

Recommendations– TLPDP Joint Independent Evaluation 2021

International Command Executive: Management Action Response:

Evaluation Team Recommendation	IC-Executive Response
1. The AFP, as a matter of urgency, should deploy Short-term Advisor (STA) Monitoring & Evaluation (M&E) support to this phase of TLPDP. The next phase of TLPDP should not proceed without substantial M&E advisor support.	Agree AFP will provide M&E support to TLPDP as a matter of priority. M&E will be included in the design process for the next phase. TLPDP will seek to dedicate 4-7% of its project budget to M&E.
2. In the next phase TLPDP should undertake a more limited range of activities, commensurate with the funding available. A reduced emphasis on infrastructure would be appropriate.	Agree Prior to commencement of the 12-month transition to the next phase (30 June 2022), Commander TLPDP will submit a plan for the 12-month tranche of projects (as agreed by the Joint TLPDP PNTL Project coordination board) to the JSC on consolidation of activities to be more consistent with available funds and core priorities. A reduction in infrastructure spend may be appropriate in some instances, however, there are particular and specific situations that warrant this emphasis in support of PNTL. TLPDP will continue to critically evaluate the need to assist with infrastructure on a case-by-case base and where essential infrastructure aligns to relevant outcomes.
3. DFAT and TLPDP, in conjunction with GoTL and PNTL, should urgently clarify the purpose and plan for the TNCC beyond construction and fit out, and which agencies are to be involved. It should ensure that the TNCC is not drawing resources away from GoTL domestic concerns.	Noted The Ministry of Interior is seeking Council of Ministers’ approval of the TNCC. TLPDP will engage with all stakeholders to ensure there is clarity on the purpose and plan of the TNCC. The intended usage of the CIGI-ICO has been agreed through engagement with the PNTL Senior Executive and the Ministry of Interior. There are no plans for OPG and TLPDP to be housed in the building. It is not intended CIGI-ICO would impede GoTL resourcing. It will however add significant value to whole of government coordination in countering transnational organised crime.
4. TLPDP should support PNTL to scope the requirements for a fit-for-purpose Information Management System as a matter of urgency.	Agree The Information Management System remains a key priority for PNTL with TLPDP providing ongoing sustainment support. A scoping study will be undertaken in 2022 to identify the requirements for a fit-for-purpose Information Management System.

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5. The JSC should ensure that program expenditure in the next phase is clearly linked to the program logic, with a specific agenda point at JSC meetings dedicated to ensuring a mutual understanding of what is ODA and non-ODA expenditure	Agree Programming of activity funding (ODA and non-ODA) will be linked to intermediate outcomes, and budgets and financial reports linked to outcomes will be provided to the JSC for future meetings and embedded in the 12-month extension and new design.
6. TLPDP should re-establish systems to coordinate, prioritise and review gifting requests, with any gifting of assets preceded by comprehensive needs analysis, agreement on the future use of and maintenance of assets and infrastructure, and assurance that financial transfers and assets are being registered in accordance with PNTL, Ministry of Interior (MoI) and Ministry of Finance (MoF) requirements.	Agree TLPDP complies with existing PNTL processes to record gifting in accordance with the GoTL requirements. The TLPDP will in current MOU negotiations, seek to develop an agreed management framework associated with the gifting of high value assets for which agreement would be reached on maintenance and future cost attribution. The JSC will be briefed on all gifted assets within the agreed scope and agreed financial implications
7. AFP and TLPDP should consider the efficiencies that can be achieved in the next phase by ensuring that advisors have skills matched to their responsibilities, clear work plans for all advisors, deploying a mix of police officers and contractors/civilian staff, an increasing focus on using professional locally engaged staff in some roles, improved donor coordination, and utilising the Monitoring Evaluation and Learning (MEL) system for evidence-based decision making.	Agree Different models/options for staffing structures will be considered as part of the design for the next phase. As a priority for the 2023-2027 design, TLPDP will seek to engage a specialist adviser to strengthen PNTL budgeting and financing in the face of scarce resources.
8. AFP and TLPDP should ensure advisors develop Tetum language skills prior to and during deployment. This requirement comes at a program cost that should be factored into the budget envelope.	Agree in principle Finding supports the 'Review of the AFP's International Network' (RAIN) and Training Needs Analysis (TNA) recommendations but remains dependent on budget and operational priorities.

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	<p>Deployed members would benefit from self-directed learning and in country immersion language training. TLDPP locally engaged staff play an ongoing important role with language translation which will be continued with. AFP will look at alternatives to support this recommendation as pre-deployment language training is not supported by the AFP deployment model</p>
<p>9. TLPDP should develop a long-term strategy early in the next phase that includes a focus on developing PNTL’s capacity to respond to emerging risks including, but not limited to, the approaching fiscal and budgetary crisis, an increased likelihood of extreme weather events, and a growing youth bulge.</p>	<p>Agree The design for the next phase of TLPDP will consider how the program can work strategically to help develop PNTL’s capacity to respond to emerging risks. This will include providing strategic planning capability to support PNTL developing their own strategic plan.</p>
<p>10. AFP and TLPDP should budget for and implement a PNTL needs analysis/True Cost of Policing Analysis (TCoPA).</p>	<p>Agree in principle This activity is recognised as key to supporting PNTL to more effectively use existing resources and will be progressed as a priority in the next phase.</p>
<p>11. TLPDP could strengthen PNTL’s contribution to Humanitarian Assistance and Disaster Preparedness as part of a Whole of Government (GoA and GoTL) coordinated response.</p>	<p>Agree Strengthening PNTL’s capability through command-and-control training, HADR exercises and improving coordination. Commander TLPDP will meet quarterly with the Embassy’s Counsellor, Human Development to update on priorities.</p>
<p>12. In the next phase TLPDP should focus on institutionalising Community Policing in accordance with GoTL and PNTL priorities; and support the PNTL to use its limited resources more sustainably. This should include 1. support for a new recruit course, (if possible); or in the alternative a greater focus on human rights based UoF training; 2. Gender equality and VPU work; and 3. Support for PNTL corporate and enabling services with flexibility to support one or</p>	<p>Agree The recommendation reflects current TLPDP thinking and its constant, albeit limited, progression toward sustainability for the PNTL as an entity. These priorities will guide the plan referred to in management response #2.</p>

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<p>more of IMS overhaul, PNTL budget and procurement processes, human resources, decentralisation and/or leadership training.</p>	
<p>13. TLPDP should further develop its engagement and coordination with other parts of the Australian Aid Program.</p>	<p>Agree TLPDP and the Australian Aid Program in Dili will further develop their engagement and coordination between each other’s programs, with a particular focus on PROSIVU (governance) and Nabilan (ending violence against women and children). There are also opportunities for greater coordination with the Pacific Community for Law Enforcement Cooperation (PCLEC)</p>
<p>14. TLPDP should support a PNTL-led donor coordination mechanism to improve both PNTL and donor effectiveness and efficiencies.</p>	<p>Agree TLPDP will support a PNTL-led donor coordination mechanism in cooperation with other key donors working in the security sector in Timor-Leste. TLPDP will also promote greater coordination with the Pacific Community for Law Enforcement Cooperation (PCLEC)</p>
<p>15. TLPDP should continue its focus on gender and social inclusion including strengthened engagement and coordination with other development partners and Timorese agencies working in this area.</p>	<p>Agree The recommendation reflects current TLPDP thinking and its constant, albeit limited, progression toward sustainability for the PNTL as an entity. TLPDP continues to plan and implement a diverse range of gender activities. The current focus on gender mainstreaming will remain integral in future planning. A gender audit is also underway to inform future planning.</p>