break-out sessions and presentations preparation (five groups)	14:00 – 15:30
• Break	15:30 – 15:45
• Examples of linkages to other projects (Ms. Endre Vigeland, Justice project and Mr. John Vong, HRM project, UNDP)	15:45 – 16:15
• Presentation of the agreed format for “institutional capacity development plans” and “exit strategies”	16:15 – 16:45
• Closing remarks (Mr. Sukehiro Hasegawa, SRSG/ UNDP RR)	16:45 – 17:00

ANNEX II – List of Participants

Number	From	Name	Institution
1	*	Mr. Sukehiro Hasegawa	SRSG
2	*	Mr. Atul Khare	DSRSG
3	*	Mr. Augusto Barreto	CDCU
4	*	Hazem Galal	Institutional Capacity Development Programme
5	*	Endre Vigeland	UNDP Justice System Programme
6	*	Ana Graca	UNDP Justice System Programme
7	*	Freheiwot Bekele	Institutional Capacity Development Programme
8	*	Luciano Freitas	Institutional Capacity Development Programme
9	*	Roselle Nunes	Institutional Capacity Development Programme
10	Bilateral	Mark Sutton	AUSAID-DoDE
11	*	John Vong	UNDP HRM Project
12	*	Howard Wilson	UNDP Support to Parliamentary Democracy Project
13	UNDP	Ana Paula Manuel dos Santos	MAAF
14	UNDP	Danielle Boon	Ministry of Education, Culture, Youth and Sports
15	UNDP	David Letichevsky	Ministry of Education, Culture, Youth and Sports
16	UNDP	Delia S Tan	Ministry of Planning and Finance - Treasury
17	UNDP	Doris Lopez	Ministry of Planning and Finance
18	UNDP	Einar Risa	Office of the Prime Minister - Timor Sea Designated Authority
19	UNDP	Erwin Nacuray	MAAF - Department of Forestry
20	UNDP	Fe Bernardo Gaffud	Ministry of Planning and Finance
21	UNDP	Genaro O San Valentin	MAAF
22	UNDP	Hilario Logarta	MAAF - Aquaculture Division
23	UNDP	Isabel Feijo	Pilot Project on Capacity Development of National Translators and Interpreters
24	UNDP	Ivanildo Quirino do Nascimento	Ministry of Education, Culture, Youth and Sports
25	UNDP	Jacinto dos Santos Tinoco	Pilot Project on Capacity Development of National Translators and Interpreters
26	UNDP	Janelle Saffin	Ministry of Foreign Affairs
27	UNDP	Jose Luis Leon Ramirez	UNDP
28	UNDP	Luis Pinto	Pilot Project on Capacity Development of National Translators and Interpreters
29	UNDP	Mahmood Ali	Interpol
30	UNDP	Maria Aparecida Borges	UNDP-HRM Project
31	UNDP	Maria Fernanda de Castro Pereira de Oliveira	Pilot Project on Capacity Development of National Translators and Interpreters
32	UNDP	Maria Joao Morais Tristao	Secretariat of State for Work and Solidarity
33	UNDP	Michael Mwaura	Ministry of Transport and Communications
34	UNDP	Muhammad Nurul Islam	Ministry of Interior
35	UNDP	Olivio Correia Borges	UNDP

36	UNDP	Ouns Saikaly	UNDP
37	UNDP	Prasit Kattachan	Ministry of Planning and Finance
38	UNDP	Priscila Akemi Beltrame	Ministry of Justice - Public Defender's Office
39	UNDP	Russell Anderson	PBSTL-RTTL
40	UNDP	Seppo Ilmari Ihalainen	Banking and Payment Authority
41	UNDP	Shakib Shahidian	MAAF
42	UNDP	Shemmy Simone Kiliba	Ministry of Planning and Finance
43	UNDP	Sorin Reach	RDTL Procurement
44	UNDP	Sultan Ismail	Ministry of Interior
45	UNDP	Tania Bettencourt Correia	Office of the President
46	UNDP	Titus Ingana	Ministry of Development and Environment
47	UNDP	Walter Otieno	Ministry of Planning and Finance
48	UNMISSET	Paul Michael Young	Ministry of Foreign Affairs
49	UNMISSET	Jose Calvario Antunes	Court of Appeal
50	UNMISSET	Nuno Venade	Presidency
51	UNMISSET	Rui Manuel da Silva	Ministry of Planning and Finance
52	UNMISSET	Miriam Estrada	Ministry of Justice - Prosecutor General Office
53	UNMISSET	Sothun Thag	Ministry of Planning and Finance
54	UNMISSET	Jaideep Mishra	Ministry of Finance - Treasury
55	UNMISSET	Armanda Delgado	Courts
56	UNMISSET	Abu Nomaan Hossain	Ministry of Education, Culture, Youth and Sports
57	UNMISSET	Ana Filipa Carvalho	Ministry of Foreign Affairs
58	UNMISSET	Maria Braz	Ministry of Planning and Finance
59	UNMISSET	Pedro Monteiro	Ministry of Justice - Public Defender's Office
60	UNMISSET	Maria Simoes	UNMISSET
61	UNMISSET	Domingos Tristao	Ministry of Justice
62	UNMISSET	Uday Kulhathar	Ministry of Planning and Finance
63	UNMISSET	Chandrabalan S	Defence
64	UNMISSET	Emiliano Nosolini	Courts
65	UNMISSET	Marcial Salvatierra	Ministry of Education, Culture, Youth and Sports
66	UNMISSET	John Subai	Ministry of Finance - Treasury
67	UNMISSET	Pedro Vasconcelos	Office of the President
68	UNMISSET	Abdur Rahman Khan	Ministry of Planning and Finance
69	UNMISSET	Fernando Mora	Office of the Prime Minister - Human Rights
70	UNMISSET	Florbela Pires	UNMISSET
71	UNMISSET	Jose Luis da Goia	Court of Appeal
72	UNMISSET	Billy Tarrilo	Office of the Inspector General

73	UNMISSET	Mihalache Elenta	Ministry of Finance - Treasury
74	UNMISSET	Jose Manual Pinto	National Parliament
75	UNMISSET	Wayne Mayde	Ministry of Justice - Prosecutor General Office
76	UNMISSET	Alda Pereira	Court of Appeal
77	UNMISSET	Lourdes Quiros Baluja	Council of Ministries
78	UNMISSET	Erling Larsson	Ministry of Health
79	UNMISSET	Ricardo Pedrosa Sousa	Ministry of Development and Environment
80	UNMISSET	Utpal Kumar Maitra	Ministry of Finance - Treasury
81	UNMISSET	George Waigi	Secretariat of State, Commerce & Industry
82	UNMISSET	Jose Alberto Correia	Ministry of Transport and Communications
83	UNMISSET	Genaro Mosquera	Office of the Inspector General
84	UNMISSET	Moses Tefula	Banking and Payment Authority
85	UNMISSET	Sam Robinson	Banking and Payment Authority
86	UNMISSET	Silvia Zanetti	National Parliament
87	UNMISSET	Ennis Fontaine	CSG/MAE
88	UNMISSET	Felicia Gordon	Ministry of Planning and Finance
89	UNMISSET	Nazeer Ameer	Ministry of Planning and Finance
90	UNMISSET	Jorge Lynch	Ministry of Planning and Finance
91	UNMISSET	Naser H. Ismail	Ministry of Interior

ANNEX III – Break-out Sessions - Questions

Institutional Capacity Development Workshop Proposed Questions for Break-out Groups

Group 1:

What should be the contents of the advisor’s Institutional Capacity Development Plan?

Please use the existing template draft as a starting point and define the key sections of a one-page text description showing what issues have to be addressed.

Group 2:

What are the most critical elements for the skills& knowledge pillar and how can an advisor performance be best measured and monitored for this pillar?

Please provide a division to appropriate sub-areas (for example technical skills vs. general skills) and propose ways that they can be defined, tracked and measured.

Group 3:

What are the most critical elements for the systems& processes pillar and how can an advisor performance be best measured and monitored for this pillar?

Please provide a division to appropriate sub-areas (for example process manuals, legal frameworks, etc...) and propose ways that they can be defined, tracked and measured.

Group 4:

What are the most critical elements for the attitudes & behaviours pillar and how can an advisor performance be best measured and monitored for this pillar?

Please provide a division to appropriate sub-areas (for example ethics, motivation, etc...) and propose ways that they can be defined, tracked and measured.

Group 5:

What should be the contents of the advisor’s Exit Strategy?

Please use the existing template draft as a starting point and define the key sections of a one-page text description showing what issues have to be addressed.

ANNEX IV – Evaluation Form

**Workshop - Institutional Capacity Development
August 10th 2004 (9:00-17:00) – Hotel Timor
Evaluation Form**

1. Is your position funded by:

UNDP

UNMISSET

2. How useful was the workshop for your job as an advisor?

Extremely useful

Somewhat useful

Not useful at all

Please briefly specify by referring to the impact on your daily work for institutional capacity development:

3. Did the workshop meet your expectations?

Yes

Somewhat

No

4. Which part of the workshop was *most* valuable to you?

5. Which part was the *least* valuable?

6. Would you be interested in attending other workshops in the future? If yes, please specify some topics of your interest.

7. Other comments or suggestions?

ANNEX V – Registration Form

**Institutional Capacity Development Workshop
August 10, 2004**

Time: 9:00AM – 05:00PM

Venue: Hotel Timor

REGISTRATION FORM

NAME OF ADVISER: _____

INSTITUTION: _____

DATE: _____

TIME: _____

SIGNATURE: _____

ANNEX VI – Pictures



Group discussions



Group 1



Group 2



Group 3



Group 4



Group 5



Hazem and Mica's Presentation



Q&A Panel



Institutional Capacity Development Programme Team



Closure



Closure

ANNEX VII – Power-Point Presentations