

Operations Team Six-Month Report #1 July – December 2014

National Program for Village
Development Support Program
Phase 2 (PSP2), Timor-Leste

Prepared for DFAT
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Abbreviations and Acronyms

AUD	Australian dollar
DFAT	Department of Foreign Affairs and Trade
EOFY	End of financial year
EOPO	End of program outcome
FST	Field Support Team
FY	Financial year
4WD	Four wheel drive
GoTL	Government of Timor-Leste
HRM	Human resources management
ICT	Information and communications technology
ITA	International technical adviser
LES	Locally engaged staff
LTA	Long term adviser
MIS	Management information system
MoSA	Ministry of State Administration
M&E	Monitoring and evaluation
MEF	Monitoring and evaluation framework
MER	Monitoring, evaluation and reporting
MRG	Monitoring Review Group
OSS	One stop shop
PEN	Payment event notice
PD	Program Director
PNDS	Programa Nasional Dezenvolvimentu Suku or National Program for Village Development
PNDSSP	PNDS Support Program
PSP1	PNDS Support Program Phase 1
PSP2	PNDS Support Program Phase 2
RFQ	Request for quote
RFT	Request for tender
STA	Short term adviser
Suku	Village
TA	Technical assistance
TAT	Technical Assistance Team
TTL	Technical Team Leader
TOIL	Time off in lieu
VfM	Value for money
WoWSer	Ways of working strategy
WHS	Work health and safety
YTD	Year to date

Executive Summary

This report covers the first reporting period (July–December 2014) of the Timor-Leste Apoiu ba Programa Nasional Dezenvolvimentu Suku (National Program for Village Development Support Program Phase 2 - PSP2) managed by Cardno Emerging Markets on behalf of the Australian Government.

This report assesses the **adequacy of operational management systems** and the extent to which systems are contributing to the end-of-program outcome, this being:

'High quality, effective and responsive operational management systems are in place and support PSP2 goals and outcomes.'

The adequacy of progress for operational management systems are as follows: program management - on track; financial and procurement management – partially on track; personnel management – partially on track; logistical management - on track.

A qualitative and quantitative process was used to assess **progress with implementation** of the operations team work plan. Analyses identify that 57% of all activities are fully completed, 38% underway and 5% dropped. This implementation progress is considered partially on track. Implementation progress for contractual deliverables is assessed as on track with seven of eight products completed, lodged and accepted by DFAT; the remaining output has been agreed for lodgement in January 2015.

By the end of reporting period, the budget was AU\$7.7million, representing a reduction of just over AU\$500,000 since inception. This reduction came about through three DFAT-mandated budget cuts and reallocation to the DFAT program budget.

Progress toward achieving the outcome of full **budget expenditure** by end-of-financial-year (EOFY) is partially off track with 38.7% of the budget expended and 50% of the year gone. YTD actual expenditure is AU\$2.98 million compared with YTD cash flow budget of AU\$3.50 million, an under-expenditure against budget of AU\$518,000 (or -15% variance). There are significant variances (defined as those where variance is +/- 5%) in three budget lines: activities, operations administrative costs and technical assistance. The latter two budget lines are expected to 'catch up' in the next reporting period. In the case of activities, there is some risk of under-expenditure at EOFY. However, this is anticipated to be offset by foreign exchange currency fluctuations that have already seen a significant reduction in real spending power and likelihood that this will continue for remainder of the 2014/15 financial year.

Major risks of particular relevance to operational management in the reporting period included roles, responsibilities and cohesion of PSP2 teams. Tensions existed between Cardno's contracted mandate and DFAT's needs for support with whole-of-program planning and reporting, risk management, and adviser performance management. This risk was addressed through a managed transfer of responsibilities for these whole-of-program functions from the operations team to DFAT and the technical assistance team (TAT). The management structure and division of responsibilities does raise important questions about program design and whether the program management arrangements – the 'three team approach' – are the most efficient and effective model.

Activity management and DFAT/GoTL budget constraints was an identified major risk, namely concerns around alignment of requests to DFAT policies and priorities, obtaining a more orderly approach towards activity plans and implementation, and ongoing pressure arising from the insufficient PNDS goods and services budget. Risks were able to be reduced through development and roll-out of a new activity management system and better communication with and involvement of PNDS Secretariat in the activity funding process.

High-very high risks that are extant and/or expected to emerge over the period January – June 2015, and that have significant operational management implications, are activity management, donor budget, and workplace health and safety (WHS).

Looking ahead to the next six-months, important operational management activities will include:

- Complete major procurement activity to engage service providers for training programs.
- Make necessary changes to operations and technical assistance team structure, profile and overall numbers as per DFAT decisions on the PSP2 workforce management review (due by April 2015) and DFAT budget allocation for FY15/16.
- Consistent with the above, manage contract extension processes for local staff and advisers (total 36 staff) who have contract end dates in mid-late 2015.
- Continuation of WHS activity with emphasis given to close monitoring of the domestic security situation and any responses; district and sub-district travel; and improvement of national office facilities.
- Close monitoring of budget and expenditure including AUD exchange rate pressures in the lead up to EOFY; ensure complete execution of FY14/15 budget.
- Development of FY 15/16 program budget.

1 INTRODUCTION

1.1 PNDS: A snapshot

The Programa Nasional Dezenvolvimentu Suku (PNDS), or National Program for Village Development, is a nationwide community development program of the Government of Timor-Leste (GoTL). Launched in June 2012 and valued at US\$300 million over eight years, it will contribute to rural development by funding the ‘missing link’ to services – basic village infrastructure – and provide jobs and training.

The GoTL is providing communities with an annual grant of around US\$50,000 to plan, construct and manage their own small scale infrastructure projects. The government is also funding the costs of staff working on the program. Full program implementation began in late 2013.

An Inter-Ministerial Committee and Technical Working Group have been established to develop PNDS, representing key ministries (Finance, State Administration, Health, Education, Agriculture, Public Works and the National Development Agency). A PNDS Secretariat within the Ministry of State Administration supports these bodies and is responsible for the implementation of PNDS. The Secretariat is headed by the Director General Local Development.

Further details about PNDS are available on the GoTL website¹.

1.2 PNDS Support Program

The Australian Government's Department of Foreign Affairs and Trade (DFAT) is a major partner of GoTL as it implements PNDS. Since mid-2011 DFAT has supported the development of the program through program design and management, capacity development, direct operational support, and monitoring and evaluation. A new Australian aid program, the PNDS Support Program Phase 2 (PSP2) has been designed and tendered; DFAT has contracted Cardno Emerging Markets to manage elements of PSP2. The program commenced on 4 July 2014.

The delivery of PNDS and PSP2 is a collaborative effort between the PNDS Secretariat, key GoTL ministries, DFAT, Cardno and other development partners (principally the World Bank and The Asia Foundation). Extensive collaboration occurs between DFAT and Cardno, with DFAT taking the lead role on policy and relationship management with GoTL, while Cardno plays a lead role with implementation management, personnel management, logistics, finance, administration and support.

The goal of PSP2 is to strengthen GoTL systems to deliver PNDS so that community members attain increased social benefits. It is intended that community committees will plan, implement and maintain small-scale infrastructure with broad community participation by the end of the program.

Further details about PSP2 are available on the DFAT website².

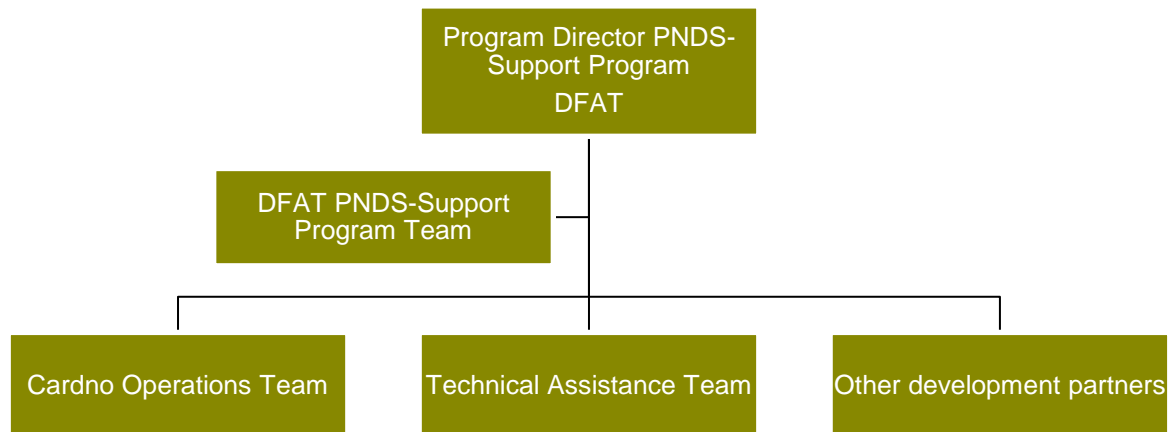
1.3 Program management arrangements

PSP2 is managed under the ‘program director model’ whereby DFAT has responsibility for leading all strategic and technical direction, and policy dialogue and relationships management with the GoTL (Figure 1). Under this model, Cardno as the managing contractor has responsibility for operational and logistical support.

¹ <http://www.pnds.gov.tl/website/>

² <http://aid.dfat.gov.au/countries/eastasia/timor-leste/Pages/rural-development-init7.aspx>

Figure 1 Program management arrangements



Under PSP2 there are specific roles and responsibilities for DFAT, Cardno technical assistance team (TAT) and Cardno operations team and clear delineation between parties. Consistent with the head contract, the Cardno operations team is responsible for:

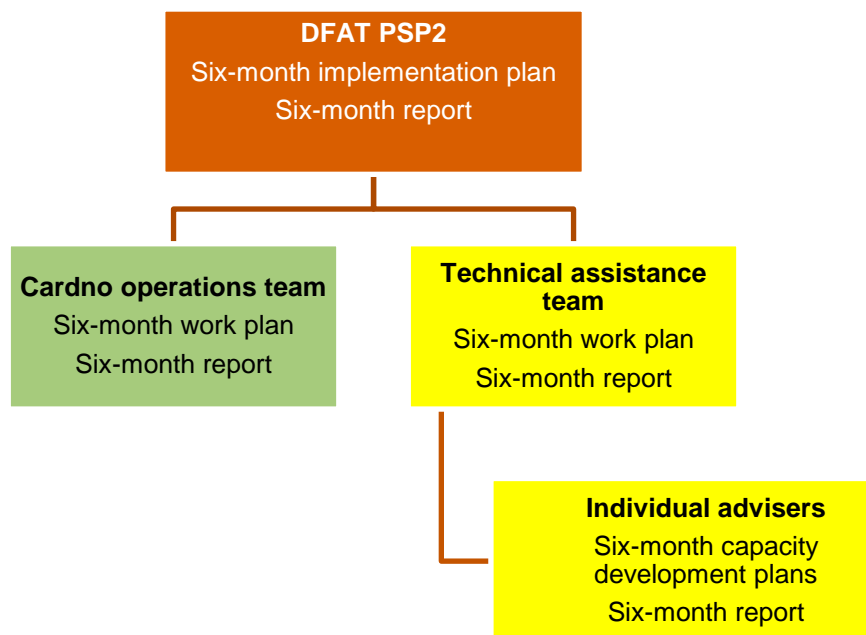
- Providing and managing all administrative, logistical and operational personnel.
- Managing resources and services required for the implementation of PSP2.
- Developing and implementing six-monthly work plans approved by the program director.
- Recruiting, contracting, mobilising and supporting all technical assistance (TA) personnel required for the implementation of PSP2 and providing assistance to the program director with performance management systems.

The operations team is not responsible for program policy and strategic direction or quality control of technical advisers, and will not have a representational role on behalf of DFAT. It is important to note that the TAT, although Cardno contracted, have a direct line of accountability to the DFAT program director (Figure 1) and separate arrangements for planning and reporting (refer Figure 2). The TAT six-month report is being developed as a separate output.

1.4 Planning and reporting framework

The program investment design (AusAID 2013), scope of services and ways of working strategy (WoWSer) (Cardno 2014d) provide guidance on the overall planning and reporting framework that will operate under the new program. The approved framework is illustrated in Figure 2.

Figure 2 PSP2 planning and reporting framework



1.5 About this report

Under PSP2, Cardno is required to develop six-month work plans that are subsidiary to and reflect the overall direction provided by the PSP2 implementation plan (DFAT 2014a) (see Figure 2). From July-September 2014, Cardno was actively managing an inception and start-up phase that was guided by a three-month mobilisation plan (Cardno 2014b). This was followed by a three-month work plan that had a duration of 1 October – 31 December 2014 (Cardno 2014e).

Accordingly, this six-month report covers the period July – December 2014 and extends across the planning periods of the mobilisation plan and three-month work plan. It aims to fully comply with the DFAT Monitoring and Evaluation Standards (Dawson 2014) and includes:

- Assessment of progress and analysis of issues having implications across the work of the operations team.
- In-depth assessment of the adequacy of the major operational management systems.
- Identification of management action taken and/or recommended to address observed issues.
- Progress in implementation of the individual actions and activities specified in the work plan.
- Financial reporting and budgetary analysis.
- Outlook to the next reporting period.

As illustrated in Figure 2, the operations team are part of a broader effort in implementation of PSP2. Given this framework, it is important to recognise that this report does not represent a whole-of-program report. As the roles and responsibilities of the Cardno operations team are focussed on logistical and operational support services, this report is similarly focussed. To gain a complete understanding of implementation progress across PSP2, it is necessary to review reports from the three major partners in PSP2 – DFAT, TAT and operations team.

1.6 Report aims and structure

This report starts with an executive summary, introduction (Section 1), contextual analysis (Section 2), and assessment of program progress as follows:

- Section 3 Progress towards end-of-program outcome (EOPO): this section assesses the adequacy of operational management systems and the extent to which systems are contributing to the EOPO. An assessment is undertaken of:
 - the current situation and overall adequacy³ and state of the system
 - factors that influenced progress with system development and application
 - implications of any issues
 - management response (both action taken and proposed).
- Section 4 Implementation progress: this section analyses and assesses progress in implementation of the work plan and budget.
- Section 5 Risk management: this section looks back over the six-month period and reports on the major risk mitigation measures that were undertaken. The section also looks ahead to the next six months and identifies the major risks facing program operations.
- Section 6 Looking ahead: major work activities for the forthcoming six months.

2 CONTEXT AND OPERATING ENVIRONMENT

Programs don't operate in isolation: the operating context affects a program and often times programs themselves affect context. It is only through understanding the factors influencing a program at a particular point in time that one can understand what it achieved, what it didn't and why.

At whole-of-program level, the PSP2 situation analysis (DFAT 2014b) provides a useful contextual assessment, with many of the factors operating throughout the July-December 2014 reporting period. These major contextual factors included:

- Political, policy and budget changes arising from election of a new Australian Government in September 2013.
- Government of Timor-Leste policy priorities, speculated leadership and structural changes, and implications of major policy initiatives such as the pre-deconcentration law.
- Capacity, performance and constraints of implementing partners – Cardno, The Asia Foundation and The World Bank.
- DFAT PSP2 team and its priorities (DFAT 2014b).

For the Cardno operations team, the period July – December 2014 was influenced by the following contextual factors.

Program management cycle: In July and August 2014 respectively, PSP2 commenced and PSP1 closed. Program closure was an opportunity to reflect and look back over the previous two years, identify lessons to be learned and use this to inform and influence the next phase. In this way, PSP2 was in a very encouraging situation because we could draw on previous experience and use that to continually improve systems and approaches. Similarly, PSP2 commenced with an already well-established operational management team and systems.

³ For this report, system adequacy was assessed by professional judgement of the responsible operational manager and operational management team. It is recognised that this methodology is somewhat limiting. Future reports will use a more diverse array of assessment techniques including feedback from clients (Cardno staff who are the recipients of services) and DFAT.

Solid foundations and systems: Start-up and mobilisation of the new program was characterised by development and refinement of the many deliverables specified in the head contract⁴. This start-up period was one whereby senior operational managers (principally operations and deputy operations managers) were focussed on these aspects, while other operational managers concentrated on day-to-day program support and implementation.

Although time consuming and demanding to produce, the suite of start-up deliverables – particularly the ways of working strategy (WoWSer) and operations manual – established a more ordered and planned management regime and much needed stability. These documents helped establish a better footing for operational management than had existed at any time in PSP1.

Role clarity: Instigation of the new head contract brought with it a more robust definition of roles and responsibilities plus an enhanced framework for budgeting, planning and reporting⁵; this was then built on through the WoWSer (Cardno 2014d). The fact that the head contract specified an expansion of responsibilities in the areas of planning, monitoring, evaluation and reporting (MER), strategic workforce management and adviser performance management for the DFAT program director and Cardno technical team leader - and an associated contraction in responsibilities for the Cardno operations manager and team – created some additional ‘space’ for the operations team to concentrate on program start-up, operational systems, and work health and safety (WHS) and provide an enhanced quality of service to the TAT, DFAT and PNDS Secretariat, our primary stakeholders.

Workplace health and safety: Provision of a safe and healthy work environment for Cardno personnel was a major priority and significant influencing factor throughout the reporting period. DFAT decided and GoTL agreed that Cardno will have lead responsibility to address any office facility defects at the MoSA office complex that represent a risk to the health and safety of Cardno and DFAT personnel. The cost of these works will be reimbursed by DFAT.

⁴ Contract deliverables for the reporting period included: security plan; mobilisation plan; risk management plan #1; ways of working strategy (WoWSer); operations team three-monthly work plan; operations manual; inputs to DFAT program implementation plan; operations team six-monthly work plan; learning and professional development plan (draft).

⁵ Needs to be seen in the context of PSP1 where the Interim Governance for Development head contract gave no direction or definition at all to PSP.

3 PROGRESS TOWARDS ACHIEVING END-OF-PROGRAM OUTCOME

This section assesses the adequacy of operational management systems and the extent to which systems are contributing to the end-of-program outcome (EPO). This matter needs explanation as PSP2 outcomes remain under development plus the operations team does not have sole accountability for any single outcome.

The draft PSP2 monitoring and evaluation framework (MEF) (Rose 2014) identifies three outcomes:

1. MoSA has effective leadership capable of sustaining a village development program.
2. MoSA effectively performs its functions to plan, manage, oversee and report on the implementation of the village development program.
3. PSP2 is managed in an efficient, effective and responsive manner.

Of these, the Cardno operations team has direct involvement in and some accountability and responsibility for outcome #3, however other partners – DFAT, TAT – also have major involvement. This causes some dilemmas in aligning the work of the operations team to a discrete outcome and reporting progress against that outcome.

To address this issue, the following outcome has been developed for the purposes of this six-month report:

'High quality, effective and responsive operational management systems are in place and support PSP2 goals and outcomes.'

This outcome can be reviewed, refined and if considered appropriate approved by DFAT for the subsequent reporting period (January – June 2015).

The following sub-sections assess the adequacy of PSP2 operational management systems in the context of the operational outcome above. Figure 3 illustrates the conceptual relationship between the EPO and management systems. Management systems have been defined according to Table 1 below.

Figure 3 Conceptual relationship between end-of-program outcome and management systems

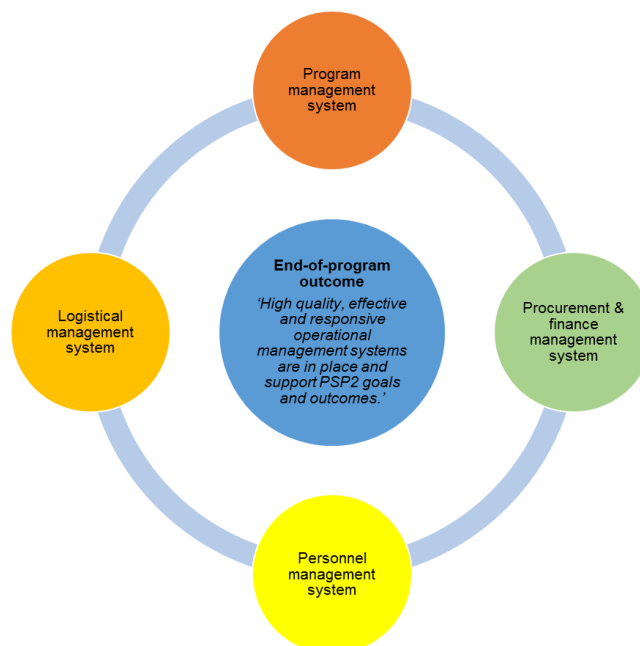


Table 1 Operational management systems

System	Components
1. Program management	Planning; risk management; monitoring, evaluation and reporting (MER); policy and procedural framework; activity (project) management
2. Finance and procurement	Budget management: budget development, annual budget planning, cash flowing, commitment register, YTD expenditure monitoring and reporting. Payments: to vendors and staff; types - travel advance, accommodation, per diems, reimbursements, acquittals, overtime, payroll (international and local). Cash management: Australia-Timor-Leste cash transfers; petty cash. Due diligence: internal and external audit; fraud control.
	Corporate and operational policies and procedures
	Planning (whole-of-program annual procurement planning; individual procurement activity plans). Start to end of procurement chain: task and scope definition; approach (request for tender – RFT, request for quote - RFQ, other); advertisement; assessment and evaluation including obtaining value for money (VfM); approvals and award; engagement instrument (contract, purchase order). Vendor activity implementation: progress and standards monitoring; payment (progress, final); waybills/goods received; project/activity closure. Information management: contract and order register; vendor pricing history and performance register.
3. Personnel management	Corporate and operational policies and procedures Personnel engagement: information sharing, communication and team building; staff satisfaction surveys Personnel management <ul style="list-style-type: none"> • One-stop-shop – personal details, leave, timesheets • Recruitment and selection, contracting, remuneration, mobilisation, induction, exit, demobilisation • HR management information system (MIS) • Due diligence: reference checks; criminal history and child protection checks • Performance management • Training and professional development WHS: management system; registers; incident management and incident reporting, emergency response (ambulance, evacuation).
4. Logistics	Fleet management: maintenance, fuel, registration, insurance; drivers' licence and sight checks, code of conduct Travel movements: vehicle bookings, call in/out procedures.

3.1 Program management system

3.1.1 Current situation: Adequacy of progress

Progress toward achieving the outcome is **on track**. The overall state and adequacy of the program management system is described below.

Planning; risk management; monitoring, evaluation and reporting (MER)

Work planning, risk management planning and mitigation, and MER were subject to extensive system development and continual refinement throughout PSP1. These approaches and experiences provided a sound basis for adaptation and continual improvement in PSP2.

Over the reporting period, the Cardno operations team had contractual responsibilities to develop and lodge the following planning, risk and MER outputs:

- Mobilisation plan (July – October 2014)
- Risk management plan #1 (July – December 2014)
- Three-month work plan (October – December 2014)
- Six-month work plan (January – June 2015).

All of the above outputs were accepted by DFAT (some with no change, others with requests for minor change and additions), a strong indication of the quality of the process and end product.

Policies and procedures

Overall the system of policy and procedures are performing well. There is now a robust suite of operational policies tailored for PSP2 and they are readily accessible to staff and used by managers for decision-making. Policy socialisation has been undertaken with more planned for early 2015. As feedback from staff is received, revisions are made where appropriate.

The operational policies and systems are outlined in the PSP2 operations manual. The manual was submitted to DFAT on 3 October 2014 as a contract deliverable and was accepted in November 2014. The manual is updated as the program evolves, and as areas emerge where policy guidance is required. The operations manual provides three levels of policy and procedural guidance: operational policies, operational guidelines, and forms and templates. Eight topical areas are included: program management; activities; communications; finance; human resources; logistics; procurement, assets and facilities; and work health and safety. To date, there are 17 operational policies developed specifically for PSP2. Operations staff received training on the policies across two half days in November 2014; refresher training will be conducted bi-annually. The manual is stored in protected form on SharePoint (program intranet), one version for LES and one for ITA.

Policy adequacy varies from policy to policy. In terms of meeting DFAT and Cardno requirements, the policies ensure that requirements outlined in the head contract and corporate policies are met, and in this regard policies are adequate. As PSP2 implementation progresses, some policy areas require further development to meet changing program needs, and the needs of a large team of multi-disciplinary and multi-national staff. The emerging sub-national focus is an example of an area that will require additional policy development. The HR section of the manual is incomplete and will be updated in the next reporting period. Staff engagement with policy is active, although some policies are not as well accepted by staff, an example being the LES medical benefits policy. LES provided some feedback and the policy was updated, however LES remain dissatisfied that their medical expense claims are taxed under Timorese law.

Activity management

Activities were a large component of the PSP1 budget and this continues to be the case in PSP2. They have been a valued tool of support for the PNDS Secretariat and have supported advisers to achieve their work plans.

For PSP2 the process was re-designed to move from numerous, small-scale requests to use of larger activities covering the full financial year. A total of five activities were designed and approved. The new process involved more extensive consultation and planning with the secretariat such that the end results were a better reflection of secretariat priorities. The process also established a more efficient and streamlined approach towards DFAT approvals.

After the activity designs were approved, sub-activity requests are used by the TAT to request operational support from Cardno; these are approved if consistent with the activity design. Since July 2014, a total of 58 formal sub-activity requests have been completed or are underway, ranging from procurement of assets and consumables, to trainings, meeting support and media engagement.

The new activity management system has worked well in terms of increasing the involvement by advisers and the PNDS Secretariat. However, it is a more time consuming process; as design and approvals did not occur until November 2014 – four months into the financial year - a number of the activities are behind in implementation. Gaps remain between DFAT priorities for funding and secretariat needs however this always expected to be the case.

3.1.2 Key factors affecting progress

Factors that made a **positive contribution** to the program management system included:

- Extensive previous experience in planning and MER amongst the operations team.
- Based on the history of interactions over the past two years, clear understanding of and familiarity with DFAT requirements.
- Availability of DFAT standards for MER to guide progress reporting.
- A concise and simple work plan that provided a solid basis for implementation reporting.
- Ability to build on the existing policies of PSP1 has eased the transition into PSP2 for staff and management.
- The staff survey results and personnel meetings generated very useful staff feedback on policies and procedure; this helped ensure that the operations manual is as relevant and systems as efficient as they can be.
- Lessons learned from PSP1 informed the need for changes to the activity management system.
- Close co-ordination with DFAT and fast turn-around on approvals and requests supported both the technical and operational teams to focus on implementation.

Factors that made a **negative contribution** included:

- The draft PSP2 monitoring and evaluation framework (MEF) has three major outcomes of which one is most relevant to the operations team, namely outcome #3: “PSP2 is managed in an efficient, effective and responsive manner”. However, responsibility for this outcome extends across multiple stakeholders and is much broader than the operations team alone. This lack of alignment between outcomes and specific teams’ means there is a lack of clear accountability; MER is also complicated.
- Further to the above, the mandate of the Cardno operations team is tightly defined and focussed very much on systems, activities and process rather than being outcome-based. Again, this points towards a disconnect between MEF design and its ultimate application as a tool to drive planning and reporting.
- A change in HR manager during the reporting period slowed completion of HR policies and procedures; this will be addressed in the next reporting period.
- The completion of activity approvals in October and November 2014 has meant a late start to activity implementation.
- The design process for the capacity building activity required a longer lead time for planning resulting in delays in approval, implementation and expenditure.
- The priorities of the PNDS Secretariat did not always align with the DFAT funding priorities, causing some frustration amongst advisers.

3.1.3 Implications

PSP1 was established as implementation of PNDS was moving at an extremely fast pace (late-2012, early-2013); operational policy guidance was patchy at this time. In contrast, under PSP2 there is a more robust policy and planning environment that has given more structure to the support program and aided management decision making.

3.1.4 Management responses

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
Policy changes – LES medical benefits, per diem, vehicle policy. These changes were based on feedback from staff or operations team targets for safety improvements	Operations managers	Nov-Dec 2014	Y – to date all changes successfully implemented; although some staff have issues with medical benefits being subject to tax, this is consistent with Timorese tax law..
For the purposes of preparing this six-month report, an interim outcome was developed for the operations team.	Operations Manager	Dec 2014	Y – provided a simple and clear outcome upon which adequacy of management systems and implementation could be assessed.
Management action recommended		By whom	By when
Work with TAT and DFAT to refine and finalise the PSP2 MEF including an end-of-program outcome suitable for the operations team.		Operations Manager	Feb 2015
Commence activity planning in April 2015 to ensure adequate lead time for consultation and planning for the next FY.		DFAT with support from Deputy Operations Manager	April 2015

3.2 Finance and procurement system

3.2.1 Current situation: Adequacy of progress

Progress toward achieving the outcome is **partially on track**. The overall state and adequacy of the procurement and finance management system is described below.

Budget management

DFAT made an annual budget allocation to Cardno at the beginning of FY14/15; this budget (or ‘cap’) is reviewed each month and periodically adjusted based on YTD expenditure, PSP2 needs and the broader DFAT PSP budget. Each month, the PSP2 finance team meets each activity budget manager to review expenditure to date and the forecast for the remainder of the year. Overspending or savings are monitored closely and reported for program management’s attention. The finance team maintains the budget on a rolling basis and incorporates all changes upon approval.

Financial management

Over the six-month period there were a total of:

- 306 payments made to 51 LES valued at US\$313,000 (being for salary, annual salary bonus, medical reimbursements and overtime).
- 40 payments for international advisers' support costs (communication allowance, reimbursement of mobilisation costs, per diem and accommodation allowance) valued at US\$50,000.
- 234 vendor payments valued at US\$373,000: 152 for office operating and 82 for activities.
- 570 advances and acquittals for per diem and accommodation payments, valued at US\$90,000, associated with work-related trips by the FST.
- 1672 individual payments valued at a total of over US\$840,000 (Table 2).

Once payment requests are submitted, the finance team check all the supporting documents and cost code, and ensure the necessary approvals are in place. Payments can be made in the form of cash, credit card, cheque or bank transfer. The finance team has sound systems in place to ensure the accuracy and integrity of financial data including duty segregation, cash counts, bank reconciliations, advance/acquittal process and the findings of internal and external audits.

Table 2 Number of payments and amount by payment event notice (PEN)

Categories	No. of payments	Amount (US\$)
Operations - Specified Long Term Adviser Costs (PEN1682)	16	7,118
Operations - Administrative Costs (PEN1693)	508	254,125
Technical Assistance (PEN1694)	82	92,621
Activity Costs (PEN1695)	1,066	486,225
Grand total	1,672	840,088

Procurement

During the reporting period, there were 51 separate procurement transactions valued at over US\$360,000 (Table 3). Serially numbered purchase orders, signed by a manager with appropriate financial authority, are an integral part of the procurement and finance system and are used across all operational teams. A total of 42 credit purchases were made during the reporting period, with average value of US\$3,850 (Table 3).

During PSP1 formal Cardno service contracts were used sparingly; vendors did not appreciate or comprehend the complex legal phraseology and execution processes became convoluted. Instead, a detailed purchase order format was developed and used to secure low value, low risk services. Eight orders of this type were placed during the period, averaging US\$11,640 (Table 3) and covering mobile technical training services, minor works and provision of personal services (legal, data entry and cleaning).

Table 3 Breakdown of procurement by contract type

No.	Contract type	Number	Value US\$
1	Simple purchase orders	42	161,651
2	Complex purchase orders	8	93,125
3	Cardno service contracts	0	0
4	Other - office lease (two year commitment value)	1	105,600
	TOTAL	51	360,376

Vendor selection and procurement and payment approval is documented through use of a '7.0 Vendor Selection Form' (formerly FM12) and '4.4 Payment Form' (formerly FM23). Both forms were simplified and reformatted in the new PSP2 operations manual, for ease of staff use and to provide better guidance on what supporting documents are required.

Procurement policy requires three quotations are obtained for purchase of goods and services over a threshold of US\$500 and up to the value of US\$80,000, above which public tender is required. No individual procurements warranted public tender during the period. The majority of vendor selections were justified using three (or more) quotations, excepting when three competent vendors could not be identified. In these latter cases rates were negotiated directly with the available vendor(s).

A number of supplier agreements were established or renewed following market assessments and one-off procurement approvals, including for office facilities, broadband internet services to Dili and the 13 PNDS district offices, static guard services, security information service, a pool of translators, and fuel suppliers at district level. All these arrangements allow for on-going procurement using a purchase order or voucher, without the need for further vendor selection. The list of pre-approved vendors is expected to be extended in the near term to provide for all procurement of stationery, furniture, printing, and Dili-based catering and accommodation.

A non-exclusive preferred supplier arrangement established during PSP1 for the supply of ordinary stationery and printing was continued under PSP2. However the success of this approach was questionable as limited stocks were held by the preferred supplier (and other Dili vendors) which meant all purchases over US\$500 had to proceed using the three quotations methodology. Printing services have continued to be provided by the preferred supplier, unless the service was unavailable or atypical (in format or quantity), in which case emergency, overflow and one-off printing was carried out by alternative vendors, and their rates monitored to provide benchmarks with which to access on-going competitiveness.

Monthly accounts were established with district accommodation providers across the country. This initiative had multiple benefits including:

- provided better service to FST and travelling advisers
- reduced handling and transport of cash by FST and logistics staff, and thereby reduced risk of theft and loss
- introduced administrative efficiencies
- reduced fraud risk.

A cloud-based tracking tool was also developed to keep stakeholders informed on the progress of all orders, and assets and durable goods were logged at order stage (rather than delivery) to ensure completeness of the assets register.

During the reporting period, over 180 non-consumable assets valued at US\$96,000 were purchased. The majority of these were for use of the PNDS Secretariat and sub-district offices and were transferred onto the GoTL asset register (Table 4).

Table 4 Purchase of assets (non-consumable items)

Description	Qty	Cost US\$
Cardno		
Assets (value > \$2,000)	3	11,338
Durable items (\$200 <value< \$2,000)	17	10,090
Sub-Total	20	21,428
Transferred to GoTL		
Assets (value > \$2,000)	5	16,968
Durable items (\$200 <value< \$2,000)	159	57,711
Sub-Total	164	74,679
TOTAL		96,107

Fraud control management

A fraud control plan and fiduciary fraud risk profile was developed during PSP2 start-up; these form part of the program operations manual. Fraud awareness training was provided to all existing staff in December 2014 and is built into induction for new staff; annual refresher training is planned. The fraud control system centres on financial document checking, document cross-checking between departments, corporate month end audit, and ongoing managerial oversight.

3.2.2 Key factors affecting progress

Factors that made a **positive contribution** to the procurement and finance management system included:

- Team ethos and practice of finding improvements in the way things are done.
- Engagement of an Assets and Facilities Officer. This position allowed for better coordination between GoTL Secretariat and operations staff on logistics issues and assets handover, and provided a dedicated staff member to follow through on time consuming facilities and asset management tasks across three office locations (for instance tagging and tracking durable items, maintaining workable ICT items). This freed up time for the Procurement and Office Manager to attend to higher-level tasks and reduced interruptions to office systems.
- A reduction in the overall number and size of activity procurement requests when compared with the frenetic pace of PSP1; this allowed for the allocation of more time to manage program start-up and facilities and procurement management.
- Establishment of monthly accounts with district accommodation providers.
- Provision of a corporate credit card facility (albeit with limitations) for off-shore and on-line purchases.
- Program operation manual that provides clear policy and procedural guidance.

Factors that made a **negative contribution** included:

- Finding time to prioritise the development (and maintenance) of management tools and systems when dealing with a heavy and varied load of requests across procurement, program management and facilities functions.
- Many activity requests are conceptual only when approved and are underdeveloped for procurement. This means requests require considerable development and refinement before the procurement process can begin, or alternatively changes need to be managed *within* the procurement process itself, adding time and complexity to orders and payments.
- Lack of staff capacity. For example, local procurement staff lack the skills and confidence to deal with international vendors and on-line purchases. Time to provide training and capacity development is limited. Even when training has been provided within the office, the more dedicated LES have been known to skip the training (even when they made a personal cost contribution to it) to cope with the demands of their positions. Extensive management time is required to support local staff performance.
- Lack of or diminishing capacity in vendors. For example, vendors often repeat the same accounting errors and this wastes a lot of time ensuring invoicing is current and accurate. Any gains made in dealing with one vendor's staff member can ultimately be undone when that staff member moves from their position. Capacity building of vendors must also target vendor management staff, however this requires a more formal approach, and more setup time.
- Program pace. PSP2 is a dynamic program with a fast pace and this is not always accepted by LES who can be change resistant and restricted time and capacity to absorb and respond to work changes.
- The Timorese banking service is expensive and unreliable.
- Frequent budget changes meant that the reporting parameters are constantly moving and variance analysis complicated.

3.2.3 Implications

There is scope to make further refinements to the procurement system. As long as larger scale, strategic issues are being addressed - risk is being managed and value-for-money is obtained under each procurement - further improvements can be made over time to collate more market data and to allow for more refined analyses.

Though it may appear advantageous to periodically go to the market for new rates, a number of supply arrangements that have been extended on a month-to-month basis have continued to provide the program with value for money, often at rates better than current market rates. Providing this competitiveness is documented, the 'staleness' of the arrangements can be addressed at some later point, when other priorities have been attended to.

Some systems may also end up being more targeted when developed in real time, in that they allow for more input from stakeholders and better refinements.

From the finance side, given the poor local banking service, a lot of suppliers prefer cash payment; this exposes the program to fraud and security risks. Systems and operational policies are being designed to minimise cash payments.

There is at times a conflict between the fast pace of the program and low local capacity, local staff usually take a long time to adapt to new or changed processes and considerable management support is required to avoid inefficiency and confusion. Many local staff are comfortable operating within a verbal culture and are not inclined to refer to written policy when seeking instructions. Fine tuning policy documents often provides little impact on the day-to-day actions of these staff, and without further training and then on-going refresher training any policy improvements can soon be lost. The main implication here is the importance of verbal instructions to staff.

3.2.4 Management responses

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
New physical access regime implemented at the operations office – to minimise risk of theft of program assets and personal items.	Procurement and Office Manager	Aug 2014	Yes. No losses reported over the period Aug – Dec 2014.
Use of purchase orders for all credit purchase, across all teams.	Procurement and Office Manager	Oct 2014	Yes. This action has almost eliminated the arrival of unexplained invoices.
Simplification and reformatting of procurement documents.	Procurement and Office Manager	Nov 2014	Yes. Staff are more vigorous and accurate in their use of documentation.
PSP2 operation manual training provided to all the operations team.	Finance Manager and Finance Officer	Nov 2014	Yes. The training provided the team with an opportunity to learn what's new in the operation manual and clarify some unclear procedures in their daily work. Positive feedback was received.
Fraud training to all staff	Finance manager	Dec 2014	In part. Training

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
			feedback was overall positive; future courses to give more practical examples.
Management action recommended		By whom	By when
Track individual purchase orders.		Procurement and Office Manager	31 Mar 2015
Review procedures for the provision of communications allowances to LES with the aim of having a simpler, more efficient system that involves non-cash payments.		Deputy Operations Manager, Finance Manager	31 Mar 2015
Continued pre-selection of vendors across different classes of goods and services, to allow simplified and greater use of the purchase order system.		Procurement and Office Manager	30 Apr 2015
Continue to make further refinements to the way market data is captured and used.		Procurement and Office Manager	30 Jun 2015

3.3 Personnel management system

3.3.1 Current situation: Adequacy of progress

Progress toward achieving the outcome is **partially on track**. The overall state and adequacy of the personnel management system is described below.

Overall

The transition from PSP1 to PSP2 has resulted in a more systematic and process oriented approach towards routine personnel management activities. Major achievements in the reporting period include:

- the refinement of existing HR policies and procedures and development of new policies covering staff medical benefits and local staff salary framework
- improved communication of human resource information to all staff
- refinement and ongoing improvement to administration of leave and timesheets, recruitment, selection, reference checks, police checks, staff contracting
- development and application of improved mobilisation, induction and demobilisation processes for international advisers and local staff
- all staff were trained in corporate policies addressing fraud, anti-bribery and child protection
- introduction of the monthly program newsletter *Lia Tatoli*.

Average monthly payment transactions from the one stop shop (OSS) includes:

- 22 timesheets for ITA
- 50 timesheets and associated medical and overtime claims for local staff
- 20 expense claims (housing reimbursements, communication allowance, mobilisation costs) and five tax invoices
- tracking and processing of staff leave requests.

Over the reporting period 11 staff were recruited and contracted (five LTA, two STA, four LES); one national adviser newly contracted in August exited in October 2014 due to a more attractive job offer from the Timorese Government. As at December 2014, 73 staff were contracted (17 LTA, five STA, 51 LES); five positions remained vacant and are subject to recruitment action that will be finalised in early 2015 (Annex 3).

HR policies and procedures

HR policies and procedures are a chapter of the PSP2 operations manual and an integral part of the personnel management system. Policies and procedures are in place for: recruitment and selection; induction and orientation; timesheets; after hour travel, TOIL and overtime; change of family status; LTA accommodation allowances; passport and visas; LES contracting; language support; LES medical benefits; STA management; in-country counselling; LES salary framework.

Policies to be completed, socialised and rolled-out next reporting period are: one stop shop; LES leave; ITA leave; performance management; resignation and exit; LES termination.

Personnel engagement

HR information is shared with staff through email, SharePoint, meetings, one-on-one contact and the new PSP2 newsletter, *Lia Tatoli* and stored on SharePoint. Staff communication forums are planned and delivered consistent with the ways of working strategy. The key staff forums conducted during the reporting period were: three all staff meetings; two adviser-managers meetings; and one all LES meeting.

A monthly program newsletter was introduced and distributed in October, November and December 2014. *Lia Tatoli* is distributed monthly and contains a senior management overview, staff interviews, key dates, program news, featured policies and stories from the field.

The Cardno champion award was introduced as a means of recognising local staff who are not always at the forefront of the program but put in an exemplary efforts and have a positive attitude. The Cardno champion award was introduced at the first LES meeting and was well received by locally engaged staff.

Communication templates and service standards were introduced and these system changes have led to some improvement in communications between the HR team and staff through the One Stop Shop. Much more remains to be done however there has been sound progress in the July to December 2014 period.

The staff satisfaction survey conducted in June 2014 continues to inform management about priority areas requiring system improvements and management attention. Key change areas include HR policies and procedures, staff salaries and benefits, and professional development. The survey is an important management tool for gauging staff feedback about operational support services and to garner ideas about program management. The next survey is scheduled for March 2015.

Personnel management

The HR team is using *Orange* HRM software to develop a HR management information system (MIS) that will improve the recording, updating, tracking and maintenance of personnel information.

The one stop shop (OSS) is the system used to provide human resources and personnel administration services to local and international staff. It is the central point for leave administration, adviser payment processing, documents (timesheets, tax invoices, expense claims), coordination of adviser mobilisation and demobilisation, and new staff induction. The establishment of communication templates and standards for response time and deadline management has led to service improvements. Placement and integration of the Cardno Senior HR Officer within the HR team has resulted in some improvements to staff payments and facilitated liaison with the corporate office.

However, the capacity of the HRM team in delivering high quality, efficient and pro-active customer services continues to be a challenge and remains a key area for improvement in the coming reporting period.

Recruitment processes have been improved and made more efficient. The DFAT selection approval has been streamlined, while the establishment of a recruitment database has given the HR team and interview panels improved information about applicants and their history with the program.

There were difficulties in filling specialist international and national positions where the market is limited. For instance, the limited availability of suitable applicants for the position of M&E Adviser meant the recruitment process had to be repeated and took more than three months to complete. Similar delays were experienced in recruitment of FST senior finance adviser and finance adviser positions. Attracting and retaining high calibre national advisers was also a challenge, particularly with high salaries offered for government advisory positions. This was addressed by reviewing the LES salary policy and ensuring salaries were more competitive.

The implementation of learning and staff professional development programs for staff is partially off track. Targeted technical training courses have been provided for LES throughout the reporting period however little has been undertaken for advisers. The PSP2 learning and professional development plan (lodged with DFAT in mid-January 2015) is anticipated to provide a strategic basis for learning and professional development and an improved platform for specific initiatives and programs.

Work health and safety (WHS)

WHS initiatives in the reporting period focussed on the PNDS Secretariat offices and district travel. At the secretariat where the TAT are housed, building infrastructure is owned and managed by the Government of Timor-Leste. Due to budget limitations and poor construction standards, conditions do not always meet Australian standards and at times represent unacceptable risks to personnel. With the agreement of the PNDS Secretariat and the Ministry of State Administration (MoSA), Cardno began works to strengthen the structural integrity of the two main PNDS office buildings. Electrical assessments were undertaken and repair and re-wiring work undertaken. Works continue into the next reporting period.

An aeromedical evacuation agreement was signed between Cardno and Stamford Medical to provide medical evacuations via a charter plane in the event of an emergency within Timor-Leste. The emergency procedures policy and security and evacuation plans were developed and included in the new operations manual. Logistics staff began surveying the districts ensuring local authorities were aware of travelling staff, and collecting names and phone numbers for use in case of emergency.

A range of WHS training was provided notably:

- 4WD use and safety for all drivers (12 staff)
- basic fire-fighting awareness, including the role of a fire warden (seven staff)
- introduction to WHS (four staff)
- WHS representative (one staff).

WHS remains a priority and in the next reporting period will focus on field travel, building and electrical works at MoSA offices, evacuation procedures, upgrade of the security manual, operationalisation of the WHS policy, and continued operation of the Cardno and PSP2 WHS committees.

3.3.2 Key factors affecting progress

Factors that made a **positive contribution** to the personnel management system included:

- The advanced state of the systems from PSP1 have greatly assisted the development and implementation of work plans and activities in PSP2.

- Recruitment activities were assisted through the guidance given by the workforce management strategy, rapid turnaround of ToR's for advertising, availability of appropriate people for selection panels and good teamwork to get selection reports and contracts completed.
- The implementation of service standards and communication templates for the OSS has reinforced expectations within the HRM team about customer service, responsiveness, clarity of communication and meeting deadlines.
- The ongoing socialisation of key policies and procedures highlighted staff concerns and this feedback was used to review and improve the LES medical benefits policy.
- The inclusion of the Cardno Senior HRO within the HRM team has increased the team size and capability.

Factors that made a **negative contribution** included:

- Some staff give insufficient attention to completion of administrative forms and documents (timesheets, invoices, leave, claims). Forms that are incorrect require rework and may result in delays to the processing of payments.
- The efficient and accurate recording, tracking and filing of HR documents continues to be a challenge in the absence of the HR MIS. Completion of the MIS is scheduled for the next reporting period.
- The capacity of HRM staff to multi-task, give adequate attention to detail, communicate with clarity, react to task urgency, and be responsive remains under-developed and is priority area for ongoing improvement, training and active management involvement.

3.3.3 Implications

Personnel management policies and procedures provide guidance and parameters for staff about benefits, employment conditions and obligations, and DFAT and Cardno expectations and standards.

Clear, fair and equitable personnel management systems are an essential prerequisite to staff satisfaction and program reputation. Conversely, where personnel management systems and policies are insufficient this can lead to staff frustration, subjective and inconsistent management decision making and a lack of mutual accountability. The quality and frequency of communication with staff can be the difference between an informed and satisfied workforce and one that lacks motivation and the tools to work collaboratively and efficiently.

3.3.4 Management responses

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
Induction procedures revised and implemented	HR Manager, HR team	Aug-Sept 2014	Y - structured and systematic induction program
Mobilisation process revised and implemented	HR manager, HR team and Corporate Support Officer	Sept-Oct 2014	Y – improved coordination amongst HRM team
One stop shop procedure revised and implemented	HR Manager, HR team	Oct 2014	In part - response time and communication templates established. However still needs some improvement.

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
HR policies and procedures revised and implemented	HR Manager, Deputy Operations Manager, Operations Manager	Dec 2014	Y - LES salary framework and LES medical benefits
Corporate policy training	Finance Manager, Senior HR Officer	Dec 2014	Y - staff signing acknowledgement and consent forms.
Management action recommended		By whom	By when
Finalise HR MIS using <i>Orange</i> HRM software.		HR team	Jan - Feb 2015
HR team training in generating HR reports and understanding information management.		HR Manager, HR and IT team	Feb 2015

3.4 Logistics system

3.4.1 Current situation: Adequacy of progress

Progress toward achieving the outcome is **on track**. The overall state and adequacy of the logistics management system is described below.

Overall

In contrast to PSP1 where pace of program implementation drove daily tasks, since the early months of PSP2, day to day logistics activity has become more systematic and customer service oriented. The vast majority of all travel requests are able to be facilitated on time, safely and to the correct location. There remains opportunities for ongoing improvements however there has been sound progress in the July to December 2014 period.

Logistics service provision

The Cardno logistics unit is mandated with providing logistical support services to the broader support program. This predominately involves the provision of drivers, vehicles and other transportation services around Dili and the districts.

Over the period July - December 2014, a total of 180 field trip bookings were completed for travel to the districts, with a total of 112,211 kilometres travelled and 556 passengers transported across 13 districts. Drivers completed 4WD training in July 2010 to ensure that Cardno is providing the safest possible field transportation service and that drivers are skilled to operate in difficult road conditions.

The PSP2 fleet comprises three Troop Carriers, five Hiluxes, five Rangers, two sedans and six motorbikes, a total of 21 vehicles. These are managed through weekly inspection, services every 5,000 kilometres and immediate repairs upon detection of an issue. All vehicles are of model 2012 and above so are in good condition. PSP2 has eight fuel providers across seven districts, 40 approved drivers (including twelve employed drivers) and two insurance providers for vehicles. A logistics officer is based at the PNDS Secretariat to serve the TAT, and at the Balide office to serve the operations team.

Transport and travel bookings are managed through an email booking contact and a 24/7 logistics phone number so that staff can make contact whenever required. Staff make field trip bookings the week before planned travel by filling in a travel request; the logistics team book the request, allocate a vehicle and driver, and co-ordinate the approvals of per diems and payment from the finance department.

The logistics service was significantly stretched during PSP1, with fast growth of the fleet and staff numbers and a shift from Dili-based to field operations; daily service provision was often hectic and reactive. In recognition of the need to improve services, in July 2014 the logistics team transitioned from a paper-based bookings system to a web application called '*Booked*'. This system enables any of the logistics staff to book and track vehicles while at the same time precluding the possibility of double bookings. *Booked* also provides live time information to staff on vehicle availability and ensures confirmations are sent.

However system management still requires improvements. Sometimes advisers and FST staff bypass the system and at times the logistics staff do not provide turn around within the two hours which is the standard response time. The team has chosen communication as a target area for improvement for the January-June 2015 period. Refresher training in first aid and 4WD and motorbike driving is also planned in the next reporting period.

Overall the logistics team meets most requests efficiently and staff are able to get to where they need to go. The team has not had an accident in the reporting period and the fleet has only had paintwork scratches and minor dents, an incredible achievement given the distances travelled (over 100,000km) and the difficult terrain. The team recognises areas requiring improvement and has plans in place to address these in the next six month period.

Fleet management

The fleet and transport demands rapidly expanded in 2014 however the fleet management system - using Excel spreadsheets and hard copy filing - struggled to keep apace. Local officers found the volume of information overwhelming and struggled to maintain control of multiple layers of data. The Cardno logistics and ICT teams worked collaboratively to upgrade the fleet system: *Fleet Manager* software was purchased, staff trained in its use and two months spent entering historical fleet data. The revamped system now keeps a record of all important fleet information: vehicle service and repairs history; vendor management; fuel use by vendor, driver and vehicle; insurance providers; inspection regime; and drivers' licence and training information.

The *Fleet Manager* system has generated multiple benefits including:

- Automated reminders to logistics staff when services and insurance are due
- Capacity to thoroughly analyse fuel use (by vehicle, driver, vendor) and to readily identify any discrepancies
- Ready management of a large number of fuel vendors.

Travel movement

During PSP1 a travel movement policy and system was established and socialised to advisers and staff. The system struggled to gain traction and less than 5% of staff would actively use the system. Tracking the data was overwhelming for the logistics officers; they knew the districts that staff were travelling in however communication was inconsistent and follow-up poor.

In September and October 2014 the logistics team worked to overhaul the system with the support of the ICT team. The travel movements system is now joined with the '*Booked*' web application and monitors all staff travel movements outside of Dili. For field trips drivers are the principal point of contact, however from time to time FST staff are also directly engaged. Logistics in Dili track actual departure and arrival times, and movements between villages and sub-districts. If contact is unable to be made for over an hour beyond the estimated arrival time, the logistics officers' contact partners in the area (PNDS staff, local authorities) to check on staff safety. If staff are not able to be located emergency procedures are enacted to locate staff.

The system is updated daily with actual movement. Each Monday, a report is generated and shared with finance department to cross-check travel with payment of per diems. This has proven to be an effective and valuable tool for monitoring staff payments and is a potential mechanism for fraud detection.

System upgrade has been very effective in large part because of the extensive involvement of logistics officers in the process; as a result their ownership is high and the system is being actively used. There are still slips (for instance advisers' not notifying logistics of weekend travel), however the culture of travel advice and monitoring is being changed and the majority of staff are now actively using the system. Next reporting period some further work will be done on the emergency procedures and chain of communication where staff cannot be contacted in the field.

3.4.2 Key factors affecting progress

Factors that made a **positive contribution** to improvements in the logistics systems included:

- Local officers could identify that Excel systems were not assisting them to have control of the data they required and were prone to error.
- The ICT team were very responsive to requests for assistance to upgrade the fleet and travel information systems.
- Staff were keen to be involved in developing the new systems and making them realistic for the program context.
- As each system was improved on, it made work more efficient and less stressful for the logistics officers which provided them with more thinking space for improvements.
- The pace of activities eased off in the transition between PSP1 and PSP2, enabling logistics staff to make systems improvements.
- One of the logistics officers in particular grew in confidence and contributed more ideas to the process and often presented updates during weekly meetings.
- The appointment of an additional senior driver helped structure tasks and manage the driver teams more efficiently, allowing the logistics officers to focus on system improvements.
- Logistics systems do rely on users being relatively organised and planning field trips in advance. FST field trip planning was on the whole well planned and with only minimal changes required to itineraries.

Factors that made a **negative contribution** included:

- Logistic services require fast movement, responsiveness and strong levels of communication. The capacity of logistics officers to multi-task was tested: at times officers struggled to simultaneously juggle management of a team of 12 drivers, communicating with advisers requiring transport, and maintaining accurate and thorough records. There have been improvements but this remains an area requiring ongoing management oversight and capacity development.
- Understanding information management and use of data. There has been a steep learning curve for the team to understand the importance of accurate record keeping and ensuring hard and soft files match. Improvements in hard copy filing took two months longer than planned.
- Travel requests take priority over administrative tasks, so during busy periods administrative tasks and record keeping were not always completed in the required timeframe.
- Communication across the program is challenging with varying expectations from advisers and local staff regarding availability and notice for use of fleet vehicles. The vast majority of requests are met immediately, however there is periodic pressure on the fleet and staff need to wait for available transportation.

- Having the majority of staff travelling in the field with minimal supervision can be challenging, and from time to time there can be disagreements between drivers and travelling staff. Ensuring expectations are clear and that travel is monitored well can help alleviate some of these problems. However additional field time for the logistics officers would be beneficial in 2015, to occasionally visit field teams and drivers on the job as well as better manage district-based vendors.

3.4.3 Implications

For a program that is increasingly field oriented, having a robust logistical support system ensures that staff are able to focus on their work plans and are not distracted by logistics complications and availability of adequate transport.

Ensuring that the fleet is well managed is critical for staff safety and comfort. The logistics management system helps ensure that vehicles are fit for purpose and in excellent condition before any field travel. Having trained and skilled drivers, readily available fuel and a vehicle suited for the trip conditions all contribute to safety and the ability of staff to focus on their work plans while in the field. If the fleet is in poor condition, or vehicles not suited for the task, this increases the likelihood of accidents and disrupted field work.

Having a strong information management system for the fleet ensures accountability for the management of high value assets (vehicles) and consumables (fuel) and is an important tool for detecting any potential fraud.

3.4.4 Management responses

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
<i>Booked</i> online travel management system was introduced to cope with increasing scale and complexity of fleet and driver information.	Deputy Operations Manager with Senior Logistics Officers	July-Sept 2014	Y – the new fleet manager system copes well with the large number of vendors, vehicles and drivers.
Additional fuel vendor accounts established.	Operations Co-ordinator with Senior Logistics Officers	July-Dec 2014	Y – additional fuel vendors were sourced to give staff more supply options in the field.
Management action recommended		By whom	By when
Staff professional development – from January 2015 onwards the logistics team have identified five areas they wish to improve a) communications, b) decision making, c) meeting deadlines, d) report writing, and e) meeting management. The team will use on-the-job learning in these five areas as well as targeted development sessions.		Deputy Operations Manager	Jan-Mar 2015 initial period then review
Strengthen existing emergency procedures.		Deputy Operations Manager and Operations Co-ordinator	Feb 2015

4 IMPLEMENTATION PROGRESS

This section analyses and assesses progress in implementation of the work plan and budget.

4.1 Implementation against work plan

A qualitative and quantitative process was used to assess implementation progress. For each of the outputs and activities in the operations team work plan, a progress status code was applied along with a description of progress (refer Annex 1).

Table 5 provides an analysis of implementation progress disaggregated by broad work area. This analysis is illustrated in Figures 3 and 4. In summary, these analyses identify that 57% of all activities are fully completed, 38% underway and 5% dropped. Overall, this implementation progress is considered **partially on track**.

Of eight contracted milestones, seven were completed, lodged on-time and accepted by DFAT. The only document not lodged by the contractual due date was the PSP2 *capacity building report*⁶: over the reporting period the purpose and scope of this document was subject to extensive discussion and negotiation between Cardno and DFAT, and DFAT approved lodgement to be deferred to January 2015. Overall, implementation progress for contractual deliverables is **on track**.

Table 5 Implementation status of outputs/activities identified in the three-month work plan

Work area (as per work plan)	Number of activities by progress status code				
	1 - Fully completed	2 - Underway	3 – Not started	4 - Dropped ⁷	Total
Program management	16	6	0	2	24
HRM and administration	9	9	0	1	19
Financial management	5	3	0	0	8
Procurement and office management	3	4	0	0	7
Logistical and operational services	2	1	0	0	3
Gender and social inclusion	1	1	0	0	2
Total (number)	36	24	0	3	63
Total (%)	57	38	0	5	100

⁶ Since renamed and scoped as *PSP2 learning and professional development plan*.

⁷ A small number of activities (three out of 63 planned activities) were 'dropped' because of changing circumstances (for instance, DFAT decision to reallocate responsibility; changed priorities whereby the activity was no longer required to be actioned).

Figure 4 Proportion (%) of activities by progress status

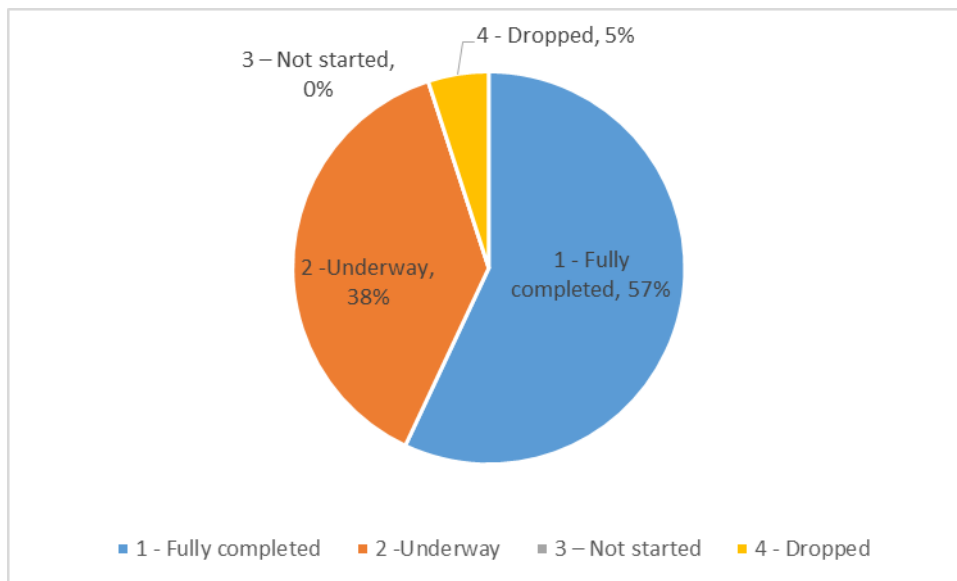
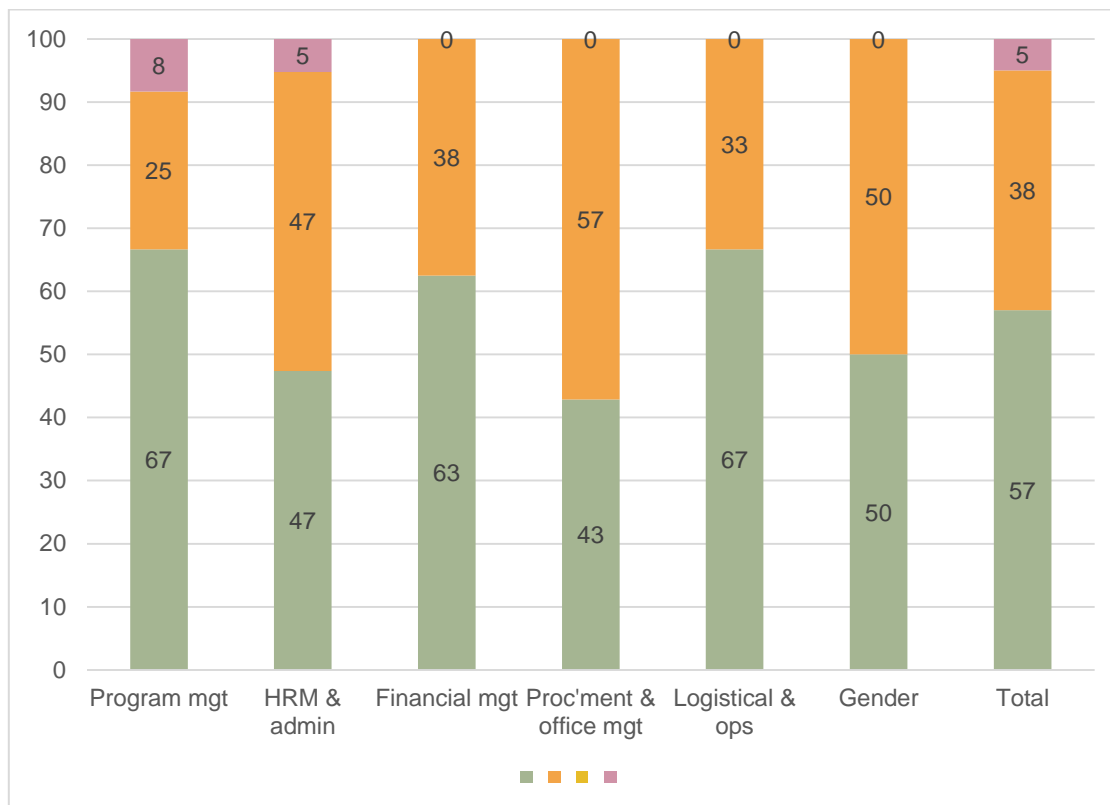


Figure 5 Activity implementation progress by key work area (figures are %)



4.2 Budget analysis

4.2.1 Current situation: Adequacy of progress

Progress toward achieving the outcome of full budget expenditure by EOFY is **partially off track**. The financial situation is affected by three different yet related parameters:

- changes in program budget allocation over time
- progress in expenditure as measured by proportion of total budget that is expended
- actual YTD expenditure compared with YTD cash flow budget.

These three aspects are described and analysed below.

Budget allocation

At the beginning of the PSP2 contract in July 2014, DFAT established a budget cap for the program of \$8.206 million (Table 6). This cap was revised during monthly budget review meetings between Cardno and DFAT; where expenditure was slower than forecast, the budget cap was reduced and funds reallocated to the broader PSP2 budget managed by DFAT (this occurred in September \$106,132; October \$100,000; November \$300,000 - Table 6).

By the end of reporting period, the budget was AU\$7.7 million, representing a reduction of just over AU\$0.5 million since inception.

Table 6 Changes in budget allocation through reporting period

Budget line	FY14/15 budget (\$AU) as at:			Comments
	Jul-14	Dec-14	Change	
Management Fee	1,223,844	1,223,844	0	Nil change
Operations - Specified Long Term Adviser Costs	857,587	837,188	20,399	Savings from adviser's non-chargeable sick leave (cost charged to Cardno corporate) and LWOP.
Operations - Specified Long Term Adviser Support	233,983	244,609	-10,626	Budget increase due to actual accommodation costs being higher than forecast.
Operations - Administrative Costs	1,066,921	575,050	491,871	Savings of \$41K are mainly attributable to lower than expected office operating costs. Primary reason for large budget change is logistics budget of \$450K was moved from Administrative Costs to Activity #5 as requested by DFAT on 16 Dec 2014.
Technical Assistance	3,745,798	2,787,594	958,204	FST national staff fees budget of \$500K was moved from Technical Assistance to Activity #5 as requested by DFAT on 16 Dec 2014.
				Other cost reductions arise from removal of positions from the personnel plan, lower than expected personnel costs (eg. from later contract start than planned; actual accommodation and mobilisation costs being lower than budgeted).
Activities	1,078,000	1,938,817	-860,817	Logistics and FST staff salaries were moved to this budget line from Administrative Costs and TA budget lines as approved by DFAT.
Unallocated Fund		92,898	-92,898	Introduced to act as a contingency for foreign currency exchange losses.
TOTAL	8,206,132	7,700,000	506,132	DFAT budget cuts: September \$106,132; October \$100,000; November \$300,000

YTD expenditure (proportion of budget expended)

Table 7 highlights expenditure to date (actual amount and percentage of budget spent) by budget line. Overall, expenditure is **partially off track** with 38.7% of the budget expended and 50% of the year gone.

Table 7 Budget completion status by payment event notice (PEN)

Budget line	FY14/15 budget	Actual YTD expenditure as at 30 December 2014	
		AU\$	% of total budget
Management Fee (PEN1678)	1,223,844	699,339	57.1
Operations - Specified Long Term Adviser Costs (PEN1682)	837,188	397,117	47.4
Operations - Specified Long Term Adviser Support (PEN1689)	244,609	131,398	53.7
Operations - Administrative Costs (PEN1693)	575,050	237,125	41.2
Technical Assistance (PEN1694)	2,787,594	1,008,896	36.1
Activity Costs (PEN1695)	1,938,817	509,453	26.2
Unallocated Fund	92,898	0	0.0
TOTAL PSP II	7,700,000	2,983,327	38.7

YTD expenditure (actual vs budget)

Table 8 outlines the variance between YTD cash flow budget and YTD actual expenditure as per major budget lines. Overall, YTD actual expenditure is AU\$2.98 million compared with YTD cash flow budget of AU\$3.50 million, an under-expenditure against budget of AU\$518,000 (or -15% variance).

There are significant variances (defined as those where variance is +/- 5%) in the activity, operations administrative costs and technical assistance budget lines (Table 8). The reasons for these significant variances are discussed below.

Specified Long-term Adviser Support Costs

Variance: -\$11,500, -8.0%

This budget line covers the fees of the five operations team managers. Expenditure is **slightly off track** and is attributed to personnel mobilisation costs being deferred to January 2015. With all mobilisation activity to be finalised and reimbursed in January 2015, expenditure variance is expected to be negated in the next reporting period.

Technical Assistance

Variance: -\$87,800, -8.0%

This budget line covers fees and wages for international advisers and LES within the TAT. Expenditure is **slightly off track** and is attributable to advisers who elected to demobilise and remobilise during the Christmas break. This variance will be settled in January or February 2015 once all reimbursements are finalised. Other variance is attributed to many advisers not having submitted their December housing costs until January; some STAs also submitted their invoices late. It is anticipated that the variance will be significantly lower once these expenses have been settled in January and February 2015.

Table 8 Variance between YTD cash flow budget and YTD actual expenditure

Budget line	FY14/15 budget	FY14/15 YTD cash flow budget*	FY14/15 YTD actual expenditure*	Variance AU\$	Variance %	Variance significant (S)/ not significant (NS)
Management Fee (PEN1678)	1,223,844	699,339	699,339	0	0.0	NS
Operations - Specified Long Term Adviser Costs (PEN1682)	837,188	397,118	397,118	0	0.0	NS
Operations - Specified Long Term Adviser Support (PEN1689)	244,609	142,886	131,397	-11,489	-8.0	S - under
Operations - Administrative Costs (PEN1693)	575,050	236,685	237,128	443	0.2	NS
Technical Assistance (PEN1694)	2,787,594	1,096,713	1,008,892	-87,821	-8.0	S - under
Activity Costs (PEN1695)						
ACT #1 Capacity Building	450,737	247,355	35,810	-211,545	-85.5	S - under
ACT #2 MIS/IT	115,499	63,384	67,839	4,455	7.0	S - over
ACT #3 Support to GoTL	426,728	234,180	74,204	-159,976	-68.3	S - under
ACT #4 Communications and Monitoring & Evaluation	118,861	65,229	20,502	-44,727	-68.6	S - under
ACT #5 FST and Support	883,329	318,516	311,102	-7,414	-2.3	NS
Activity Costs Sub-Total	1,938,817	928,663	509,458	-419,205	-45.1	S - under
Unallocated	92,898					
TOTAL	7,700,000	3,501,404	2,983,331	-518,072	-14.8	S - under

* As at 31 December 2014

Activity Costs

Variance: -\$419,000, -45.1%

This budget line covers the five DFAT-approved activities. Overall activity expenditure is **significantly off track** and represents a highly significant variation. This variation is attributable to the fact that the activity design process was re-developed at the beginning of PSP2 causing delays in activity implementation and expenditure. This process was more involved than in PSP1 and was not completed until November 2014. Some of the activities are more delayed than others, the breakdown captured below.

Activity 1: Capacity building

Variance: -\$211,500, -85.5%

This activity expenditure is **significantly off track** and represents a highly significant variation. The capacity building activity is the most complex of all the activities: it covers the costs of trainings, meetings, materials, courses, study tours and across district visits. The training plan has been challenging to develop as often the requests exceed the budget and capacity to implement, particularly with a demanding PNDS implementation timeframe. While numerous trainings and meetings were held between July and December 2014, some of these were paid from the PSP1 budget while those covered so far by PSP2 were lower cost than anticipated. Training partners and study tours have not yet incurred costs and will not do so until the next reporting period.

The TAT advises that there remains high demand for the capacity building activity, however the implementation timing may affect the expenditure that can be incurred this financial year. For partner agreements, the larger contracts that begin in April 2015 will require advance payments and this will accelerate expenditure. Study tours are indicatively planned to begin in February and March 2015 however these are influenced by GoTL priorities and timing and hence subject to change. There is some likelihood that the full budget amount will not be utilised for this activity; this will be closely managed to flag funds that can be re-allocated to other priorities.

Activity 2: ICT/MIS

Variance: \$5,000, +7.0%

This activity expenditure is **slightly off track** and represents a non-significant variation (slight over-expenditure against budget YTD). Much of the budget comprises assets and these have all been purchased. The largest cost in this activity is the internet for the PNDS Secretariat and district offices; this has been paid as planned and the next instalment will be paid in the next reporting period. This activity will be managed within overall budget throughout next reporting period.

Activity 3: Support to GoTL

Variance: -\$160,000, -68.3%

This activity expenditure is **significantly off track** and represents a highly significant variation. This activity covers a broad range of tasks, from WHS and infrastructure work at the secretariat through to stationery, assets and the funding of local consultants to support the village law initiative. The assets and required stationery have all been ordered as planned. The village law consultants have also completed inputs as planned.

Office management has had a significant budget increase to support the electrical safety and building improvements at the secretariat offices; the majority of this will be completed in February - March 2015. There is some delay in the expenditure for the WHS activity as electrical safety assessments only took place in November and December 2014 and not all remedial works have been implemented. Building integrity works did take place in December 2014 with additional expected in 2015 once structural assessment reports are completed. Toilet improvements are in the planning stage.

It is highly likely that this activity will be fully expended by the end of the financial year; current variances are mainly attributed to timing of works however all plans are well underway.

Activity 4: Communications and Monitoring & Evaluation

Variance: -\$45,000, -68.6%

This activity expenditure is **off track** and represents a significant variation. The communications activity is being actively implemented, however printing activities have been invoiced in batches and have yet to be received hence expenditure has not been captured in the current reporting period. This activity is expected to have a significant increase in expenditure in the next reporting period, however there are possible underspends depending on the timing for implementation of socialisation materials. There is no budget for M&E activities to date in this activity.

4.2.2 Key factors affecting progress

Factors that made a **positive contribution** to budget expenditure and management included:

- Frequent communication between Cardno and DFAT which allowed the budget changes to be made quickly.
- Stakeholders are informed of the status of expenditure on a monthly basis. Any errors or miscoding can be identified and rectified immediately.
- Frequent monitoring, review and changes to the budget and rapid decision-making in the DFAT-cardno budget meeting keeps the budget in tune with program priorities and maintains maximum flexibility.
- The budget cap is amended to avoid significant variance issues and to best utilise the broader DFAT PSP2 budget.

Factors that made a **negative contribution** included:

- The program is fast paced and this results in frequent budget changes. It can be difficult to maintain budget accuracy when there are pending decisions and new priorities that are emerging.
- Variance analysis can be confusing and complicated when the budget is constantly changing.
- The significant and rapid decline in the value of the AUD has meant that there has been an effective budget cut, and necessitated close monitoring of currency rates and budget changes to accommodate reduced spending power.

4.2.3 Implications

The activity budget remains significantly underspent. This is due to a late start in the financial year and delayed implementation and expenditure particularly the capacity building activity that involved complex planning and negotiations with a large numbers of stakeholders. This requires months of forward planning but also flexibility to respond to new training needs or changed priorities. There is some risk this activity will remain underspent at EOFY even though there are high demands from the PNDS Secretariat. Implementation issues such as per diems policy, partner capacity, travel restrictions due to a declining security environment, and PNDS work plans and staff availability to attend trainings all are obstacles to the execution of the training program.

In the next reporting period there will need to be very tight monitoring of the activity budget and planned expenditure, particularly as the overall budget faces exchange rate pressures. It is recommended that planning for the FY15/16 activity budget commence in April 2015 so that implementation can occur across the full financial year. Possible underspends in capacity building and communications will need close monitoring. The exchange rate issue may force tighter prioritisation of new and possibly existing commitments, on top of a likely smaller budget in the next financial year due to cuts to the Australian aid budget.

There is increasing thought and discussion regarding PSP2 activities and personnel having greater emphasis on sub-national activities and support. This was a recommendation of the Monitoring and Review Group and is consistent with requests from the PNDS Secretariat. Financial planning for the sub-national agenda will be undertaken from January-June 2015. With the exchange rate pressure, possible cuts to the overall aid budget, and possible shift to a sub-national agenda, there are significant budgeting challenges ahead.

4.2.4 Management responses

Management action taken	By whom	When	Was action successful (Y/N)? Explain.
Monthly revision and adjustments to reduce budget cap.	DFAT	Sept-Nov 2014	Y – to date has kept the overall DFAT PNDS-SP budget manageable and variance minimised.
Management action recommended	By whom	By when	
Activity budget planning for FY15/16 to begin from April, even though the FY15/16 budget will not be known then. This is so the full financial year is available for activity implementation.	DFAT with support from Deputy Operations Manager	April 2015	

5 RISK MANAGEMENT

5.1 Previous risks

The major risks of particular relevance to operational management during the reporting period are outlined in the risk management plan #1 (Cardno 2014c) and the ways of working strategy (Cardno 2014d) and are summarised below.

Roles, responsibilities and cohesion of PSP2 teams

Risk plan #1 identified tensions between Cardno's contracted mandate and DFAT's need for support with whole-of-program planning, reporting, risk management, and adviser performance management. This risk was addressed through a managed transfer of responsibilities for these functions from the operations team to DFAT and the TAT. Planning, risk and MER continued to be undertaken by the operations team but with significantly reduced scope (ie. only for operational management). The DFAT program director continued this managed transition throughout the reporting period, transferring responsibility for other strategic functions – workforce management planning, activity design and assessment, high-level partnership agreement with MoSA – from the Cardno operations team to the DFAT team.

Although managed in an ordered and amicable manner, this management structure and division of responsibilities does raise important issues and introduce associated risks about:

- Program design and whether the program management arrangements – the 'three team approach' – are the most efficient and effective model particularly in an environment of declining budgetary resources and increasing expectations from partner government.
- Segregation of planning and MER responsibilities and hence products and whether this outcome of separated outputs – three sets of plans, three sets of reports, and so forth - meets program needs and whether or not such an approach might come at the expense of synergy, integration and team work, and overall program efficacy.

Activity management and DFAT/GoTL budget constraints

The risk plan identified concerns with alignment of requests to DFAT policies and priorities, obtaining a more orderly approach towards activity plans and implementation, and ongoing pressure arising from the insufficient PNDS goods and services budget.

All of these concerns expressed themselves in one form or another throughout the reporting period. Risks were able to be reduced through a combination of strategies (as flagged in the risk plan) including:

- Development and roll-out of a new activity management system that required detailed activity planning and approvals before any implementation was to occur, and far greater involvement of advisers in the planning and budgeting stages.
- Greater emphasis being placed on a reduced scope to the overall activity modality (as compared to PSP1 where functional coverage was very broad).
- Better communication with and involvement of PNDS Secretariat counterparts in the process, including greater clarity about DFAT funding priorities. This gave secretariat officials greater understanding about what DFAT would – and wouldn't - fund and allowed them to seek alternative sources within the secretariat, ministry and other donors to address funding shortfalls.

The above strategies were partially successful: certainly, the new system has brought with it significant improvements and established a more stable set of plans and funded activities. However, despite a rigorous approvals process there is ongoing pressure on the activity budget and requests that 'go around' approved plans and are at odds with established principles of funding; these require ongoing and vigilant management by the operations team.

Activity management remains a major risk area for the coming six months (see below).

5.2 Emerging risks

Cardno developed risk management plan #2 that details those risks that could be reasonably anticipated over the forthcoming six months of the program (Cardno 2015); this plan exists as a separate contract deliverable. High-very high risks that are extant and/or expected to emerge over the coming period - and that have significant operational management implications - are highlighted below.

Activity management

The risk plan identifies risks concerning a reversion to an *ad hoc*, reactive and unplanned approach towards activity management and this occurring at the expense of a structured and targeted suite of interventions. Strategies to mitigate this risk will include close collaboration and open communication with PNDS Secretariat and advisers, full implementation of the new activity management system, and devolution of greater responsibility to advisers who lead activity implementation.

Donor budget

The plan highlights the ongoing tension that exists between (a) an inadequate GoTL budget for PNDS implementation and high likelihood of a highly constrained fiscal environment in the coming years, (b) increasing demands and expectations for DFAT-funded support to fill gaps in the GoTL budget, and (c) the likelihood of DFAT PSP2 budget being increasingly allocated to set priorities and also subject to cuts.

These three factors all point towards a scenario where the resources available for PNDS support are reduced and not able to meet all partner expectations.

The mitigation strategies for this risk focus on the provision of responsive and high quality financial advice to DFAT and open communication with advisers and the PNDS Secretariat about budget constraints and funding priorities.

Workplace health and safety

The plan identifies that the main risks to personnel health and safety are travel in sub-national areas and sub-standard office conditions at the MoSA complex (particularly building structural integrity and electrical wiring defects). Mitigation strategies focus on Cardno taking lead responsibility for facility management (building assessment and associated repairs and maintenance works) where personnel safety is at risk.

6 LOOKING AHEAD

At strategic level, a number of external and internal factors will influence program and operational management over the forthcoming six months. These factors are described in full in the operations team six-month plan (Cardno 2014f). A brief summary of operational factors is below.

Workforce management

There are a total of 36 staff in the operations and TA teams with employment certainty only to mid-late 2015⁸. Decisions about these specific positions and the future workforce structure and profile will be influenced by multiple factors including:

- DFAT budget allocation for FY15/16 and any cuts.
- Outcomes of the Deacon review into the PSP2 workforce management strategy, and DFAT decisions of recommended changes.
- Changes in strategic direction of PSP2 including increased emphasis at sub-national level and details about what this means for the workforce (ie. placement of personnel at district and sub-district locations; reorientation of adviser work with more emphasis at sub-national level yet positions remain Dili-based; combination of these two strategies; some other approach).

Work health and safety

Provision of a safe and healthy work environment was a major priority and influencing factor throughout the reporting period. DFAT has decided and GoTL agreed that Cardno will have lead responsibility to address any facility defects arising at the MoSA office complex that represent a risk to the health and safety of Cardno and DFAT personnel.

WHS is anticipated to continue to be a major operational priority and cost in the next reporting period. Emphasis will be given to:

- close monitoring of the domestic security situation and any required responses
- district and sub-district travel
- improvement of national office facilities where Cardno personnel are co-located with GoTL officers and potentially sub-national offices if the TAT have greater presence at this level.

Financial management

Delays in activity planning in the reporting period mean that the PSP2 activity budget is significantly underspent YTD. Conversely, the budget has had reductions of approximately US\$250,000 in real spending power as a result of significant reduction in the value of the AUD. This will necessitate very close monitoring of expenditure throughout the remainder of the financial year and periodic adjustments to ensure full execution by EOFY.

For FY15/16, the DFAT budget situation will not be clear until April-May 2015 when the Australian Government budget is announced. This uncertainty will necessitate that a high degree of caution and prudence is taken regarding future commitments (personnel contracts and supplier engagement).

Major priorities and activities

The major priorities and activities to be undertaken over the next six-months are:

- Make necessary changes to operations and TA team structure, profile and overall numbers as per DFAT decisions on the PSP2 workforce management review (due by April 2015) and DFAT budget allocation for FY15/16.

⁸ Operations Team: one LTA, 26 LES (total 27); Technical Assistance Team: five LTA, two STA, two national advisers (LES) (total 9).

- Consistent with the above, manage the contract extension process for LES and ITA (total 36 staff) who have contract end dates in mid-late 2015.
- Close monitoring of budget and expenditure including AUD exchange rate pressures in the lead up to EOFY; ensure complete execution of FY14/15 budget.
- Development of FY 15/16 program budget.
- Complete major procurement activity to engage service providers for training programs.
- Review emergency response procedures and security plan.
- Reorient training and professional development for Cardno staff consistent with the PSP2 learning and professional development plan; give strong emphasis to actual skills development and learning forums.
- Design and roll-out PSP2 staff satisfaction survey #3.
- Coordinate performance management reviews for all Cardno personnel.
- Finalise management review of LES salaries and ensure consistency with LES salary framework.

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Annex 1. Activity-level report

The table below reports on progress with implementation of the operations team work plan. Status of implementation is categorised as: (1) fully completed; (2) underway; (3) not started; (4) dropped.

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
Program Management					
Provide inputs to the DFAT implementation plan, situation analysis and risk plan.	Operations Manager	Deputy Operations Manager	Sept-Oct 2014 (tbc)	1	Provided comprehensive comments on DFAT implementation plan, situation analysis and risk plan to DFAT PD.
Develop operations team work plan #2 (January–June 2015); submit to DFAT.	Operations Manager	Managers	12 December 2014	1	Submitted 25/12/14.
Head contract administration					
Work closely with DFAT to identify contractual inconsistencies and clauses lacking clarity, and incorporate into a forthcoming contract amendment.	Contractor Representative	Operations Manager	10 October 2014	1	Contract reviewed and areas to be rectified in CA#1 identified. Awaiting further action from DFAT.
Policies and procedures					
Undertake full socialisation of operational policies and other material from the operations manual.	Deputy Operations Manager		31 October 2014	2	Ongoing process, training of operations team complete, orientation through LES meeting, SharePoint, all staff meetings etc.
Review the PSP2 security plan to better suit program operational needs.	Deputy Operations Manager		31 October 2014	2	Some security procedures reviewed however not the entire manual.
Governance					
Participate in fortnightly program management meetings with DFAT.	Operations Manager	Deputy Operations Manager	fortnightly	1	Meetings held every fortnight; services provided include agenda (and agenda papers) preparation, minuting, following up actions, provision of advice to DFAT.
Discuss high and very high risks identified in risk plans at quarterly reflection and review workshops.	Operations Manager	Deputy Operations Manager	quarterly	1	Discussed at program management meeting on 9/12/14.
Support the PD and TTL with PNDS Secretariat consultations about the proposed governance and communication forums; adjust as necessary.	Operations Manager	Deputy Operations Manager	31 November 2014	1	Assisted with planning for and implementation of: <ul style="list-style-type: none">Leadership Forum #1 (19 September

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
					2014) that included presentation by DOM about WoWSer and governance arrangements. <ul style="list-style-type: none"> Leadership Forum #2 (15 December 2014).
Implement the governance and communication forums necessary for Cardno to meet respective obligations under PSP2 as per WoWSer Table 1.	Operations Manager	Deputy Operations Manager	ongoing	1	All forums are in place. GoTL/DFAT/Cardno joint budget planning forum has been sporadic due to changed meeting dates and non-availability of key advisers and secretariat personnel.
Communication					
Investigate need and options for PSP2 web presence.	Operations Manager		12 December 2014	2	Preliminary work undertaken with Cardno head office; would require establishment of a dedicated program website as Cardno website can only accommodate a brief summary.
Develop PSP2 intranet site.	Deputy Operations Manager		12 December 2014	1	Established, functional and live on computers of all personnel.
Develop and distribute monthly program newsletter.	HR Manager	Deputy Operations Manager	October 2014 & then first Friday of each month	1	News #1, 2 and developed and distributed.
Through the ways of working strategy, establish a system of communication and networking forums that improves whole-of-program communication linkages and encourages a 'one team' approach.	Operations Manager	Deputy Operations Manager HR Manager	ongoing	2	WoWSer forums are in place, with all Cardno staff meeting and adviser-program manager meetings the primary mechanism being applied to better communicate across teams.
Planning					
Consolidate major findings and themes from existing assessment reports (refer WoWSer Table 3) and evaluate suitability as situation analysis reports for Cardno operations team.	Operations Manager		19 December 2014	3	Not started and now considered low priority given the range of other documents already available that constitute situation analyses. Six month report #1 evaluates adequacy of operational management systems and this also represents a comprehensive situation analysis.
Monitoring, evaluation, reporting and review					
Establish monthly reporting template for operations team managers.	Operations Manager		15 October 2014	2	Template developed and in use for period of July-December 2014, however needs modifying to better reflect style and content of six-month report.

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
Cooperate with and support the work of the Monitoring and Review Group mission #2.	Operations Manager	Deputy Operations Manager	10-21 November 2014	1	Operations managers involved in three lengthy meetings with MRG team, and provided extensive background and resource information at request of MRG Team Leader; comprehensive comments made on draft MRG Aide Memoire.
Support planning and delivery of reflection and review workshops.	Operations Manager	Deputy Operations Manager	Quarterly – January, April, July 2015	1	RnR #1 planned and implemented on 9 September 2014; RnR #2 organised with M&E Specialist & other attendees for 19-20 February 2015.
Partnership arrangements					
Participate in monthly budget meetings between DFAT and GoTL to ensure open dialogue about budget status and funding priorities.	Deputy Operations Manager		Monthly	1	Monthly meetings held throughout the reporting period.
Participate in the Secretariat-DFAT bilateral meetings.	Operations Manager		Bi-weekly	1	Attended and contributed to all bilateral meetings that were held between July-December 2014.
Undertake socialisation of the ways of working strategy with PNDS Secretariat and seek input.	Operations Manager	Deputy Operations Manager	30 September 2014	1	Assisted with planning for and implementation of Leadership Forum #1 (19 September 2014) that included socialisation about WoWSer.
Design and roll-out an activity planning system.	Deputy Operations Manager		30 September 2014	1	System is designed, approved, training provided and is now in use.
Support the secretariat and advisers with introduction and use of the new activity planning and approval system.	Deputy Operations Manager		31 October 2014	1	Met with TAT/budget managers twice, plus monthly budget manager meetings
Guided by the DFAT/Secretariat ways of working agreement, undertake intensive and collaborative planning between the secretariat, DFAT, technical assistance and operations teams to better quantify the personnel and activity needs and associated budgets for FY14/15 and FY15/16.	Operations Manager	Deputy Operations Manager	31 October 2014 (for FY14/15) 31 January 2015	2	Significant body of work undertaken with activity planning including greater involvement of PNDS Sect staff in activity design and priorities.
Human Resource Management and Administration					
Develop a Capacity Building Report; use to build capacity of capacity developers.	Contractor Representative	Operations Manager HR Manager	3 October 2014	2	Deadline renegotiated with DFAT to January 2015. Operations Manager leading.
Strategic HRM					

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
Develop, socialise and implement an action plan in response to staff satisfaction survey #2.	HR Manager	Operations Manager	19 December 2014	2	First socialisation done during 1 st LES Meeting (30/10/14). Response action plan done and implementation starting with review of LES medical benefit, management review of LES salary. 2nd socialisation to coincide with the LES meeting in January 2015.
Maintain and periodically review the workforce management strategy; use as a key decision making tool for strategic funding decisions.	Operations Manager	Deputy Operations Manager	Quarterly	4	Substantial initial work undertaken including development of a discussion paper that identified major issues facing the program organisational profile and structure; concepts discussed and debated with TAT and DFAT, and then used as an important input to MRG visit #2. DFAT decision to transfer responsibility for WMS to Program Director, and outsource review to 3 rd party consultant.
Progressively implement the capacity development plan through targeted training and other capacity development approaches.	Operations Manager	HR Manager	ongoing	2	Comprehensive array of targeted training courses provided (eg. language, WHS, fire fighting, first aid, 4WD and motorbike training).
Recruitment, selection, mobilisation and induction					
Review the quality of candidate attraction methods used in recruitment and selection; prepare recommendation report for ratification.	HR Manager		19 December 2014	1	HR project recruitment overview report completed; actions implemented include 1) Formal and telephone reference checks (on recommended candidate). 2) Continue using current recruitment media including staff networks. 3) Rationalise use of national newspapers to just Timor Post. 4) Register of applications and candidates interviewed. 5) More emphasis on English language.
Develop a candidate tracker system to readily identify previously interviewed candidates and feedback.	HR Manager		19 December 2014	1	Candidate tracker system implemented and currently used as recruitment database.
Review, update and improve induction procedure and information pack for all new personnel.	HR Manager		30 November 2014	1	Revised induction procedure implemented.
Develop information pack for all new personnel.	HR Manager		30 November 2014	2	Under development. More work required and to take account of finalisation of HR policies in early 2015.
Performance management					
Prepare and coordinate performance assessment and review schedule	HR Manager		annually or at	1	Completed as personnel annual anniversary

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
for all advisers.			contract end		dates occur and/or they leave the program.
HR policy					
Review and refine the process for LTA and STA mobilisation.	HR Manager		1 October 2014	1	Revised process implemented.
Finalise HR related chapters in operations manual.	HR Manager		3 October 2014	2	The following policies in draft version: 1) One Stop shop 2) Performance management 3) Leave 4) LES contracting 5) Resignation & exit 6) Complaints handling.
Follow up to ensure all personnel have completed corporate policy training in fraud, anti-bribery and child protection.	HR Manager		19 December 2014	1	Training completed 4/12/15 including staff signing consent forms (criminal record check, child protection policy, photography). Ongoing training program for new staff.
Finalise and socialise LES salary framework; use as a basis for remuneration decisions.	HR Manager	Deputy Operations Manager	31 October 2014	1	First socialisation done during 1 st LES meeting (30/10/14). Propose to socialise revised national adviser's salary framework in the next LES meeting Jan 2015.
Implement Cardno's criminal record check policy including declarations, obtaining certificates and conducting risk assessments.	HR Manager		1 December 2014	2	Full database developed; collection and compilation of required documents are underway. Process is highly time consuming and administratively costly necessitating deadline being extended.
Customer service					
Develop benefits flyers for international and locally engaged LES staff.	HR Manager	Deputy Operations Manager	30 November 2014	2	Template developed ready for insertion of information and approval.
Conduct a review of the One-Stop-Shop case management and prepare improvement plan for ratification.	HR Manager		31 October 2014	1	Revised process implemented and included in the One Stop Shop policy. Ongoing monitoring and adjustments required.
Workplace health and safety					
Operationalise logistical, communication and emergency response policies and procedures necessary for district work.	Deputy Operations Manager		31 November 2014	2	Stamford evacuation agreement proposed, approved, operationalised. TAT informed. Travel monitoring system over hauled and operational in Nov 14. December survey and meeting of GoTL district emergency agency staff; review of emergency procedures to take place in Jan.
Develop and roll-out a fit-for-purpose health and safety system.	Operations Manager	Deputy Operations	ongoing	2	Substantial implementation undertaken; overall system and associated policies and

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
		Manager			procedures to be developed.
Work collaboratively with DFAT to clarify funding and management responsibilities for facility management and WHS in co-located offices.	Operations Manager	Procurement and Office Manager	14 November 2014	1	Agreement in place whereby Cardno continues to play lead role in facility management where WHS issues are at play. DFAT-funded activity plan in place and approved to undertake essential WHS works (electrical, building structural integrity defects).
Financial Management					
Develop budget for six-monthly work plan (January–June 2015).	Finance Manager	Deputy Operations Manager	30 November 2014	1	Completed and lodged with work plan.
Financial management systems					
Establish a financial management and accounting system, including fraud control and audit procedures that support monthly financial acquittal and reporting in a format acceptable to DFAT.	Finance Manager		31 October 2014	1	Accounting system is included as part of financial manual. Monthly meetings with DFAT includes review of project financial status and forecast.
Continue to explore every opportunity to reduce cash payments (notably per diems) to personnel including cheque payments, online banking, or bank transfers.	Finance Manager	Deputy Operations Manager	ongoing	2	Operational policies and procedures completely overhauled so that STA per diem, LTA communication allowance and in-country travel allowance is to be paid by bank transfer (to take effect 1 January 2015). This will reduce cash on-hand by 70%. Additional reforms required to LES communication allowance.
Continually review cash management systems and security, taking steps as necessary.	Finance Manager		ongoing	2	As above
Budget management					
Maintain the budget for work plan #1 as current and incorporate all changes on a rolling basis.	Finance Manager	Deputy Operations Manager	October 2014 onwards	1	Approvals register system introduced and maintained by Finance Manager. Any decisions with financial implications are updated in the budget. Budget movement is explained in monthly financial management meetings and approval sought from DFAT and updated in Aidworks system.
Coordinate monthly budget meetings with budget managers and DFAT. Advise DFAT of any material changes to the financial estimate.	Finance Manager	Deputy Operations Manager	monthly	1	Meetings held every month; emphasis on reviewing YTD expenditures, forecast and factors impacting on financial performance e.g. FX fluctuation, personnel resources plan, etc.

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
Fraud reporting and management					
Implement in full the procedures and mitigation strategies contained in the program fraud control plan (part of the PSP2 Operations Manual).	Finance Manager		12 December 2014	2	Major internal investigation report into rental vehicle accident at Baucau (November 2013) completed for Minister Counsellor, Australian Aid in November 2014. Work underway between logistics and finance teams to monitor staff movements and reconciliation of travel and per diem advances, and thereby reduce fraud risk. Work commenced on establishment of monthly credit accounts with district accommodation suppliers, so payment can be transferred to supplier's bank account directly. This will reduce cash advances to staff and mitigate fraud risk
Develop and conduct fraud awareness training plan for all program personnel.	Finance Manager	HRM Manager	12 December 2014	1	Fraud awareness training delivered to all staff from 27 Nov-4 Dec.
Procurement and Office Management					
Procurement and sub-contracting					
Undertake a six-monthly assessment of market rates charged by the major hotels and other accommodation providers across Dili.	Procurement and Office Manager		30 November 2014	1	Pre-approvals for adviser accommodation assessed on a case-by-case basis by Dep Ops Mgr. Information and assistance was provided to advisers when negotiating leases with landlords resulting in improved bargaining power, greater consistency in rates and overall better value-for-money.
Establish standing offer arrangements amongst local suppliers for high volume goods and services (printing and binding, office stationery, short-term accommodation and workshop/meeting venues).	Procurement and Office Manager		19 December 2014	2	From prior dealings with vendors, venue price comparison data has been analysed. Key input lists have been prepared for consumables for issue to vendors.
Procure the services of training providers to allow for implementation of Activity 1 - Capacity Building, both in Dili and the districts.	Procurement and Office Manager		19 December 2014	2	Vendor rates and capabilities to be assessed from RFQs (drafted).
Implement all activity requests within negotiated deadlines, supported by the establishment and maintenance of an activity request tracking system, providing feedback to advisers/DFAT on the status of each procurement.	Procurement and Office Manager	Deputy Operations Manager	Tracking system to be operational by 30 November 2014	1	Tracking system is operational. Updates are provided by procurement unit on a daily basis. Weekly updates are provided by the Operations Co-ordinator.

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
			Ongoing		
Office and facilities management					
Investigate and implement alternative back-up data storage systems.	Procurement and Office Manager		31 October 2014	1	Technical Assistance Team (TAT) data is being backed up to SharePoint (cloud-based). GoTL Secretariat and Operations team data is being backed up to HDD on a weekly basis and stored off-site.
Secure appropriate office space, equipment and furniture for the Field Support Team (FST), post 31 December 2014.	Procurement and Office Manager		12 December 2014	2	Ex-training team room has been re-configured for FST use. FST office (B2) lease and security contract have been completed. New furniture to be ordered ex. Darwin with temporary furniture allocated in the interim.
Arrange for, and support GoTL in the upgrade of the PNDS Secretariat facilities.	Procurement and Office Manager		31 December 2014	2	Minor works ongoing. Electrical defects within the TAT work sphere and Koby Hut 2 remedial works have been ordered. Supplementary KH2 building inspection report is pending.
Logistical and Operational Services					
Project management					
Lead the development and roll-out of a new project ('activity') design and planning system.	Deputy Operations Manager	Operations Manager	30 September 2014	1	System is designed, approved, training provided and is now in use.
Coordinate the preparation of project ('activity') plans by advisers, review and amend as needed, and seek DFAT approval.	Deputy Operations Manager	Operations Manager	15 November 2014	1	Completed
Manage and coordinate the provision of logistical, financial and operational support required for each of the program activities: <ul style="list-style-type: none"> Capacity development MIS and ICT Communications Support to GoTL. 	Deputy Operations Manager		Now to 30 June 2015	2	Support given daily; operational systems are being continually reined (comms, information management, tracking process etc).
Gender and Social Inclusion					
PNDS-SP gender and social inclusion strategy developed for inclusion in PSP2 Operations Manual.	Senior Consultant Cardno		3 October 2014	1	Developed and lodged as part of PSP2 operations manual.
Review recruitment strategies for PSP2 to incorporate gender equality	HR Manager		12 December	2	Initial meeting & discussions started with

Key target outputs (in bold)/activity plan	Responsibility		Due date	Status code	Progress description
	Lead	Support			
provisions.			2014		DFAT and GfD (27/11/14) with emphasis on developing templates/guides that give a standard approach across the two programs.

Annex 2. Financial report

Exists as a separate Excel file.

Annex 3. Personnel listing

Pos. no.	STA pos. no.	Position title	Name	Contract start date	Contract end date	Term	ARF Lvl
OPERATIONS TEAM							
Specified positions							
SS01	DS01	Operations Manager	Keith Twyford	14/07/2014	13/07/2016	SP-LTA	C4
SS02	DS02	Deputy Operations Manager	Fiona Hamilton	4/07/2014	3/07/2016	SP-LTA	C3
SS04	DS04	Procurement and Office Manager	Eliot Stephens	4/07/2014	3/07/2016	SP-LTA	A3
SS09	DS09	Human Resources and Administration Manager	Sai Veigo	22/09/2014	7/08/2015	SP-LTA	A3
SS11	DS11	Finance Manager	Alicia Yu	4/07/2014	3/07/2016	SP-LTA	A3
Locally engaged staff (LES)							
SS12		Operations Coordinator	Oscar Beram	8/08/2014	7/08/2015	LES	
SS13		Operations Officer	Jose Antonio Brites Seixas	8/08/2014	7/08/2015	LES	
SS14		Senior Logistics Officer	Lourenco Alves	8/08/2014	7/08/2015	LES	
SS15		Senior Logistics Officer	Evangelino da Silva	8/08/2014	7/08/2015	LES	
SS16		HRM Officer	Romana Pereira	8/08/2014	7/08/2015	LES	
SS17		HRM Officer	Maria Teresa	8/08/2014	7/08/2015	LES	
SS18		Administration Officer	Mateus Borges	8/08/2014	7/08/2015	LES	
SS19		Procurement and Assets Coordinator	Norbertina Lopes	8/08/2014	7/08/2015	LES	
SS20		Assets and Facilities Officer	Leila da Sila ('Rini')	6/10/2014	7/08/2015	LES	
SS21		ITC Officer	Ruben Mestre Boavida	8/08/2014	7/08/2015	LES	
SS22		Finance Officer	Beltersa Rico	8/08/2014	7/08/2015	LES	
SS23		Finance Assistant	Florentina Seixas	8/08/2014	7/08/2015	LES	
SS24		Driver	Adelino dos Santos	8/08/2014	7/08/2015	LES	
SS25		Driver	Agustinho Araujo Moniz	8/08/2014	7/08/2015	LES	
SS26		Driver	Januario Cota Fernandes	8/08/2014	7/08/2015	LES	
SS28		Driver	Acacio Da Costa	8/08/2014	7/08/2015	LES	
SS29		Senior Driver	Jose (Jonni) Costa	8/08/2014	7/08/2015	LES	
SS30		Driver	Benjamin Guterres Corte Real e Silva	8/08/2014	7/08/2015	LES	
SS31		Driver	Cancio Correia	8/08/2014	7/08/2015	LES	
SS32		Driver	Jose Domingos da Silva Freitas	8/08/2014	7/08/2015	LES	
SS33		Driver	Juvelio Alves da Costa	8/08/2014	7/08/2015	LES	
SS34		Driver	Nuno Ribeiro de Fatima e Silva	8/08/2014	7/08/2015	LES	
SS35		Driver	Estelio Santos Freitas	8/08/2014	7/08/2015	LES	
SS36		Office Attendant	Jose Mendonca	8/08/2014	7/08/2015	LES	
SS37		Senior Driver	Jonas de Araujo	8/08/2014	7/08/2015	LES	
TECHNICAL ASSISTANCE TEAM							
Long Term Advisers							
PC01	DC01	Technical Team Leader	Mohammad Najib	18/08/2014	17/08/2016	LTA	C4

Pos. no.	STA pos. no.	Position title	Name	Contract start date	Contract end date	Term	ARF Lvl
PC02	DC02	Senior Adviser Corporate Management	Stuart Mathews	11/09/2014	10/09/2016	LTA	C3
PC05	DC05	Information Systems and Reporting Adviser	Jalal Hameed	8/08/2014	7/08/2016	LTA	B3
PC09	DC09	Monitoring and Evaluation Adviser	Prabir Majumdar	13/10/2014	12/10/2015	LTA	C3
PC13	DC13	Senior Public Financial Management Adviser	Simon Whitehead	contracted through GfD		LTA	D3
PC15	DC15	HRM Adviser	Katrina Doherty	8/08/2014	7/08/2015	LTA	B3
PC26	DC26	Corporate Services Adviser	Cindy Colla	8/08/2014	7/02/2015	LTA	A3
PC29	DC27	Training Adviser	Tania Paul	8/08/2014	7/02/2015	LTA	B3
PC33	DC33	IT and Communications Adviser	Andre Piazza	8/08/2014	7/08/2016	LTA	B3
PC34	DC34	Communications Adviser	Alessandro Ronchi	13/10/2014	12/10/2015	LTA	B3
PC36	DC36	Senior Adviser – Operational Management	Melinda Mousaco	8/08/2014	17/08/2016	LTA	C3
PC38	DC38	Financial Adviser – Field Support Team	Erna Suryani	1/11/2014	31/10/2015	LES/LTA	A2
PC39	DC39	Senior Engineering Adviser – Field Support Team	Teuku Mzansyah	8/08/2014	7/08/2016	LTA	C3
Locally engaged staff (LES)							
PC16		HRM Adviser	Alberto Peidade	8/08/2014	14/10/2014	LES	
PC27		Logistics & Administration Adviser	Sanio Fernandes	03/11/2014	30/06/2015	LES	
PC31		Engineer Technical Support Officer	Antonio da Costa Cruz	8/08/2014	7/08/2016	LES	
PC40	DC40	Engineer Adviser – Field Support Team	Carlito Alves	8/09/2014	8/09/2015	LES	
PC42		Social Dev Adviser – FST	Dulce Cunha	8/08/2014	7/08/2016	LES	
PC43		Field Coordinator– Social FST	Sergio Freitas	8/08/2014	7/02/2015	LES	
PC44		Field Coordinator– Social FST	Jose Rodrigues P. Rebelo Silva	8/08/2014	7/08/2016	LES	
PC45		Field Coordinator– Social FST	Joana de Araujo	8/08/2014	7/08/2016	LES	
PC46		Field Coordinator– Social FST	Juvinal Xavier	8/08/2014	7/08/2016	LES	
PC47		Field Coordinator– Social FST	Jose Asaca	8/08/2014	7/08/2016	LES	
PC48		Field Coordinator– Social FST	Evelio de Sousa	8/08/2014	7/08/2016	LES	
PC49		Finance Support Officer	Jose Carlos Alves	8/08/2014	7/08/2016	LES	
PC50		Finance Support Officer	Ermino da Costa	8/08/2014	7/08/2016	LES	
PC51		Finance Support Officer	Calisto Babo Soares	8/08/2014	7/08/2016	LES	
PC52		Finance Support Officer	Marciano Patricio da Luz	8/08/2014	7/08/2016	LES	
PC53		Finance Support Officer	Fernando Belo	8/08/2014	7/08/2016	LES	
PC54		Finance Support Officer	Clementino Amali	8/08/2014	7/08/2016	LES	
PC55		Engineering Support Officer	Celestino Moniz	8/08/2014	7/08/2016	LES	
PC56		Engineering Support Officer	Nelia Albertina X. Magno	8/08/2014	7/08/2016	LES	
PC57		Engineering Support Officer	Rui Manuel Gusmao	8/08/2014	7/08/2016	LES	
PC58		Engineering Support Officer	Sisto dos Santos	8/08/2014	7/08/2016	LES	
PC59		Engineering Support Officer	Aquelino Vidigal	8/08/2014	7/08/2016	LES	
PC60		Engineering Support Officer	Bonaventura Alves	8/08/2014	7/08/2016	LES	

Pos. no.	STA pos. no.	Position title	Name	Contract start date	Contract end date	Term	ARF Lvl
PC61		ITC Officer	Elvis Goncalo da Silva Ximenes	8/08/2014	7/08/2016	LES	
PC62		ITC Officer	Bernardus Rano Laksono	8/08/2014	7/08/2016	LES	
PC69		Manager Field Support Team	Alvaro Ribeiro	8/08/2014	7/08/2016	LES	
Short Term Advisers							
D28	DC28	Policy Adviser	Manoj Nath	8/08/2014	7/08/2015	STA	B4
DC01	DC01	Senior Adviser	Irfani Darma	11/08/2014	30/06/2015	STA	B4
DC37	DC37	Senior Financial Adviser – Field Support Team	Lilis Suharti	24/08/2014	23/12/2014	STA	A3
DC29	DC29	Legal Adviser	Suhirman	8/08/2014	7/11/2014	STA	C3
DC30	DC30	Legal Adviser	RY Zakaria (Yando)	8/08/2014	7/11/2014	STA	C3
PC10	DC10	Monitoring and Evaluation Specialist	Steven Rose	24/08/2014	30/06/2015	STA	C3
PC03	DC03	Senior Community Development Adviser	Vic Bottini	1/10/2014	30/06/2015	STA	B4
Recruitment and selection in progress							
PC16		HRM Adviser	VACANT (ex. Alberto Peidade)			LES	
PC30		Training Adviser	VACANT (ex. Rafael de Lima Hale)			LES	
PC32		Training Development Officer	VACANT (ex. Domingas Soares)			LES	
PC41		FST Coordinator	VACANT (new)			LES	
PC70		Field Coordinator Social Development – FST	VACANT (new)			LES	
PC71		Engineering Support Officer – FST	VACANT (new)			LES	
PC72		Finance Support Officer – FST	VACANT (new)			LES	

About Cardno

Cardno is a professional infrastructure and environmental services company, with expertise in the development and improvement of physical and social infrastructure for communities around the world. Cardno's team includes leading professionals who plan, design, manage and deliver sustainable projects and community programs. Cardno is an international company listed on the Australian Securities Exchange [ASX:CDD].

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