

DEMOCRATIC REPUBLIC OF TIMOR-LESTE

Public Administration Country Profile

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TIMOR-LESTE

[Click here](#) for detailed map



Source: [The World Factbook - Timor-Leste](#)

Government type

Republic

Independence

28 November 1975 (date of proclamation of independence from Portugal); 20 May 2002 is the official date of international recognition of East Timor's independence from Indonesia

Constitution

22 March 2002 (based on the Portuguese model) ([in brief](#))

Legal system

UN-drafted legal system based on Indonesian law (2002)

Administrative divisions

13 administrative districts

Source: [The World Factbook - Timor-Leste](#)

On 20 May 2002, Timor-Leste became the first newly independent nation of the 21st Century, following several centuries as a Portuguese colony, 25 years of Indonesian rule and a brief period under United Nations administration.

On 30 August 1999, the people of Timor-Leste voted by a large majority in favour of independence from Indonesia. A United Nations-sanctioned multinational peacekeeping force deployed to Timor-Leste from 22 September 1999 to stopped widespread violence perpetrated by pro-Indonesian militia groups. Indonesia ratified Timor-Leste's secession on 20 October 1999. Timor-Leste was administered by the United Nations from 25 October 1999 until independence.

The United Nations Transitional Administration in East Timor (UNTAET) and the Timorese made significant progress during the period of interim administration. Basic social services were restored. Of the approximately 250,000 refugees who were displaced during 1999, over 220,000 returned to Timor-Leste in that period.

Timor-Leste has a parliamentary form of government. Its first parliament was formed on independence from the 88-member Constituent Assembly chosen in free and fair, UN-supervised elections in August 2001. On 27 September 2002, Timor-Leste joined the United Nations and changed its name from East Timor to the Democratic Republic of Timor-Leste.

Source: [United Nations in Timor-Leste - Country Background](#)

1. General Information

1.1 People	Timor-Leste	Brunei	Fiji	1
Population				a
Total estimated population (,000), 2003	779	358	839	
Female estimated population (,000), 2003	372	172	412	
Male estimated population (,000), 2003	407	186	427	
Sex ratio (males per 100 females), 2003	109	108	104	
Average annual rate of change of pop. (%), 2000-2005	4	2.27	0.98	
Youth and Elderly Population				b
Total population under age 15 (%), 2003	36	30	32	
Female population aged 60+ (%), 2003	6	9	7	
Male population aged 60+ (%), 2003	5	5	6	
Human Settlements				c
Urban population (%), 2001	8	73	50	
Rural population (%), 2001	92	27	50	
Urban average annual rate of change in pop. (%), '00-'05	4.72	2.51	2.53	
Rural average annual rate of change in pop/ (%), '00-'05	3.86	-0.11	-0.5	
Education				d
Total school life expectancy, 2000	..	12.5 ⁱ	..	1
Female school life expectancy, 2000	..	12.7 ⁱ	..	1
Male school life expectancy, 2000	..	12.3 ⁱ	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	..	11.9 ⁱⁱ	9.2 ⁱⁱⁱ	2
Male estimated adult (15+) illiteracy rate (%), 2000	..	5.4 ⁱⁱ	5.1 ⁱⁱⁱ	2
Employment				e
Unemployment rate (15+) (%), 2000	5.4 ^{iv}	1
Female adult (+15) economic activity rate (%), 2000	..	46 ⁱⁱ	39 ^v	2
Male adult (+15) economic activity rate (%), 2000	..	82 ⁱⁱ	79 ^v	2

Notes: ⁱ 1992; ⁱⁱ 1991; ⁱⁱⁱ 1986; ^{iv} 1995, Official estimates; ^v 1996

1.2 Economy	Timor-Leste	Brunei	Fiji	2
GDP				a
GDP total (millions US\$), 2002	388	..	1,878	
GDP per capita (US\$), 2002	515	..	2,282	
PPP GDP total (millions int. US\$), 2002	4,402	
PPP GDP per capita(int. US\$), 2002	5,349	
Sectors				b
Value added in agriculture (% of GDP), 2003	43.2 ⁱ	..	16.2 ⁱⁱ	
Value added in industry (% of GDP), 2003	16.8 ⁱ	..	27.0 ⁱⁱ	
Value added in services (% of GDP), 2003	40.1 ⁱ	..	56.8 ⁱⁱ	
Miscellaneous				c
GDP implicit price deflator (annual % growth), 2003	-10.4	..	2.4	
Private consumption (% of GDP), 2003	
Government consumption (% of GDP), 2003	

Notes: ⁱ 1999; ⁱⁱ 2002

¹ [United Nations Statistics Division](#):

^a [Statistics Division and Population Division of the UN Secretariat](#); ^b [Statistics Division and Population Division of the UN Secretariat](#); ^c [Population Division of the UN Secretariat](#); ^{d1} [UNESCO](#); ^{d2} [UNESCO](#); ^{e1} [ILO](#); ^{e2} [ILO/OECD](#)

² [World Bank - Data and Statistics](#):

^a [Quick Reference Tables](#); ^b [Data Profile Tables](#); ^c [Country at a Glance](#)

1.3 Public Spending	Timor-Leste	Brunei	Fiji	
Public expenditures				3
Education (% of GNP), 1985-1987	6	a
Education (% of GNP), 1995-1997	a
Health (% of GDP), 1990	..	1.6	2	
Health (% of GDP), 1998	2.9	
Military (% of GDP), 1990	..	6.7 ⁱ	2.3	b
Military (% of GDP), 2000	..	7.6 ⁱⁱ	1.5 ⁱⁱⁱ	b
Total debt service (% of GDP), 1990	7.7	
Total debt service (% of GDP), 2000	2	

Notes: ⁱ 1991; ⁱⁱ 1998; ⁱⁱⁱ 1999

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Timor-Leste 1991-1995	Timor-Leste 1996-2000	East Asia and the Pacific average ⁴ 1996-2000	.. average ⁴ 1996-2000	Low income group average ⁴ 1996-2000
Employment						
Civilian Central Government ⁵	(,000)			
	(% pop.)	0.63	..	0.46
Sub-national Government ⁵	(,000)			
	(% pop.)	0.63	..	0.46
Education employees	(,000)			
	(% pop.)	0.76	..	0.91
Health employees	(,000)			
	(% pop.)	0.16	..	0.62
Police	(,000)			
	(% pop.)	0.26	..	0.30
Armed forces	(,000)			
	(% pop.)	0.53	..	0.33
SOE Employees	(,000)			
	(% pop.)	1.18	..	13.1
Total Public Employment	(,000)			
	(% pop.)
Wages						
Total Central gov't wage bill	(% of GDP)	9.4	..	5.4
Total Central gov't wage bill	(% of exp)	24.4	..	24.7
Average gov't wage	(,000 LCU)			
Real ave. gov't wage ('97 price)	(,000 LCU)			
Average gov't wage to per capita GDP ratio		2.9	..	4.4

Source: World Bank - Public Sector Employment and Wages

³ UNDP - Human Development Report 2002

^a Data refer to total public expenditure on education, including current and capital expenditures.

^b As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

⁴ Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

⁵ Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

Number of civil servants

Level	June 2001	September 2001	March 2002
1	1,362	1,401	1,881
2	492	559	531
3	4,637	4,797	4,884
4	2,284	2,400	2,430
5	186	263	287
6	65	107	108
7	26	28	30
TOTAL	9,052	9,555	10,151

Source: East Timorese Transitional Government

Source: [UNDP \(Timor-Leste\) - Capacity Development for HRM in the Civil Service \(August 2003\) \(edited\)](#)

Source: [UN in Timor-Leste - Fact Sheet 12: Public Administration](#)

Budgeted Staffing Profile, FY2004

Agency	Permanent		Temporary		Total	
	No.	%	No.	%	No.	%
Civil Service, of which	11,988	68	447	3	12,435	70
<i>Education</i>	6,965	39	251	1	7,216	41
<i>Health</i>	1,760	10	7	0	1,767	10
<i>Other agencies</i>	3,263	18	189	1	3,452	19
Defense	1,346	8	-	-	1,346	8
Police	3,362	19	-	-	3,362	19
Autonomous Agencies	454	3	159	1	613	3
Total Budgeted Posts	17,150	97	606	3	17,756	100

Source: Ministry of Planning and Finance, FY2004 Budget Books

About 70 percent of public sector posts are civil servants, and about half of all public sector employees work in education and health. There are over three thousand employees of central agencies, about 50 percent more than envisaged at the time of the Joint Assessment Mission. The largest public sector employer outside the civil service is the police force, which accounts for nearly one in five budgeted public sector posts.

Source: [World Bank \(Timor-Leste\) - Public Expenditure Review \(July 19, 2004\)](#)

2. Legal Structure

The Constitution of the Democratic Republic of Timor-Leste provides for a Parliamentary System of government, with President as the Head of State and the popularly elected Prime Minister as Head of government. The Legislature is a unicameral Parliament, composed of the National Assembly.

Source: [Official Web Gateway to the Government of Timor-Leste - About Government](#)

2.1 Legislative Branch

Unicameral National Parliament (number of seats can vary, minimum requirement of 52 and a maximum of 65 seats; members elected by popular vote to serve five-year terms); for its first term of office, the National Parliament is comprised of 88 members on an exceptional basis.⁶

women in parliament: 23 out of 88 seats: (26%).⁷

The National Parliament were elected on 30 August 2001 to the Constituent Assembly. The Constituent Assembly's directive was to develop a Constitution for East Timor. With the approval of the Constitution, the Constituent Assembly has been transformed into a National Parliament for up to five years. The National Parliament will be responsible for making laws on issues concerning the country's domestic and foreign policy, as well as other functions set out in the Constitution. Specific objectives of the National Parliament are as follows:

- Pass relevant legislation in a timely manner;
- Establish a multiparty system and democratic rules through a productive dialogue;
- Provide a counterbalance to the powers of the Presidency and of the Government; and
- Establish and maintain proper, efficient and effective communication between the various branches of the Government in order to ensure respect for the Constitution and constitutionally enacted laws, transparency within the public administration, and the independence and impartiality of the judiciary.

Fact box:

elections: Next to be held August 2006); direct elections for national parliament were never held; elected delegates to the national convention named themselves legislators instead of having elections; hence the exceptional numbers for this term of the national parliament

election results: seats by party - FRETILIN 55, PD 7, PSD 6, ASDT 6, PDC 2, UDT 2, KOTA 2, PNT 2, PPT 2, UDC/PDC 1, PST 1, PL 1, independent 1⁸

The Parliament function is supported by the Secretariat that it may provides right services to the Members. The services of the Secretariat include the list of the deliberations of the Parliament and the administration on the legislative agenda.

Source: [Official Web Gateway to the Government of Timor-Leste - National Assembly](#)

2.2 Executive Branch

cabinet: Council of State

elections: president elected by popular vote for a five-year term; election last held 14 April 2002 (next to be held April 2007); after the first legislative elections, the leader of the majority party was appointed prime minister by the president, suggesting a precedent for the future

⁶ Source of fact boxes if nothing else stated: [The World Factbook - Timor-Leste](#)

⁷ [Inter-Parliamentary Union - Women in National Parliaments](#)

⁸ [Official Web Gateway to the Government of Timor-Leste - The Government: MP's](#)

The president of East Timor is directly elected to serve a five-year term and may serve no more than two consecutive terms. Under the constitution, the president is the symbol of East Timorese independence and the guarantor of the smooth functioning of the republic's democratic institutions. The president is the supreme commander of the defense forces.

Source: [Official Web Gateway to the Government of Timor-Leste - The President](#)

The prime minister oversees the day-to-day functioning of government and chairs the Council of Ministers. The prime minister is designated by the political party or alliance of political parties with a majority in the national legislature and formally appointed by the president. Ministers are also appointed by the president, following the recommendations of the prime minister.

Source: [Official Web Gateway to the Government of Timor-Leste - The Prime Minister](#)

At this early stage, it is not clear how the balance of powers between the President and the office of the Prime Minister will evolve. The current context indicates the emergence of a semi-presidential system.

Source: [UNDP \(Timor-Leste\) - Strengthening the Justice System \(July 2003\)](#)

Fact box:

chief of state: President Kay Rala Xanana GUSMAO (since 20 May 2002); note - the president plays a largely symbolic role but is able to veto some legislation; he formally used the name Jose Alexander GUSMAO

head of government: Prime Minister Mari Bin Amude ALKATIRI (since 20 May 2002)

2.3 Judiciary Branch

Supreme Court of Justice - constitution calls for one judge to be appointed by National Parliament and rest appointed by Superior Council for Judiciary; note - until Supreme Court is established, Court of Appeals is highest court.

The judicial system is comprised of the Judiciary, the Office of the Prosecutor-General, the public defenders, and other related institutions, as well as the administrative services provided by the Ministry of Justice. The Penal Code presently in use is the Indonesian code, with the exceptions as provided for in the UNTAET regulations. The civil code and the civil procedures are not regulated for separately, and the ones in use are Indonesian.

The Constitution of Timor-Leste, which was approved in March 2002, provides for a judiciary composed of a Supreme Court of Justice, a High Administrative Tax and Audit Court, and Military courts. Transitional provisions in the Constitution provide that the Court of Appeal will function as the Supreme Court until the latter body is established.

The president of the Supreme Court (in this case the President of the Court of Appeal) is also the president of the Superior Council of the Magistracy, which will play a critical role in shaping the judicial system of the country. Apart from taking management and disciplinary control of the judiciary, it also has the mandate to oversee judicial inspections and propose to Parliament legislative initiatives concerning the judicial system. The Superior Council is comprised of one representative elected by the parliament, one elected by the judges, one appointed by the President of the Republic, and one by the Government.

There are only two instances of courts in Timor-Leste, the first instance is at district level. There are four District Courts - each covering between one and four districts - in Oecussi, Baucau, Suai and Dili. The District Courts were established by [UNTAET Regulation 2000/11](#). They are currently applying Indonesian civil and criminal law,

subject to section 3 of UNTAET [Regulation 1999/1](#). Rules of criminal procedure are regulated by UNTAET [Regulation 2000/30](#) as amended by [Regulation 2001/25](#).⁹

The Court of Appeal, which will hear appeals from the Special Panels for Serious Crimes ([Regulation 2000/15](#)) and the nations' four district courts, had not sat since late 2001 (with the exception of the period 1 April – 20 May 2002), when the President of the Court of Appeal was finally sworn in 12 May 2003. The court recommenced its operations on 30 June 2003.

In August 1999 there was not a single judge in the then territory of Timor-Leste, and only some 70 persons with legal training. By 2000, after some crash course training, 25 judges, 13 public prosecutors 10 public defenders and 12 registrar/clerks were appointed by the UN administration on a probationary basis.

Source: [UNDP \(Timor-Leste\) - Strengthening the Justice System \(July 2003\)](#)

[Click here](#) for further reading about Justice in the Districts (December 2003)

2.4 Local Government

At central level the Ministry of Internal Administration has overall responsibility for local government affairs, with day-to-day oversight by the Directorate of Administration, Local Government and Development (one of 7 Ministerial Departments).

Below national government there are 13 Districts (*kabupaten*)¹⁰, managed by a District Administrator and with District offices of the main Ministries.

Districts are sub-divided into 65 sub-Districts (*kecamatan*), managed by a sub-District Coordinator, and which are the lowest level of government administration.

Sub-Districts in turn are sub-divided into 442 Sucos (*desa* or village), and these into 2,336 Aldeias (*dusun* or sub-villages), both units managed by "chiefs", under "community" arrangements.

There are no elected local bodies at any of these levels and the sub-national government structure is essentially a deconcentrated (rather than a devolved) sub-national government system.

The review and redefinition of the policy and institutional framework of sub-national government, the representative mechanisms at each level, the service delivery roles, the fiscal powers and responsibilities, etc, is now a matter of national priority.

Source: [UNDP \(Timor-Leste\) - Support to Decentralization and Local Governance Options \(April 2003\)](#)

⁹

¹⁰ [Click here](#) for information on population for each district.

3. The State and Civil Society

3.1 Ombudsperson

Section 27 of the Constitution provides for an Ombudsman (*Provedor Direitos Humanos e Justiça*). The Ombudsman shall be an independent organ in charge to examine and seek to settle citizens' complaints against public bodies, certify the conformity of the acts with the law, prevent and initiate the whole process to remedy injustice.

The Ombudsman shall be appointed by the National Parliament through absolute majority votes of its members for a term of office of four years.

Source: [Constitution of the Democratic Republic Timor-Leste - Part II](#)

[Click here](#) for Draft Legislation on the Establishment of the Office of the Ombudsman (February 2003)

3.2 NGOs

One of the most important structures to emerge in recent times has been the East Timor NGO Forum. The Forum was formed in 1998 to coordinate assistance to communities affected by the 1997/1998 drought. It functioned as a free network for national non-government NGOs and INGOs working during the period of Indonesian occupation of Timor-Leste preceding the UN-monitored popular consultation on 30 August 1999.

The register of NGOs currently managed by the NGO Forum displays the number of formally registered national NGOs as more than 240. Paralleling this growth in national NGOs number is the registration of over 100 international NGOs. Not recorded in these figures are a multiple of smaller community based organizations, women's groups, farmers groups etc. operating at local level, sometimes with the support of larger, better resourced NGOs, sometimes with the support of local administration structures, sometimes with little support of any sort. The NGO Forum, severely weakened in the aftermath of August 1999, now records a membership of almost 80 NGOs

Source: [UNDP \(Timor-Leste\) - Support to Civil Society Organizations \(July 2003\)](#)

In terms of the NGO community, a reasonable number of those that have been established in the last two years may not survive over the medium term, in their current form. The possible development of a regulatory framework for NGOs, including specification of criteria for what constitutes an NGO is likely to lead to some reduction in numbers. The issue of the development of a regulation governing some or all Civil Society Organizations (CSO's) is likely to emerge over the coming period.

Some NGO's established in the last two years would probably not be classed as NGOs in other places. Some may amalgamate and some may change their organizational form as the legal landscape is filled in, becoming a company, partnership or cooperative rather than an NGO. Many organizations are very heavily reliant on donor funds—indeed, some were established specifically to access or be a channel for donor funds in the immediate post-1999 period. It is not clear how many will survive long term, given some lessening of donor activity and changing priorities. Most NGOs are concentrated in Dili. While this has some advantages given that government policy making will remain centralized, the vast majority of East Timor's people, particularly most of its very poor, live in rural areas. The connection between

NGOs and the people, and the effectiveness of service delivery will depend on developing effective outreach mechanisms or an organizational presence at least at the district level.

At the village level, CSO's tend to be more informal, task-based vehicles for collective action—for example, to organize a village clean up. There is limited structure to many of these groups. Those civil society organizations that do exist are quite weak in terms of institutional development. Quite a few are unable to classify the kind of group they are and have broad, ambitious objectives that will be impossible to achieve. Most organizations at the district level are also very small—the majority classified themselves as having 1-20 members but they cover large districts, spreading their resources thinly.

Source: [UNDP \(Timor-Leste\) - Situation analysis of civil society organisations in East Timor \(2002\)](#)

3.3 Civil Society

In the period since the end of Indonesian occupation the number of Civil Society Organizations (CSOs) has expanded rapidly. For example, CSOs have made an important contribution to rebuilding from the destruction that followed the August 1999 ballot, while also dealing with the challenges presented by the opening of democratic spaces. At the beginning of the independence era, civil society is vibrant and expanding, though facing many challenges, notably in nation building and consolidating East Timor's democracy. Paralleling the emergence of this array of NGOs has been a variety of capacity development initiatives undertaken by national and international bodies.

There is a wide range of CSOs in East Timor including organizations of women, youth, sporting clubs, workers associations, environmental, human rights, development and many other areas of activity. While most of these CSOs have been established in the aftermath of September 1999 civil society groups have been at the heart of East Timor's history of struggle over the past number of years. There are long-standing groups such as the religious orders, church congregations, women's and youth organisations as well as some NGOs. More recently the number and nature of organisations has increased.

Source: [UNDP \(Timor-Leste\) - Situation analysis of civil society organisations in East Timor \(2002\)](#)

4. Civil Service

The violence and destruction that followed the formal recognition of the results of the referendum (on 19th October 1999) saw the near destruction of all systems of government and administration and the elimination of all existing mechanisms of public management and political and financial accountability. These events also led to the departure of most of the Indonesian civil servants.

Source: [UNDP \(Timor-Leste\) - Capacity Development for HRM in the Civil Service \(August 2003\) \(edited\)](#)

4.1 Legal basis

The recently approved Civil Service Act of 21 June 2004 ensures transparency, accountability and fairness in governing the processes of recruitment, promotion, career progression and management of human resources in the public sector.

Source: [UNDP \(Timor-Leste\) - Launch of Civil Service Act 21 June 2004](#)

[Regulation No. 2000/3](#) of 20 January 2000 establishes the Public Service Commission (PSC). The PSC is an independent body composed of 7 members. One of the members is the Permanent Secretary to the Commission. The PSC is responsible for the development of the legal and regulatory framework for personnel management in the public service, as well as for disciplinary actions, which cannot be solved by the Civil Service and Public Employment Service (CISPE).

The former CISPE received responsibility for establishing the civil service of East Timor and to develop local capacities to enable the East Timorese to assume the administrative machinery of the government. In view of this, CISPE was responsible for the organization and implementation of programs aimed at the identification, recruitment, selection, placement and training of future East Timorese officers in the management of public services. The tasks of CISPE also included the development of staffing and recruitment strategies, anticorruption initiatives, and policies to promote transparency, accountability and public participation. CISPE is also responsible for providing substantive support to the Public Service Commission of East Timor. CISPE was initially composed of the following structures:

- The Human Resource Division, which is subdivided into the Central Recruitment Office and the Human Resource Management Office.
- The Management Support and Services Division
- The Secretariat of the Public Service Commission
- The Civil Service Academy
- The Human Resource Development Unit (responsible for organizing language and computer training courses for East Timorese seeking employment)

In the new government structure, CISPE has become the Directorate of the Public Service (DPS). It is expected that the organizational structure and mandate of the PSC and the DPS as well as the role of the ministries in the management of their staff will change after the independent government gets established.

Source: [UNDP \(Timor-Leste\) - Capacity Development for HRM in the Civil Service \(August 2003\) \(edited\)](#)

4.2 Appointment

According to the research by the National Planning and Development Agency¹¹, the recruitment process has been mainly dominated by international technical assistance. Job descriptions have not been standardized and recruitment standards have not sufficiently taken into account the specific features of the domestic labor market. Also, before the new Civil Service Act mobility and promotion mechanisms were not yet factored into the civil service regulatory framework.

Source: [UNDP \(Timor-Leste\) - Capacity Development for HRM in the Civil Service \(August 2003\) \(edited\)](#)

4.3 Remuneration

The current pay scale with 7 grade levels mainly reflects the conception of a position system. It is fairly compressed and does not yet allow for professional advancement and offers no incentives for excellent performance. The pay scale does not yet allow career progression within each level.

Source: [UNDP \(Timor-Leste\) - Capacity Development for HRM in the Civil Service \(August 2003\) \(edited\)](#)

Staff are appointed, primarily on the basis of qualifications, to the seven-grade pay scale rising from US\$85 per month in grade one, to US\$361 at Grade Seven, without any within-grade increments (compression ratio of 4.25). Under current arrangements, there are no incentives for improved performance or for assuming additional responsibilities: all primary school teachers are classified in grade three, for instance, with school directors and teachers paid the same salary.

The Government is currently reviewing alternative models of public sector pay. This will entail the introduction of within-grade increments, and, possibly, a strictly limited number of allowances.

Remuneration is considered low mainly for grade six and seven, agency senior management, in relation to competitors, which primarily are aid organizations and financial institutions. This partly explains the significant recruitment shortfalls for these grades

While current pay scales are comparatively high (US\$85 month for primary school graduates, US\$100 for secondary school), their impact is difficult to assess in the absence of labor market data (anecdotal evidence suggests that downward adjustments in private sector pay have occurred in recent months). Nevertheless, the National Development Plan recognized that some realignment would be needed and-given the difficulty in imposing reductions in base pay-proposed that base pay should be gradually eroded by ensuring that "growth in public wage levels [is] below price inflation throughout the Plan period" (National Development Plan, 2002, page 77).

Source: [World Bank \(Timor-Leste\) - Public Expenditure Review \(July 19, 2004\)](#)

4.4 Training

With regard to Civil Service Management and Training in particular, responsibilities are currently divided between the Public Service Commission (PSC), the Directorate of the Public Service (former Civil Service Management and Public Employment Department - CISPE) and the Civil Service Academy.

¹¹ *"Human Resource Management in the Civil Service"*, National Planning and Development Agency, June 2001 (mission report) and *"Training and Development in the Civil Service"*, National Planning and Development Agency, June 2001 (Mission report)

The Civil Service Academy operates with a budget of 198,000 US\$ per year (37,000 US\$ for salaries, 61,000 US\$ for goods and services and 100,000 US\$ for capital expenditures).

The current mandate of the CSA is the following:

- Support the development of human resources in East Timor's public administration;
- Train staff according to the needs identified by organizational units;
- Develop long term training and research programs;
- Promote international partnerships in the area of public administration training

Until recently, CSA was part of CISPE and reported directly to the Head of CISPE. In June 2001, by Decision of the Cabinet Member for Internal Affairs, the CSA was granted semi-autonomous status. It no longer reported to the Head of CISPE but directly to the Cabinet member. The CSA does not appear on the current organizational structure of the government. It is not clear whether it has been maintained as a semi-autonomous body reporting directly to the Cabinet member or the Director General for Internal Affairs, or whether it comes under the Department of the Public Service.

Source: UNDP (Timor-Leste) - Capacity Development for HRM in the Civil Service (August 2003) (edited)

4.5 Gender

Source: Institution - Title

5. Ethics and Civil Service

5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
Rank	Country	2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
..	Timor-Leste
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

Surveys Used: Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

Standard Deviation: Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

High-Low Range: Provides the highest and lowest values of the sources.

Number Institutions: Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

90 percent confidence range: Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

Source: [Institution - Title](#)

5.2 Ethics

Source: [Institution - Title](#)

6. e-Government

e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

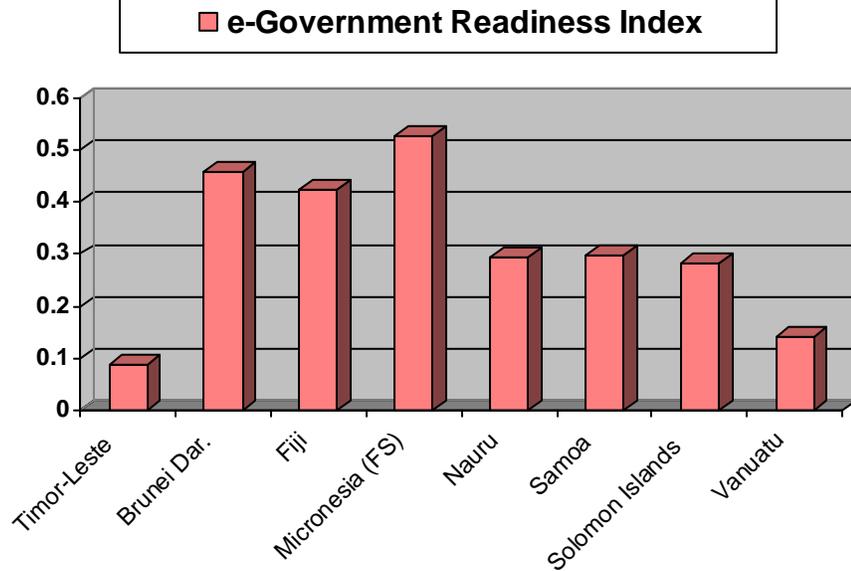
Telecommunications Infrastructure Index:

A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and mobile phones. Secondary indicators are TVs and telephone lines.

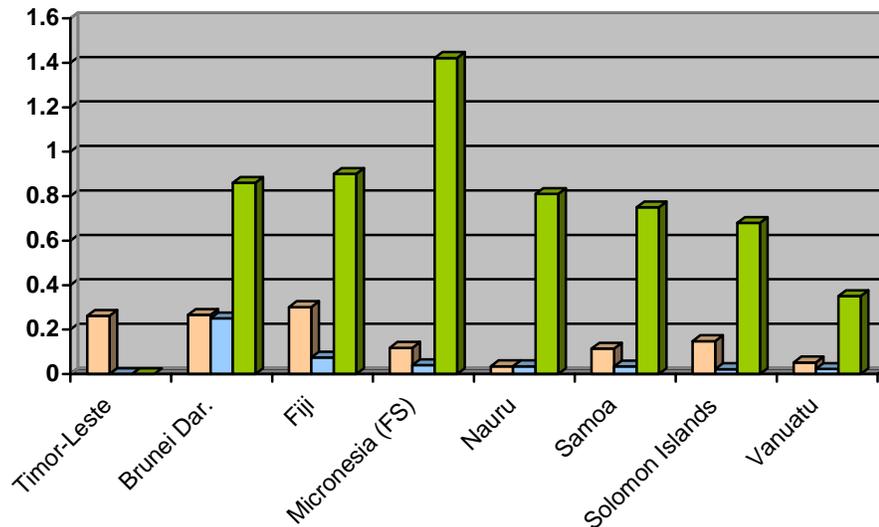
Human Capital Index:

A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.



Source: United Nations – World Public Sector Report 2003

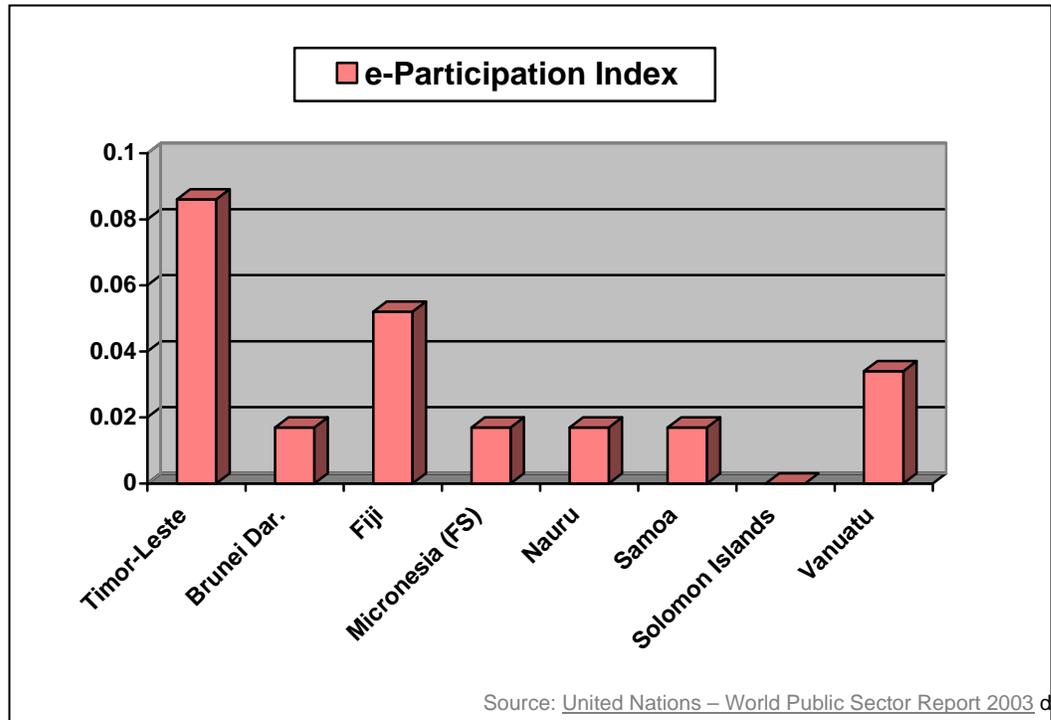
Web Measure Index Telecom. Infrastructure Index Human Capital Index



Source: United Nations – World Public Sector Report 2003

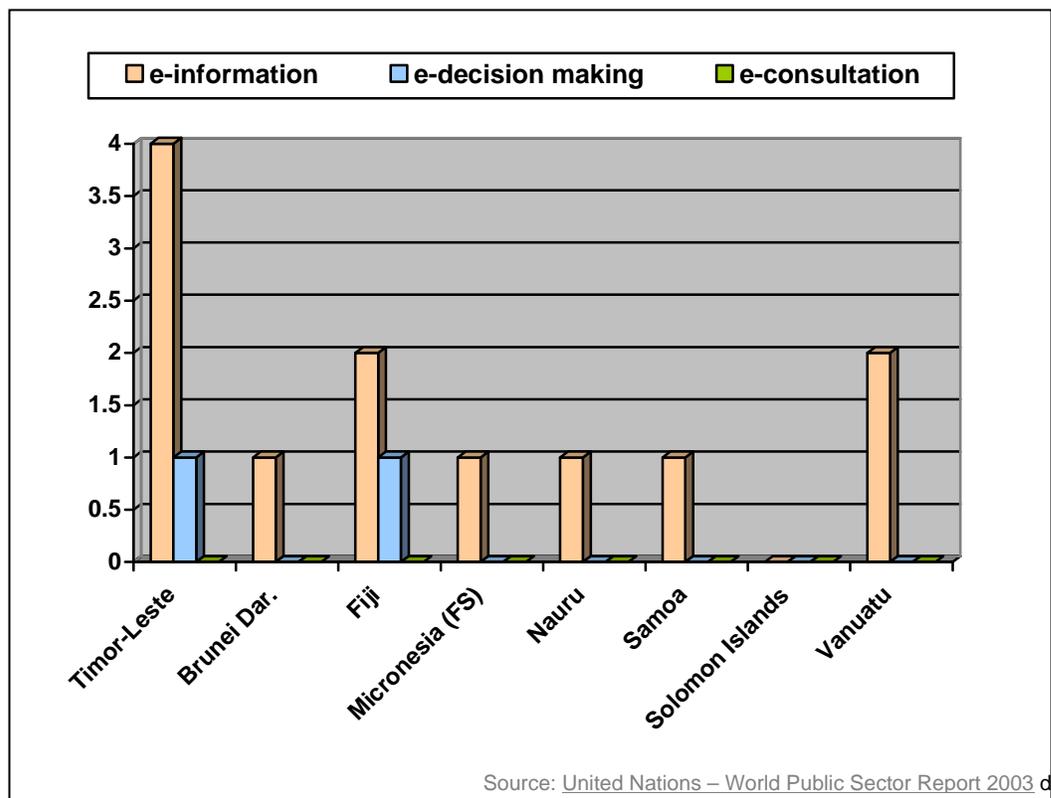
e-Participation Index:

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.



e-information:

The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.



e-decision making:

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

e-consultation:

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.

7. Links

7.1 National sites	
Authority	Topic
Office of the President	http://www.presidente-tl.net/
Parliament	http://www.parliament.east-timor.org/
Prime Minister	http://www.pm.gov.tp/
Government	http://www.gov.east-timor.org/
Ministries	http://www.gov.east-timor.org/ministries/min.htm
Official Gazette	http://www.jornal.gov-rdtl.org/
National Directorate of Statistics	http://dne.mopf.gov.tp/

7.2 Miscellaneous sites	
Institution	Topic
Development Gateway	http://www.developmentgateway.org/countryprofile/...
European Union (EU)	http://europa.eu.int/comm/external_relations/east_timor/index.htm
United Nations in Timor-Leste	http://www.unagencies.east-timor.org/
United Nations Development Programme	www.undp.east-timor.org
United Nations Transitional Administration East Timor (UNTAET)	http://www.un.org/peace/etimor/UntaetN.htm
UNPAN	http://www.unpan.org/virtual_library-byregion.asp
World Bank	http://www.worldbank.org/tp