



**Decent Work
Country Programme (DWCP)**

TIMOR-LESTE

2016 - 2020





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MEMORANDUM OF UNDERSTANDING

Whereas the Government of Timor-Leste (Government), represented by the Secretariat of State for Vocational Training and Employment Policy, the workers' and employers' organizations, and the International Labour Organization (ILO), represented by the International Labour Office (referred collectively as the Parties), wish to collaborate in order to promote and advance decent work in Timor-Leste.

Whereas Decent Work Country Programme (DWCP) Timor-Leste for 2016-2020 is in line with Timor-Leste National Strategic Development Plan and United Nations Development Assistant Framework for Timor-Leste and will contribute towards achievement of its goals. The Government ministries participating in implementation of the DWCP shall also include the Ministry of Public Works, Transport and Communications and the Ministry of Social Solidarity.

Now therefore, the Parties hereby agree as follows:

1. The Parties affirm their commitment to collaborate in the implementation of the Decent Work Country Programme (DWCP). The following are agreed as priorities of the DWCP:
 - Priority 1: Employment Promotion and Social Protection;
 - Priority 2: Rural Socio-economic Development;
 - Priority 3: Good Labour Market Governance Institutions

Social dialogue will be encouraged at all stages of implementation of the DWCP

2. The ILO agrees to provide technical support and mobilizing resources in the implementation of the DWCP, subject to its rules, regulations, directives and procedures, the availability of funds, technical capacities and conditions to be agreed upon in writing.
3. The Government and workers' and employers' organizations agree to provide full commitment and participation in the implementation of the DWCP. A steering committee of DWCP consisting of all relevant government ministries, workers' and employers' organizations involved and the ILO shall be created to review progress and outline challenges and recommendations for the successful implementation of the DWCP, with the view to enhance the capacities of each of the tripartite constituents in Timor-Leste to meet its national development goals.
4. In relation to DWCPs and to any related activities of the ILO in the country, the Government will apply, to the ILO, its personnel and any person designated by the ILO to participate in ILO activities, the same privileges and immunities as those provided for in the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 and its Annex I relating to the International Labour Organization.

5. Based on the envisaged DWCP outcomes and present resources, the Parties will jointly develop a DWCP Implementation Plan and Monitoring and Evaluation Plan. Monitoring of the progress under the Programme will be done on an annual basis by a tripartite advisory group composed of representatives of tripartite constituents and the ILO head of mission in Dili.
Implementation Plan will be regularly reviewed and amended if necessary, to reflect and take into account new developments and ensure a flexible approach to implementing the Programme.
6. This Memorandum of Understanding (MoU) may be modified by agreement between the Parties.
7. Nothing in or relating to this MoU shall be construed as constituting a waiver of the privileges and immunities enjoyed by the ILO.
8. The DWCP document is attached to this MoU. In the event that the terms contained in the DWCP document are incompatible with the terms of this MoU, including the provisions referenced in article 4, then the latter shall govern and prevail.
9. The original of the MoU has been written and signed in English. If this MoU is translated into another language, the English version shall govern and prevail.
10. This MoU, superseding all communications on this matter between the Parties, shall enter into force with effect from the date of its signature by the authorized representatives of the Parties.

For and on behalf of the Government



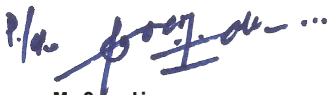
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For and on behalf of the International
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Introduction

The Decent Work Country Programme (DWCP) for Timor-Leste 2016-2020 serves as a framework to support Government of Timor-Leste to achieve its National Strategic Development Plan (SDP) 2011-2030.

The DWCP for Timor-Leste is taking into account the priorities of Timor-Leste's Government as well as workers' and employers' organizations. The DWCP is also in line with the International Labour Organization's (ILO) core mandate to advance opportunities for women and men to obtain decent and productive work in condition of freedom, equity, security and human dignity.

The DWCP is jointly developed by the ILO, the Secretariat of State for Vocational Training and Employment Policy (SEPFOPE), the Chamber of Commerce and Industry of Timor-Leste (CCI-TL) and the Timor-Leste Trade Union Confederation (KSTL), in collaboration with the Ministry of Public Works, Transports and Communications (MPWTC) and the Ministry of Social Solidarity (MSS). Involving a series of reviews and consultations, the agreed three priority areas are the following:

1. Employment Promotion and Social Protection.
2. Rural Socio-economic Development
3. Good Labour Market Governance Institutions

In addition to the three priorities, promotion of gender equality, tripartism, social dialogue and institutional capacity building are mainstreamed throughout the DWCP priorities. Participation of the tripartite constituents through social dialogue would also be encouraged at all stages of implementation of the programmes and projects embedded in the DWCP.

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List of Abbreviations

ABND	Assessment Based National Dialogue
BDC	Business Development Centers
BDS	Business Development Services
CCI-TL	Chamber of Commerce and Industry of Timor-Leste
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CEOP	Career Guidance and Employment Centres
DWCP	Decent Work Country Programme
CPLP	The Community of Portuguese Speaking Countries
DIMT	Labour Market Information Department
DTIS	Diagnostic Trade Integration Study
GDP	Gross Domestic Product
HDI	Human Development Index
IADE	Institute for Business Support
ILO	International Labour Organization
KSTL	Timor-Leste Trade Union Confederation
LFPR	Labour Force Participation Rate
LGI	General-Inspectorate of Labour
LMIS	Labour Market Information System
MDG	Millennium Development Goals
MPWTC	Ministry of Public Works Transportation and Communications
MSS	Ministry of Social Solidarity
NES	National Employment Strategy
NAP	National Action Plan
OSH	Occupational Safety and Health
P&B	Programme and Budget
RRMPIS	Rural Road Master Plan and Investment Strategy
SDG	Sustainable Development Goals
SDP	Strategic Development Plan
SEPFPOE	Secretariat of State for Vocational Training and Employment Policies
TSP	Transitional Strategic Plan
UNDAF	United Nations for Development Assistance Framework
UNMIT	United Nations Integrated Mission in Timor-Leste
WFCL	Worst Form of Child Labour

1. Country Context

1.1 Recovery from post-conflict – political stability and socio-economic development

Timor-Leste independence was officially restored in 2002 and the Democratic Republic of Timor-Leste was born, yet early years of independence were marred by instability and violence that culminated in a political crisis in 2006. Since then, Timor-Leste has made immense progress in achieving political and social stability, which lead to the completion of the peace-keeping mandate of United Nations Integrated Mission in Timor-Leste (UNMIT) in 2012. State institutions have gradually assumed and strengthened public administration functions and responsibilities focusing more on the sustainable development.

Based on the successful experiences in re-building the country out of the post-conflict recovery, Timor-Leste has taken up an international leadership role in some of the prominent initiatives. One example is a creation of mutually supporting global platform g7+ known as “New Deal for Engagement in Fragile States” of a group of 20 countries affected by the conflicts in transitioning recovery and long-term recovery. The country hosts the g7+ Secretariat.

The Community of Portuguese Speaking Countries (CPLP) is another important forum in which Timor-Leste actively participates in the international arena, valuable cooperation by means of development-oriented initiatives, which have built long-lasting connections and mutual support for its members. Building on the existing ILO-CPLP partnership, and Timor-Leste being also active in g7+, this could further foster *Fragile to Fragile* states cooperation. The country hosted the 2015 CPLP Ministers meeting in Timor-Leste, subsequently producing the Tibar Declaration.

Timor-Leste advocates strongly on mutual support and leaning on the similar challenges that post-conflict countries face on the way to recovery. On that front, the Government of Timor-Leste successfully promoted and supported in global adoption of Sustainable Development Goals (SDG) goal 16 on access

to justice and effective institution building. SDG goal, in particular goal 16 is prominently embedded in Timor-Leste's overall development framework.

On the domestic socio-economic front, the country has made a number of notable development achievements:

- (i) The political crisis of 2006 displaced thousands of people, but most have now returned to their homes and communities. The large camps for Internally Displaced People are closed and payments to displaced people and petitioners have been disbursed. Pensions to veterans, the elderly and disabled, and female-headed poor households, are being provided.
- (ii) Economic growth has been strong averaging more than 10 per cent per year since 2007, and non-oil Gross Domestic Product (GDP) grew even faster at an average 12 per cent in the past five years.
- (iii) Under the Millennium Development Goals (MDGs) Timor-Leste reached the internationally agreed target of reducing child and infant mortality. The country is also on track to meet primary school enrolment targets.

However, the benefits of remarkable economic growth and social development have not yet reached all of the population. Despite the fact that Timor-Leste is categorised as a lower-middle income country, the poverty rate remains extremely high. According to the last household survey conducted in 2007, almost half of the population in the country lives below the poverty line. Timor-Leste remains heavily dependent on its offshore oil resources, and the employment opportunities in other industrial sectors are limited. In order to tackle future challenges to advance the overall welfare of the population, the Government institutions and the social partners need to implement effective social, economic and employment policies and programmes to empower the population.

One of the acute bottlenecks for socio-economic development in the country is recognized as human resources. Human resource constraints are pervasive in most areas of the economy, in Government administration, and in social services. In 2015, Timor-Leste was ranked 133 out of 188 countries on the

Human Development Index (HDI), a composite measure of development across three dimensions of human welfare and capabilities. Government recognizes the need to continue efforts to support social capital as one of the main development priorities, knowing that the sustainability of the country's development cannot rely solely on its natural and financial resources but on a healthy, skilled and productive population.

1.2 Labour Force Situation in Timor-Leste

Since 2010, the labour force has grown by 58,596 meaning that there is an almost 20,000 net increase in the number of people seeking employment. Agriculture remains the main source of livelihoods for a large number of workers. More than 41% of those employed are working in this sector. However, in addition to this there are as many as 178,900 people working as subsistence foodstuff producers who according to the revised definition of employment are outside the labour force. In other words, a large number of workers in the economy are essentially producing food for their own consumption. While the presence of a large segment of the population engaged in subsistence work does drive the labour force participation rate (LFPR) down, the LFPR at 30.6% (men 39.7% and women 21.3%) and women is still very low compared to other poor and developing countries.

The unemployment rate has been increasing steadily. In 2013, the average national unemployment rate was 11% (men 11.3% and women 10.4%) which is no doubt high, but what is more worrying is that 21.9% of young men and women are unemployed (men 25.3% and women 16.7%). The economy has been growing, but not at a rate to absorb the number of young people who are entering the labour force. The nature of growth has been such that not many long-term jobs are being created in the non-agriculture sector. Around 25% of unemployed have been without work for over a year, which potentially can lead to disillusionment among job seekers and if left unaddressed it can become a source of social unrest.

A major development constraint that Timor-Leste faces is lack of technical and entrepreneurial skills among young people. SDP 2011-2030 underlines building human capital as one of the main drivers of future development. Recent Enterprise and Skills Surveys conducted reveal that there are skills shortages in key sectors of the economy that have experienced higher growth.¹ Almost 40% of managers working in private enterprises are foreigners. The number of foreign workers is also high (29%) for professional level positions.

More than half of the employed (55%) were working in so called vulnerable jobs, as own-account or contributing family workers. These type of workers often have no formal work arrangements compared with wage and salaried workers. They usually lack adequate social security and voice at work. The share of vulnerable employment in total employment was higher for women (69%) than for men (47%), and almost across all age groups.

At the national level, there are disparities when we compare the labour force participation rate between men and women mirroring the socio-economic and cultural constraints that women have to face. In the case of men, the labour force participation rate peaks for the age group 30-34 (64.8%). On the other hand, females achieve this peak in labour force when they are in the age group 20-29 (29%), but then the rate falls and female participation in the labour force peaks again for the age group 50-54 (29%). A closer look at the labour force shows low levels of human capital. A vast number of workers (40%) have only secondary level education. Less than 9% have university degree and very few have technical (1.7%) or vocational (0.6%) diplomas. In Timor-Leste, employment in general is characterized by informality. The number of workers in informal employment is as high as 71%.²

Timor-Leste private sector is still underdeveloped, characterized by small, individually owned, self-financed, agro-based and informal activities and is unable to provide rural households with productive employment and sustainable income.

2 Enterprise & Skills Surveys were conducted by SEPFPOPE in 2013 and 2014.

3 Unless otherwise mentioned, all the employment related figures are taken from the results of the Labour Force Survey 2013.

Given that agriculture is the main source of livelihoods for a large number of workers, it yields low return to labour and land. Across all crops, Timor-Leste only produces between 20-25% of the productivity achieved by Cambodia, Thailand, Vietnam, India, China and Laos PDR.⁴ The Agriculture sector in Timor-Leste is under-performing. In a recent case-study the ILO - Business Opportunities and Support Services (BOSS) project highlights that the reason for low-productivity is traditional cultivation methods, low use of inputs and a culture of dependence brought about through a long history of subsidies.⁵

1.3. DWCP Links to National, International and UN Development Framework

Timor-Leste Strategic Development Plan

The Timor-Leste Strategic Development Plan (SDP) 2011-2030 is a key national development plan and serves as the main tool for the operationalization of the government's strategy. The SDP covers four pillars: (1) social capital, (2) infrastructure development, (3) economic development and (4) Institutional Frameworks.

Having achieved the major transition from security and peace building efforts to stability, the vision and strategies of the country for the period of 2011-2030 focus on the reduction of poverty, and economic growth. The strategies should be translated into policies and programmes to directly benefit the population of Timor-Leste. The economic gain should also be equally shared by people in all districts including rural population.

From that perspective, the SDP 2011-2030 has a clear aim to develop core infrastructure of the country as well as human resources. As a means to distribute economic benefits among the population, the document strongly encourages “the growth of private sector jobs in strategic industrial sectors – a broad based agriculture sector, a thriving tourism industry and downstream in the oil and gas sector.”

4 World Bank, 2010. Expanding Timor-Leste's Near-Term Non-Oil Export, Diagnostic Trade Integration Study (DTIS).

5 The Lab Market Systems Development for Decent Work: Case Study Number 1. The BOSS Project in Timor-Leste: Thin Markets, Thick Impact?

Key emphasis for future years are social capital, infrastructure and economic development. The International Labour Organization (ILO) will align its contribution in the areas of rural development, private sector and entrepreneurship, vocational training and employment creation in full support of the National Strategic Planning objectives.

Program of the Sixth Constitutional Government 2015-2017

The Program of the Sixth Constitutional Government 2015-2017 (The Government Program) provides a list of strategies for implementation in the short term, while incorporating medium term (5-10 years) strategies and not losing sight of the long term (10-20 years). It covers four broad areas aligned with the SDP: Social Development, Infrastructure Development, Economic Development, and Governance Development.

Aligned with the Program of the Sixth Constitutional Government, the ILO will support the government to plan and implement its infrastructure program in an effective and targeted manner, encouraging higher levels of private sector activity including the growth and expansion of small and micro business, support training system in the country and other activities that will contribute to the success of the Program of the Sixth Constitutional Government.

United Nation Development Assistant Framework

The United Nations Development Assistance Framework (UNDAF) 2015-2019 for Timor-Leste is the result of joint efforts by the Government of Timor-Leste and the UN System to establish a strategic programme framework to support national development priorities as outlined by the Government of Timor-Leste in the Timor-Leste Strategic Development Plan 2011-2030. It represents a collective and integrated response by the UN System to Timor-Leste's national priorities.

The Timor-Leste DWCP 2016-2020 closely aligns and contributes to the overall UNDAF. More specifically, it clearly aligns with and contributes to **UNDAF Outcome 2**: People of Timor-Leste, especially the rural poor and vulnerable groups, derive social and economic benefits from improved access to and use of sustainable and resilient infrastructure; and **UNDAF Outcome 3** Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs..

Sustainable Development Goals

The Sustainable Development Goals (SDG) globally adopted in 2015 could be an excellent barometer to gauge the achievements, visions and strategies set in the Timor-Leste Strategic Development Plan.

Considering the country's young population and lack of job opportunities to them in non-oil industrial sectors, ILO projects and programmes pay particular attention to the following SDG Goals:

Goal 1: End poverty in all its forms everywhere.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Effective institution building under the SDG goal 16 will continue to be the modus operandi for the ILO's programmes in Timor-Leste. The ILO programme will continue the 'embedded' approach aimed at sustainable institutional capacity building.

The New Deal for Engagement in Fragile States g7+

The New Deal for Engagement in Fragile States is the first set of principles guiding international engagement in conflict-affected states that are or have been affected by conflict and are now in transition to the next stage of development. It is a key agreement between fragile and conflict affected states, international development partners and civil society to improve current development policy and practice in the country.

In the context of the High-Level Panel on Decent Work in Fragile States, a Memorandum of Understanding was signed between the ILO and the g7+ in March 2014. The MoU foresees the cooperation between the g7+ and the ILO by means of joint programs and projects, among others on (i) research of case studies on issues such as job creation and skills development (ii) facilitation of peer learning among the g7+ and other developing and less developed countries with a focus on *Fragile to Fragile* states cooperation.

Based on the fragility assessment that was conducted for Timor-Leste in July-August 2012, justice and economic foundations are key areas that need more attention for future improvement of Timor-Leste peacebuilding and state building. The Timor-Leste DWCP 2016-2020 is structured to support these needs.

2 Decent Work Country Programme (DWCP)

The Decent Work Country Programme for Timor-Leste is developed jointly by the ILO, the Secretariat of State for Professional Training and Employment Policies (SEPFPOE) on behalf of the Government, the Chamber of Commerce and Industry of Timor-Leste (CCI-TL) and the Timor-Leste Trade Union Confederation (KSTL). The priority and outcomes expressed in the second DWCP is the results of consultations and direct inputs of the government, employers' and workers' organization.

ILO's core mandate is to advance opportunities for women and men to obtain decent and productive work in condition of freedom, equity, security and human dignity. The role of the DWCP is to translate the mandate in Timor-Leste's context as ILO's contribution to the achievement of SDP 2011-2030.

Since becoming the 177th member states of the ILO in 2003, the Government of Timor-Leste has worked closely with the ILO, making some notable improvements in the world of work. The country has ratified six⁶ out of the eight ILO fundamental conventions. In addition to the conventions on forced labour, freedom of association, rights to organize and collective bargaining, eliminating Worst Form of Child Labour (WFCL), Timor-Leste recently ratified the two core conventions - conventions on equal remuneration (C 100), and discrimination in respect of employment and occupation (C 111). This new development will further confirm the endorsement by all constituents to support the DWCP strategies mainstreaming gender equality and other forms of non-discrimination. The two other core conventions not yet ratified are the Conventions on minimum age (C138) and abolition of forced labour (C105).

The 1st DWCP in Timor-Leste was formulated and implemented during 2008-2013, prioritizing (1) youth employment promotion, (2) rural economic

6 Convention 111 concerning discrimination in respect of employment and occupation and convention 100 concerning equal remuneration for men and women workers for work of equal value have been ratified through National Parliament Resolutions No. 11/2015 and 12/2015. Instrument of ratification was deposited to ILO Geneva in May 2016.

development and (3) labour market governance. Under this programme, with the ILO's technical support, and the generous support by key development partners the constituents have used multi-pronged approaches to tackle key issues. Youth employment crises have been addressed through macroeconomic policies, education and skills, labour market policies, self-employment and entrepreneurship, and worker rights for youth. These have delivered market oriented services to micro and small enterprises; deriving social and economic benefits from improved road access and income opportunities through rehabilitation and maintenance of rural roads as well as developing and delivering demand driven skills training to capacitate players in the markets; and strengthening social protection system in the country.⁷

The evaluation in 2013 of the 1st DWCP reported that most outcomes have been well achieved, exceeding targets with some measurable impact in terms of institutionalizing DWCP priorities. One of the success factors has been the strong and trusting working partnership between ILO and its counterpart institutions. Practicing an “embedded” approach, ILO project staff have been part of the counterpart institutional structures, including management, technical and administrative capacities, which makes the day-to-day knowledge transfer effective. Another notable success factor has been the eagerness of the stakeholders to seize opportunities for technical knowledge and institution building for the new nation.

The review also suggests that the DWCP could mobilize more support to workers and employers' organizations, noting that technical cooperation projects in Timor-Leste were not necessarily designed and resourced to target direct beneficiaries in all tripartite partners. The 2nd DWCP will serve as a planning framework and tool that maximizes opportunities for employers and workers' organization to benefit from ILO expertise.

7 Technical Cooperation project under DWCP 2008-2013 are: Skills Training for Gainful Employment (STAGE, 2004-2009), Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation Project' (TIM-Works, 2008-2012), Youth Employment Promotion Program (YEP, 2008-2012), South to South Cooperation in Social Security Timor-Leste (2010-2013), Business Opportunities and Support Services Project (BOSS, 2010-2016), Enhancing Rural Access (ERA 2011-2016), Training and Employment Support Program (TESP, 2013-2014), Roads for Development (R4D 2012-2016). Major achievements of the projects are summarised in: Working within institutions in fragile settings: strengthening national leadership through the embedded approach in Timor-Leste.

This DWCP 2016-2020 also benefits from lessons learnt from project evaluations. For example, the Independent High Level Evaluation of ILO's Technical Cooperation Strategy: 2010-2015 was conducted for all Timor-Leste projects in 2015. Best practice involves close consultation with constituents throughout the project identification and formulation process, a strong focus on national legal, policy and/or strategy changes, with a parallel approaches for raising capacity using the embedded approach for enhanced sustainability – namely helping to put improved systems in place.

This 2nd DWCP should continue to build on these partnerships, collaboration established, successful achievements and lessons learned from the past. Ongoing technical cooperation projects will contribute to the 2nd DWCP and serve as a framework to support the Government of Timor-Leste to achieve its national strategic development plan SDP 2011-2030.

The ILO considers that effective tripartite social dialogue between the Government institutions, the employers and workers' organizations is the most efficient means of achieving Decent Work goals. Therefore, the primary objective of this document is to have an agreed framework on how best to advance the decent work agenda in Timor-Leste among the tripartite partners, and to use it as a planning, monitoring and communication tool for the next five years in full collaboration and ownership with all concerned.

Results and achievements of the Timor-Leste DWCP 2016-2020 will contribute to the relevant outcomes of the ILO's Strategic Plans and Programmes & Budgets.

ILO Transitional Strategic Plan and Programme and Budget 2016-2017

The International Labour Organization Transitional Strategic Plan and Programme and Budget (TSP and P&B 2016-17) sets out the strategic objectives and expected outcomes for the Organization's work. The P&B is linked to the Transitional Strategic Policy and the priorities identified by constituents through Decent Work Country Programmes and decent work agendas, decisions of the Governing Body and the International

Labour Conference, and various other tripartite forums such as regional meetings and meetings of experts. The next Strategic Plan (2018-2021) will be aligned with the UN Planning Cycle.

The Timor-Leste DWCP 2016-2020 will contribute to the following Policy Outcomes of the TSP and P&B 2016-17:

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospect

- **Indicator 1.1:** Developed, revised, implemented or monitor comprehensive employment frameworks.
- **Indicator 1.4:** Institutional development and capacity programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more and productive and better quality jobs.

Outcome 3: Creating and extending social protection floors

- **Indicator 3.1:** Improved social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection.

Outcome 4: Promoting sustainable enterprises

- **Indicator 4.1:** Enabling environment for sustainable enterprises has been improved through policy, legal, institutional or regulatory reforms.
- **Indicator 4.3:** Public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women.

Outcome 7: Promoting workplace compliance through labour inspection

- **Indicator 7.2:** Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance.

Outcome 8: Protecting workers from unacceptable forms of work.

- **Indicator 8.1:** Member States that have revised laws, policies or strategies to protect workers, especially the most vulnerable, from unacceptable forms of work, in line with international labour standards and through tripartite dialogue.

Outcome 10: Strong and representative employers and workers organizations..

- **Indicator 10.1:** Organizations that have successfully adjusted their organizational structures or governance or management practices to increase leadership capacity, effectiveness, relevance and representativeness.
- **Indicator 10.4:** National workers' organizations that increase their organizational strength at the national and regional levels.

3. DWCP Timor-Leste 2016-2020: Priorities and Outcomes

Agreed priorities and outcomes for the Decent Work Country Programme in Timor-Leste 2016-2020 are as follows:

DWCP Priority 1: Employment Promotion and Social Protection	
Outcome 1.1	Improved policy formulation and advocacy to support youth employment and training in the country
Outcome 1.2	Improved access to employment services and income opportunities
Outcome 1.3	Timor-Leste National Social Protection System strengthened
DWCP Priority 2: Rural Socio-economic Development	
Outcome 2.1	More effective labour-based rural infrastructure programmes for socio-economic development
Outcome 2.2	More and better services to improve micro and small enterprises in rural areas
DWCP Priority 3: Good Labour Market Governance Institutions	
Outcome 3.1	Enhanced institutional capacity of labour administration for improved working conditions and industrial relations
Outcome 3.2	Professional and technical capacities of social partner strengthened
Outcome 3.3	Tripartite constituents more effectively engage in social dialogue to apply labour regulations and international labour standards.

Promotion of gender equality, tripartism, social dialogue and institutional capacity building are mainstreamed throughout the DWCP priorities. Participation of the tripartite constituents through social dialogue will be encouraged at all stages of implementation of the programmes and projects embedded in the DWCP.

DWCP Priority 1: Employment Promotion and Social Protection

Employment and social protection are two critical avenues towards achieving pro-poor growth.

Productive employment and decent work are the main routes out of poverty. Well-functioning labour markets and an enabling environment for local entrepreneurship are essential to increase employment opportunities for the poor. Policies that recognise and improve conditions in the informal economy, where most women and men earn their livelihoods, are critical to poverty reduction. Increasing the employability of poor people, especially for women and youth, unlocks their potential to contribute to growth.

The low labour force participation of women and the difficulties that young people entering the labour market stand out as two Achilles' heels. The vision and goals of the Strategic Development Plan (SDP) will not be achieved unless these issues are successfully addressed. An inclusive society can only be realised if women and men can contribute on an equal basis. The youth represent the future therefore they must be given opportunities and chances to shoulder this role to become active players in the economic and social development through employment. Dynamic and job-rich economic development is necessary to increase the possibilities for women and youth to access productive employment. Along with education, technical and vocational training is vital for increasing the employability and productivity of the Timorese labour force. Targeted interventions are also required to address the specific constraints that these groups face.

To reduce poverty and operationalize pro-poor growth, social protection is the other side of the coin. Social protection directly contributes to this objective as it stimulates the involvement of poor women and men in economic growth, protects the poorest and most vulnerable in a downturn and enhance social cohesion and stability. It helps build human capital, manages risks, promotes investment and entrepreneurship and improves participation in labour

markets. Social protection programmes can be affordable, including for the poorest countries, and represent good value for investment.

Outcome 1.1 Improved policy formulation and advocacy to support youth employment and training in the country

The Secretariat of State for Professional Training and Employment Policies (SEPFPOE) is the key government partner of the ILO in Timor-Leste. SEPFPOE is responsible for training and articulating national employment policies and programmes. It is mandated to oversee employment and labour policies in partnership with workers and employer organizations. The ILO will provide policy advice and technical assistance to SEPFPOE with the aim of mainstreaming employment in government policies and programmes.

Capacity deficits constraining evidence-based labour and employment policies is a key area that requires attention. The link between analysis and policy formulation needs to be strengthened to ensure demand driven skills training in the country. Policy and legislative instruments are either lacking or not being executed to promote inclusive employment through prudent industrial and sector planning. In this regard, future actions should focus on creating mechanisms that will enable an evidence-based approach to economic policy making. This will entail building capacities among relevant departments to undertake analysis and incorporate that in government policies and programmes.

Under the 2016-2020 DWCP, the ILO will provide technical assistance to SEPFPOE in conducting research and labour market analysis, and using this evidence in the development of policies and programmes, including programmes on skills training. An evidence-based approach to policy development is critical for SEPFPOE to play a more active role in policy formulation and advocacy for public funding to support employment and training the country.

To maximise the employment impact of the country's development efforts, the ILO will provide technical assistance for the development of the National

Employment Strategy (NES) 2016-2030. The NES will be used as a framework and guiding tool for strengthening the focus on employment across the policy spectrum, including a special focus on youth and women.

Implementation of the comprehensive Technical and Vocational Education and Training Plan for the period 2011-2030 should be a main strategic goal of the NES. Likewise, the use of labour intensive technologies in the building and maintenance of roads and other types of infrastructure should be promoted through the NES as they can potentially create large numbers of much needed employment and income opportunities. The development and implementation of the NES will hence contribute to and strengthen the interventions planned under the 2nd priority area of the DWCP, rural socio-economic development, including entrepreneurship development and labour-based rural infrastructure.

Indicator	Target
Number of analytical studies on youth employment situation with gender specific challenge in Timor-Leste conducted	By 2016, at least 2 analytical studies published and 1 national conference on employment conducted
Draft National Employment Strategy 2016-2030 approved	By 2017, National Employment Strategy 2016-2030 approved and action plan developed
Labour Force Survey conducted in 2018 - 2019 with ILO technical support	By 2020, reliable national sex-disaggregated employment data available for programme and policy development and monitoring

Outcome 1.2 Improved access to employment services and income opportunities⁸

Currently, many support services are concentrated in a few selected urban areas such as Dili and Baucau. Future growth of the economy and how that translates into job creation will depend on the level of employment services, infrastructure, and access to communication in the underdeveloped districts of the country. The established career guidance and employment centres (CEOPs) need to be strengthened to reach out to more clients.

The functions of the CEOPs need to be strengthened so that they can play a more facilitatory role. To provide better employment services to clients in the districts, the CEOPs need to widen their network for referrals, including exploring opportunities with businesses for on-the-job training, apprenticeships, and internships.

The ILO will provide technical assistance to strengthen the capacity of the CEOPs and to provide linkages with business development services (BDS) providers for self-employment capacity of clients.

Indicator	Target
Number of qualified counsellors available at Career guidance and Employment Centres (CEOPs) to provide career guidance, and job placement	By 2020, all 13 CEOPs in the country have at least 1 qualified master counsellor to lead CEOP with wide network for referrals and range of services to offer (at least 30% of counsellors trained are women)
A linkage between training and employment through career guidance and counselling established	By 2020, partnership agreements between CEOP and Business Development Services (BDS) established to assist job-seekers for self-employment and at least 20% CEOP clients (30% of which are women) received training and/or services from BDS.

⁸ Reference to the project “Business Opportunities and Support Services (BOSS)” funded by the Irish Aid and New Zealand.

Outcome 1.3 Timor-Leste National Social Protection System Strengthened⁹

The Government considers social transfers an important facilitator of social peace and cohesion. Under the framework of the South-South Cooperation, aiming to provide an innovative response to global challenges of the needs and development policies of the partner countries, the ILO has supported the Inter-ministerial Working Group appointed by the Ministry of Social Solidarity (MSS) to contribute to the establishment of a social security system in Timor-Leste.

Social security and social assistance are established as rights under Article 56 of the National Constitution and social protection is one of the priorities under the Timor-Leste Strategic Development Plan 2011-2030.

Despite progress, the numbers of social assistance programs in Timor-Leste do not translate into adequate coverage. The gaps in coverage are significant and the country does not have an integrated and coherent approach to social protection, reflected in the absence of a strategic or policy framework in this area. Within this context, the MSS foresees the definition of a National Social Protection Strategy, based on the assessment of the current offer vis a vis the country vulnerability patterns and grounded in a dialogue process involving all the relevant stakeholders.

The ILO will support the development of a National Social Protection Policy, on the basis of an Assessment Based National Dialogue (ABND). The ABND will assess the existing social protection promotion provisions, identify gaps and challenges, provide recommendations and estimate their cost, in order to build a more comprehensive, coherent and inclusive national social protection system. The process will be carried out under the leadership of the MSS, in collaboration with the ILO and the UN country team.

⁹ Reference to the project “Strengthening of Social Protection System in the PALOP and Timor-Leste” (ACTION /Portugal) funded by Portugal.

ILO will also provide technical advisory services to the launch of the Social Security Scheme for private sector workers.

Indicator	Target
Pension scheme for private sector workers developed	By 2017, regulation approved by the Council of Minister and submitted to the National Parliament, institutional settings in place and system launched
Assessment Based National Dialogue in line with the fundamental principle of non-discrimination and gender equality conducted	A vulnerability assessment, a gap analysis, a policy options costing to be completed for the Assessment Based National Dialogue in 2017
National Social Protection Strategy that is in line with international labour standards and gender equality developed	By 2018, National Social Protection Strategy is submitted to the Council of Ministers

DWCP Priority 2: Rural Socio-economic Development

Rural development is a well-articulated priority in the UNDAF 2015-2019, which recognizes that the creation of local jobs is the best way to improve the lives and livelihoods of people living in rural areas and that access is necessary for a thriving agricultural sector which is needed to reduce poverty, provide food security and promote economic growth in rural areas and Timor-Leste as a whole.

Lack of employment or alternative livelihood opportunities, along with underemployment, stands as a major root cause of poverty and vulnerability across the country. Fifty five per cent of the workforce depends on vulnerable employment¹⁰ (the majority of vulnerable workers are women at 70% compared to men at 48%), and mostly subsistence agricultural activity. The agriculture sector is characterized by very low productivity, stemming in part from traditional practices (with very low reliance on inputs) and from a culture of dependence on Government subsidies and artificial markets. Labour shortage in rural areas (as many young women and men migrate to Dili for better job opportunities), low capacities of extension services, inadequate irrigation schemes and postharvest technology, limited access to markets due to bad roads and limited capacity of the private sector to identify business opportunities further exacerbates the situation for farmers in rural areas. Uncertainty related to undefined land titles inhibits investment from private sector which is of crucial importance for the development of potential agribusinesses.

Continuing needs for basic infrastructure are acute and create difficulty in accessing markets, leading to a lack of predictable income for many families. Survey work carried out in preparation for the Rural Roads Master Plan & Investment Strategy (RRMPIS) indicates that in 2014 only 13 per cent of rural roads are in good condition. To build a modern and productive economy and ensure better access to services, targeted core and productive infrastructure is critical for Timor-Leste.

10 Labour Force Survey 2013.

Outcome 2.1 More effective labour-based rural Infrastructure programmes for socio-economic development¹¹

In rural areas, the ILO will step up its support to employment creation linked to the building of rural roads, through continued capacity development for both public and private sector to plan and execute rural road works and the application of labour-based and equipment-supported work methods which, in addition to improved access, will generate a substantial number of short term employment opportunities. This work will be undertaken within the framework of the RRMPIS which is expected to be officially endorsed by the Government of Timor-Leste in 2016.

The ILO will support the harmonization of planning, design and procurement systems for rural infrastructure and encourage commitment to their use. The ILO will also assist relevant Government departments to develop sufficient capacity and resources at national and sub-national levels for construction and maintenance of infrastructure that is built in a sustainable, environmentally friendly and climate-resilient fashion, and that is compliant with national environmental licensing requirements as well as informed by hazard or vulnerability profiles.

Capacity development of the Ministry of Public Works Transportation and Communications (MPWTC), particularly with regard to effective planning, budgeting and delivering of rural road works, will be complemented by the expansion of training of local civil works contractors and strengthening of the contractors' qualification system. In turn, the training of these contractors is expected to provide the required capacity to rehabilitate, repair and maintain roads and other infrastructure. Strengthening capacities of training providers will further enhance the sustainability of capacity development initiatives. All these activities will be implemented within the framework of the RRMPIS which is referred to in the Programme of the Sixth Constitutional Government and which is expected to be endorsed by the Government of Timor-Leste in 2016.

11 Reference to the project "Road for Development Programme (R4D)" funded by the Australian Government Department of Foreign Affairs and Trade.

The RRMPIS includes a range of institutional recommendations that aim at capacity building of the public and private sector.

Indicator	Target
Rural Road Master Plan (RRMP) used by the Government	100% Government rural road action plan is aligned with RRMP
Number of systems and procedures to manage investments in rural infrastructure are developed and used by Government	By 2017, at least 5 systems and procedures available and in used
Number of contractors successfully obtained the National Certificate in Labour-Based Road Works/National Certificate in Managing Small Construction Bids and Contracts and eligible to participate in the Government rural road contracts tender	200 contractors obtained National Certificate in Labour-Based Road Works/National Certificate in Managing Small Construction Bids and Contracts (at least 30% are women) and at least 75% of the contractors participated in the Government tender
Rural roads rehabilitated and placed under regular maintenance, using Labour based Technology where appropriate	450 km roads rehabilitated, 750 km roads maintained, 25,000 rural households benefited from improved access and 3 million workdays (30% of which are performed by women) created

Outcome 2.2 More and better services to improve micro and small enterprises in rural areas¹²

The ILO contributes to rural employment creation and income generation through pro-poor market system development, ensuring that micro and small enterprises in rural areas have improved access to markets, business development services, technology and finance. The target sectors for the ILO's market system development are in line with those identified in the Timor-Leste

¹² Reference to the project "Business Opportunities and Support Services (BOSS)" funded by the Irish Aid and New Zealand.

Strategic Development Plan, namely agriculture and tourism. Specifically, the ILO will identify and support lead firms and service providers to assist the ultimate beneficiaries be it farmers or guest house owners to ensure that the support continues beyond ILO assistance. The main national partner for the market system development component is the Institute for Business Support (IADE) and its district-based Business Development Centers (BDC), which will be assisted to expand their BDS portfolio and increase outreach in rural areas. The ILO will also work closely with relevant Ministries when targeting specific sub-sectors.

The ILO will also assist with the assessment of the enabling environment for sustainable enterprises. Getting the enabling environment right is of key importance as there is limited value in promoting enterprise development services for the creation of more and better jobs in an environment that is hostile to them. The assessment of the enabling environment for sustainable enterprises is to provide an evidence base for policy reforms for an environment more conducive to the promotion of sustainable enterprises and employment in Timor-Leste.

Indicator	Target
A range of market-oriented business development services to micro and small enterprises in rural areas are offered by IADE and other service providers	By 2016, at least 8 market-oriented business development services and 2 sector specific services provided
Number of Micro and Small Enterprises received services from IADE to improve productivity and access to new markets	By 2020, 3000 micro and small enterprises received services from IADE (30% of which are women-managed enterprises)
Clients satisfaction level with business development services delivered	75 % clients are satisfied
Enabling Environment for Sustainable Enterprises (EESE) assessment conducted	By 2017, EESE report disseminated through public/private dialogue

DWCP Priority 3: Good Labour Market Governance Institutions

The establishment and the improvement of labour market governance including the range of sound labour policies and regulations with different aspects of labour legislation such as employment protection legislation or law on wages, is one of the key elements to maintain economic and social stability in post-crisis countries such as Timor-Leste. This priority covers improved regulatory frameworks and enforcement, and industrial relations practices including labour disputes, thus strengthening labour administration of the SEPFOPE. The promotion of worker's and employers' organizations, collective bargaining, tripartism and social dialogue are also priorities to achieve good labour market governance institutions.

Outcome 3.1 Enhanced capacity of labour administration to improve working conditions

Developing policies and supporting Timorese law enforcement institutions requires attention, especially in the formulation and approval of regulations and guidelines to protect the rights of workers.

In 2010, the government of Timor-Leste legally established the General-Inspectorate of Labour (LGI) to ensure the compliance with the standards for working conditions, prevention of occupational hazards, employment and unemployment protection and employment of foreigners. However, the capacity of the LGI is very limited, as it is not supported by government implementing regulations, guidelines, and standards in the field of labour relations.

In 2012, The Labour Code of the Democratic Republic of Timor-Leste was approved by the national parliament. Since then, labour relations in the country have been governed by this Code. For the Labour Code to be adhered to properly, complementary legislation needs to be instituted. Moreover, a minimum wage setting system should be put in place.

Responding to interest expressed by the Government of Timor-Leste, the ILO will continue its technical assistance on eradicating child labour by conducting a nationwide survey on child labour and forced labour and supporting the development of a national action plan to combat child labour and forced labour. These actions will at the same time aim towards the implementation of Conventions Nos. 29 on forced labour and 182 on child labour ratified by Timor-Leste, and respond to comments addressed to the Government of Timor-Leste by the Committee of Experts on the Application of Conventions and Recommendations with regard to the application of these Conventions (Direct Requests sent in 2015 on Convention No. 29 and in 2016 on Convention No. 182).

Indicator	Target
Number of decree law on industrial relations drafted and submitted to the Council of Ministers	By 2020, 5 decree laws drafted and submitted to the Council of Ministers
Number of manual/guidelines established for Labour administration to provide effective services in improve working conditions	By 2020, 2 manuals/guidelines prepared
Number of training programme conducted for labour inspector	By 2020, 5 training programme conducted
Number of research/analytical studies/ training conducted on minimum wage setting mechanism	By 2020, at least 2 research/ analytical studies/ training conducted
A national child labour and forced labour survey conducted by the Government as development of measures to prevent and combat child labour and force labour	By 2017, National child labour and forced labour data are available and used as a base for policy advocacy and development of National Action Plan (NAP)

Outcome 3.2 Enhanced institutional capacity of employers' and workers' organizations

a) Increased representativeness, organizational and analytical capacity of employers' organization to influence national policy-making and social dialogue

The Chamber of Commerce and Industry of Timor-Leste (CCI-TL) aims to be a strategic partner for economic growth of the government as well as the voice of businesses in Timor-Leste. It also aims to deliver a range of tailored services to assist private sector businesses. It is thus critical that the Chamber has a wide membership base, strong governance and effective strategies that reflect the needs of private sector to achieve the above objectives.

As a young organization that is still weak in capacity, an in-house mentor to provide guidance would be extremely helpful, as currently provided by a New Zealand volunteer.

In term of strategies, it is important that CCI-TL has a strategic plan for direction and to improve its governance and management. It is also important for the entire 22 members of the Presidential Council including the district Presidents to be working together to achieve the strategic objectives.

As the only private sector organization representing the interest and voice of private sector, it is crucial that CCI-TL is able to influence national policy decisions. It is important to build and enhance the advocacy capacity of CCI-TL to be able to analyse and develop evidence-based policy positions and communicate effectively to the stakeholders and policy makers.

In addition, it is also important that the Chamber is able to generate sufficient income to sustain its operations. Expanding and introducing new services are among the initiatives to be taken by CCI-TL.

Indicator	Target
CCI-TL's strategic plan to improve governance and management of the organisation developed	By 2016, new Strategic Plan endorsed by Presidential Council for immediate implementation
Number of evidence based policy framework/position paper produced by CCI-TL for consideration by the Government	By 2017, at least 1 comprehensive submissions for policy consideration is submitted by CCI-TL to the government
Number of new products and services launched by CCI-TL (or improvement made to existing products and services)	By 2017, at least 2 new products or services have been launched or at least 2 existing services have been improved
Percentage increase of CCI-TL membership and income for self-sustainability	By 2018, Increase membership & income by 10%

b) Increased organizational capacity of independent workers' organization in Timor-Leste to improve basic workers' rights, freedom of association and collective bargaining

Increased capacity of independent workers' unions in Timor-Leste is critical for promoting fundamental principles and rights at work including freedom of association and collective bargaining, tripartism and social dialogue in Timor-Leste. Since its establishment, the Timor-Leste Trade Union Confederation (KSTL) has been successful in creating seven affiliate members, which consists of three from the private sector, three from the public sector and one from the informal sector. Increasing membership from among formal sector employees of approximately 52,400, and training younger generation unionists are the strategic issues that KSTL needs to concentrate on in coming years. This DWCP supports KSTL by providing a series of capacity building interventions in focused areas such as union leadership, Occupational Safety and Health (OSH), collective bargaining and policy advocacy.

Indicator	Target
Number of new or upgraded technical services that KSTL conduct to their member using ILO knowledge products or ILO training contents	By 2020, 2 new services programme established
Organizational structure strengthened to influence national policy and collective bargaining (training programmes jointly developed and implemented for its board members and its members)	Minimum 1 training activity conducted per year

Outcome 3.3 Tripartite constituents effectively engage in social dialogue to apply labour regulations and international labour standards

Timor-Leste has fully embraced the fundamental principle and rights at work with the ratification in June 2009 of ILO Convention No. 87 concerning freedom of association and their right to organize and ILO Convention 98 concerning right to organise and collective bargaining. Recent comments made by the Committee of Experts on the Application of Conventions and Recommendations (CEACR) on Convention No. 87 (Observation of 2016) reflects positive developments in the country, e.g., through the adoption of the new Strike Act. However, the CEACR has also addressed a number of requests directly to the Government which illustrates the fact that labour market institutions are still young and vulnerable and the operationalization of the ratified Conventions on Freedom of Association and Collective bargaining has not been accomplished yet (Direct Requests on Conventions Nos. 87 and 98 sent in 2016). In terms of improving implementation and enforcement, it is necessary to ensure that respect for the fundamental principles and rights at work are fully understood and implemented by tripartite partners in Timor-Leste. Moreover, the Labour Inspection Service plays an important role in ensuring effective compliance with national laws and the operationalisation of the ratified fundamental Conventions not only in the area of freedom of association, but also forced labour and child labour.

Strong and representative social partners and an active and broad-based social dialogue are important for a good industrial relation and a key to guarantee and contributing to the sustainable development of the country.

Social dialogue and collective bargaining are the most appropriate means of regulating employment relations. It is important to place productive employment and decent work high on the development agenda and to mainstream employment in government policies and programmes. Forging a good working relationship between Government and representatives of employers and trade unions for active social dialogue are therefore a fundamental concern of development in the country in order to tackle employment issue.

Under Timor-Leste Labour Code – Article 100, the government supports the creation of a National Labour Council consisting of three representatives of the Government, two representatives of employers’ organisations and two representatives of trade unions to: promote social dialogue among stakeholders, issue opinions on policies and legislation on labour relations; propose a national minimum wage; and perform any other functions entrusted to it by law.

The ILO encourages its constituents to strengthen social dialogue under the DWCP 2016-2020.

Indicator	Target
Number of seminar/activities conducted to promote international labour standards concerning freedom of association and collective bargaining	By 2020, 2 seminar/activities conducted
Number of statement or policy paper submitted by the National labour Council	By 2020, 4 statement or policy papers
Number of seminar/activities conducted to promote social dialogue and industrial relation	By 2020, 2 seminar/activities conducted
Number of action plan to operationalize the resolution concerning social dialogue and tripartism	By 2020, 1 action plan

4. Management and Implementation

As a framework to support and assist the Timor-Leste government to meet its national development goals, the effective implementation of the Decent Work Country Programme requires steadfast commitment from all implementing partners – namely, the ILO Office and its constituent partners in the government, workers’ and employers’ organisations, as well as effective mechanisms for cooperation, consensus-building and participation at all levels and at all stages of the process.

As a participatory development framework, the DWCP is designed so that the government and social partners are simultaneously the key beneficiaries and implementers of the proposed interventions. In this respect, these parties will be expected to participate fully in the implementation of the programme as well as monitoring and assessing its performance throughout the course of the five year cycle.

It is important to recognise that the results outlined in the 2016-2020 DWCP represent a joint commitment of the ILO and the Government of Timor-Leste, the achievement of which require collaborative resource mobilisation. Where funding gaps are identified, the ILO will make every effort to mobilise resources both internally and from partners in the UN and wider development community (both bilateral and multilateral). Since the delivery of DWCP results in Timor-Leste are heavily dependent on funding from external development partners, it is important that a clear implementation and resource mobilisation strategy and plan are developed at the outset.

The implementation of the DWCP will be driven and overseen by a DWCP Steering Committee, comprised of the Government, and employers’ and workers’ organizations and other relevant institutions. The Steering Committee will be responsible for addressing operational issues related to DWCP implementation, and monitoring and assessing progress, as well as any adjustments or reorientation of related outcomes according to changing practical realities or economic and political circumstances.

5. Monitoring, Reporting and Evaluation

The monitoring, reporting and evaluation of ILO interventions under the DWCP is an integral part of the Office's internal programming processes.

Using the Results Based Management framework set out in this document (particularly the performance indicators and targets, and related milestones), the Steering Committee will convene at least once a year to review progress and outline challenges and recommendations for on-going successful implementation. Any change of priority outcomes will be jointly discussed. The DWCP 2016-2020 should also provide opportunities for the ILO and constituents to meet and discuss decent work related issues on a tripartite basis.

The ILO Country Office for Indonesia and Timor-Leste (CO-Jakarta), together with ILO staff in Dili, will take the lead role in the periodical monitoring and reporting on the progress of the DWCP.

Technical support will be provided by ILO project staff based in Timor-Leste and Specialists in the Decent Work Team based in Bangkok as well as other relevant technical units in ILO headquarters.

6. Risk and Assumptions

As a framework programme covering multiple interventions and activities, the ability of the DWCP to manage risks effectively will depend not only on framework-wide planning, but also on the strength of individual risk management strategies at the project and outcome level. While the latter are more comprehensively contained in project documents, the former is based around two main areas of identified risk.

(1) Political commitment from ILO constituents

The DWCP requires strong support from ILO constituents. Once the document has been endorsed, it shall be the responsibility of these actors to lead (joint) efforts at awareness raising, capacity building, lobbying for support for the programme within government bodies and among development partners. More importantly, the constituents shall also assume full ownership of the programme and alongside ILO, will be held accountable for its deliverables. While ILO will provide technical and financial support toward the achievement of its objectives, the success of the programme will only be possible with the political commitment and practical actions of the government, workers and employers.

(2) Resource mobilization

Another key risk or success factor is the availability of resources and a well-planned resource mobilization strategy. All on-going ILO technical cooperation projects in Timor-Leste fully support and are integrated into the DWCP 2016-2020. This means that continuation of the technical cooperation projects or approval of new projects heavily influences how well the priority outcomes and indicators are achieved, in particular for priority 2 where a large volume of financial and human resources are required. In the technical areas where resource gaps have been identified the ILO and its partners will need to work together.

7. Annexes

Results Framework: DWCP Timor-Leste 2016-2020

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
CP priority 1: Employment Promotion and Social Protection					
CP outcome 1.1: Improved policy formulation and advocacy to support youth employment and training in the country	Indicator 1.1.1: Number of analytical studies on youth employment situation with gender specific challenge in Timor-Leste conducted Data source: Studies report	Political commitment from ILO constituents and Resource mobilization.	Timor-Leste Strategic Development Plan 2011-2030 on Social Capital, Education and Training.	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospect - Indicator 1.4: Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better quality jobs.	
	Indicator 1.1.2: Draft National Employment Strategy 2016-2030 approved Data source: National Employment Strategy 2016-2030		UNDAF Outcome 3: Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs.	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospect - Indicator 1.1: Member States that, in consultation with social partners, have developed, revised, implemented or monitored comprehensive employment frameworks.	

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
	<p>Indicator 1.1.3: Labour Force Survey conducted in 2018 - 2019 with ILO technical support</p> <p>Data source: Labour Force Survey result report</p>			<p>Outcome A: Effective advocacy for decent work - Indicator A.3: Member States that have strengthened labour market information systems and disseminated information on national labour market trends in line with the international standards on labour statistics.</p>	
<p>CP outcome 1.2: Improved access to employment services and income opportunities</p>	<p>Indicator 1.2.1: Number of qualified counsellors available at Career guidance and Employment Centres (CEOPs) to provide career guidance, and job placement</p> <p>Data source: SEPOPE Annual Reports</p>			<p>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospect - Indicator 1.4: Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better quality jobs.</p>	
	<p>Indicator 1.2.2: A linkage between training and employment through career guidance and counselling established</p> <p>Data source: SEPOPE Enterprise Survey, Partnership agreement between CEOP and Business Development Services (BDS)</p>	<p>Extension of BOSS Project to December 2016.</p>			

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
CP outcome 1.3: Timor-Leste National Social Protection System strengthened	<p>Indicator 1.3.1: Pension scheme for private sector workers developed Data source: Draft regulation</p> <p>Indicator 1.3.2: Assessment Based National Dialogue conducted fully integrated the fundamental principle of non-discrimination and gender equality Data source: Assessment Based National Dialogue report</p> <p>Indicator 1.3.3: National Social Protection Strategy that is in line with international labour standards and promote gender equality and non-discrimination developed Data source: National Social Protection Strategy</p>	Political commitment from ILO constituents.	<p>Timor-Leste Strategic Development Plan 2011-2030 on Social Capital: Social Inclusion.</p> <p>UNDAF Outcome 3: Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs.</p>	<p>Outcome 3: Creating and extending social protection floors - Indicator 3.1: Member States that have improved their social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection.</p>	

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
CP priority 2: Rural Socio-economic Development					
<p>CP outcome 2.1: More effective labour-based rural infrastructure programmes for socio-economic development</p>	<p>Indicator 2.1.1: Rural Road Master Plan (RRMP) used by the Government Data source: MPWTC annual plans and budget for rural roads</p>	<p>Political commitment and new phase of R4D beyond 2016.</p>	<p>Timor-Leste Strategic Development Plan 2011-2030 on Infrastructure Development: Road and Bridges.</p>	<p>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospect - Indicator 1.4: Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better quality jobs.</p>	
	<p>Indicator 2.1.2: Number of systems and procedures to manage investments in rural infrastructure are developed and used by Government Data source: R4D Progress Reports</p>	<p>UNDAF Outcome 2: People of Timor Leste, especially the rural poor and vulnerable groups, derive social and economic benefits from improved access to and use of sustainable and resilient infrastructure.</p>			
	<p>Indicator 2.1.3: Number of contractors successfully obtained the National Certificate in Labour-Based Road Works /National Certificate in Managing Small Construction Bids and Contracts and eligible to participate in the Government rural road contracts tender Data source: INDMO Records, IADE and Don Bosco Training Databases</p>				

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
	Indicator 2.1.4: Rural roads rehabilitated and placed under regular maintenance, using Labour based Technology where appropriate Data source: MPWTC Annual Reports, R4D Progress Reports				
CP outcome 2.2: More and better services to improve micro and small enterprises in rural areas	Indicator 2.2.1: A range of market-oriented business development services to micro and small enterprises in rural areas are offered by IADE and other service providers Data source: BOSS Intervention Reports Indicator 2.2.2: Number of Micro and Small Enterprises received services from IADE to improve productivity and access to new markets Data source: BOSS Intervention Reports	Political commitment and extension of BOSS Project to December 2016.	“Timor-Leste Strategic Development Plan 2011-2030 on Economic Development: Private Sector Investment.” UNDAF Outcome 3: Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs.	Outcome 4: Promoting sustainable enterprises - Indicator 4.1: Member States where the enabling environment for sustainable enterprises has been improved through policy, legal, institutional or regulatory reforms & Indicator 4.3: Member States in which public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women.	

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
	<p>Indicator 2.2.3: Clients satisfaction level with business development services delivered Data source: BOSS Intervention Reports</p> <p>Indicator 2.2.4: Enabling Environment for Sustainable Enterprises (ESEE) assessment conducted Data source: EESE Report</p>				
CP priority 3: Good Labour Market Governance Institutions					
CP outcome 3.1: Enhanced capacity of labour administration to improve working conditions.	<p>Indicator 3.1.1: Number of decree law on industrial relations drafted and submitted to the Council of Ministers Data source: Draft decree law</p>	<p>Political commitment from ILO constituents and Resource mobilization.</p>	<p>Timor-Leste Strategic Development Plan 2011-2030 on Institutional Framework: Public Sector Management and Good Governance.</p>	<p>Outcome 7: Promoting workplace compliance through labour inspection - Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance.</p>	
	<p>Indicator 3.1.2: Number of manual/guidelines established for Labour administration to provide effective services in improve working conditions Data source: Draft manual/guidelines developed</p>				

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
	<p>Indicator 3.1.3: Number of training programme conducted for labour inspector</p> <p>Data source: Training report</p>		<p>UNDAF Outcome 4: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.</p>		
	<p>Indicator 3.1.4: Number of research/analytical studies/ training conducted on minimum wage setting mechanism</p> <p>Data source: Research/ studies/training report</p>				
	<p>Indicator 3.1.5: A national child labour and forced labour survey conducted by the Government as development of measures to prevent and combat child labour and force labour</p> <p>Data source: Child labour and force labour survey report</p>			<p>Outcome 8: Protecting workers from unacceptable forms of work - Indicator 8.1: Member States that have revised laws, policies or strategies to protect workers, especially the most vulnerable, from unacceptable forms of work, in line with international labour standards and through tripartite dialogue.</p>	

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
<p>CP outcome 3.2: Professional and technical capacities of social partner strengthened</p>	<p>Indicator 3.2.1: CCI-TL's strategic plan to improve governance and management of the organisation developed Data source: CCI-TL's strategic plan 2016-2018</p>	<p>Commitment from social partner and availability of funds (RBTC) or resource mobilization.</p>	<p>Timor-Leste Strategic Development Plan 2011-2030 on Institutional Framework: Public Sector Management and Good Governance.</p>	<p>Outcome 10: Strong and representative employers and workers organizations - Indicator 10.1: Organizations that have successfully adjusted their organizational structures or governance or management practices to increase leadership capacity, effectiveness, relevance and representativeness.</p>	
	<p>Indicator 3.2.2: Number of evidence based policy framework/position paper produced by CCI-TL for consideration by the Government Data source: Policy paper submitted</p>		<p>UNDAF Outcome 4: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.</p>		
	<p>Indicator 3.2.3: Number of new products and services launched by CCI-TL (or improvement made to existing products and services) Data source: CCI-TL's annual report/Implementation report</p>				

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
	<p>Indicator 3.2.4: Percentage increase of CCI-TL membership and income for self-sustainability Data source: CCI-TL's annual report/Implementation report</p>				
	<p>Indicator 3.2.5: Number of new or upgraded technical services that KSTL conduct to their member using ILO knowledge products or ILO training contents Data source: KSTL's annual report/Implementation report</p>			<p>Outcome 10: Strong and representative employers and workers 'organizations' - Indicator 10.4: National workers' organizations that increase their organizational strength at the national and regional levels</p>	
	<p>Indicator 3.2.6: Organizational structure strengthened to influence national policy and collective bargaining Data source: KSTL's annual report/Implementation report</p>				

Results	Indicators and data sources	Critical assumptions and risks	Link to UNDAF outcomes and national development plans	Link to P&B outcomes	Link to regional agenda
<p>CP outcome 3.3: Tripartite constituents more effectively engage in social dialogue to apply labour regulations and international labour standards</p>	<p>Indicator 3.3.1: Number of seminar/activities conducted to promote international labour standards concerning freedom of association and collective bargaining Data source: Seminar/activities report</p>	<p>Political commitment from ILO constituents and Resource mobilization..</p>	<p>Timor-Leste Strategic Development Plan 2011-2030 on Institutional Framework: Public Sector Management and Good Governance.</p>	<p>Outcome 7: Promoting workplace compliance through labour inspection - Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance.</p>	
	<p>Indicator 3.3.2: Number of statement or policy paper submitted by the National labour Council Data source: Statement or policy paper submitted</p>		<p>UNDAF Outcome 4: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.</p>		
	<p>Indicator 3.3.3: Number of action plan to operationalize the resolution concerning social dialogue and tripartism Data source: Action plan</p>				