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Attachment 6: La Bele Sunu Rai campaign – front page of Diaro Nacional

## GLOSSARY:

GIO	Government Information Office
TLDPM	Timor-Leste Development Partners' Meeting
CoP	Chief of Party
PM	Prime Minister
COM	Council of Ministers
MOU	Memorandum of Understanding
MFAC	Ministry of Foreign Affairs and Cooperation
MECYS	Ministry of Education, Culture, Youth and Sport
MoPF	Ministry of Planning and Finance
MAFP	Ministry of Agriculture, Forestry and Fisheries
MTCOP	Ministry of Transportation Communication & Public Works
IT	Information Technology
UNOTL	United Nations Office In Timor-Leste
TT	Timor Telecom
ARCOM	Telecommunications Regulatory Authority
UNDP	United Nations Development Program
TOR	Terms of Reference
TVTL	Television Timor-Leste
RTL	Radio Timor-Leste
STL	<i>Suara Timor Lorosa'e</i>
TP	<i>Timor Post</i>
NGO	Non-Government Organization
CRS	Catholic Relief Services
PNTL	National Police Service of Timor-Leste
ARPIII	Phase 3 of the Agriculture Rehabilitation Program, funded by the World Bank
FSQP	Fundamental Schools Quality program, funded by the World Bank
WB	World Bank
SIP	Sector Investment Programs
CFET	Consolidated Fund for East Timor
TFET	Trust Fund for East Timor
FSQP	Fundamental Schools Quality Program – a WB-funded TFET program
AAP	Annual Action Plan
PR	Public Relations
PiA	Princeton in Asia
MDG	Millennium Development Goals

## *Executive Summary*

In April 2004, USAID awarded Internews Network \$629,346 in support of the Government Information Office program (GIO), aimed at providing government officials with simple communication and outreach skills that can be used on behalf of their ministries to communicate more effectively with the people of Timor-Leste. The program aimed to enable the development and delivery of accurate, timely communication from government and to establish effective feedback mechanisms so government can consider public opinion when making decisions.

Over the 18-month program, Internews delivered training to a core group of 20 civil servants from the Ministries of Investment, Health, Agriculture (MAPF), Transport, Communication and Public Works, and Education (MECYS). Additional training was provided as shorter modules for the Tax Office, the Ministry of Agriculture, Forestry and Fisheries and the Environment and Tourism divisions.

The training model included one-on-one mentoring as well as group training sessions aimed at developing specific communications skills such as producing media releases, ministerial fact sheets, and managing media events. Throughout the program, GIO trainers provided support to trainees in developing key relationships within the ministries and among stakeholders in order to obtain information and effectively communicate messages about government activities. The program included specialist training courses on interview skills, radio program production, public speaking and more. In addition, throughout the program, the GIO trainers provided ongoing advice and equipment support to the staff of the media units of the Office of the Prime Minister, the Timor Sea Office and the Foreign Affairs and Cooperation Media Unit. Internews also enabled all staff from these media units to use the GIO network database, giving them access to shared training resources such as up-to-date media databases and the 'how-to' training materials developed for the various training modules.

By the end of GIO, trainees of the core program were competent at creating a range of media materials including media releases, media advisories, ministerial fact sheets, and managing media events, such as press conferences and briefings. Trainees were able to write, design and produce a plethora of community education and outreach materials including posters, pictorial flipcharts, brochures, and frequently asked questions and answers sheets.

According to the internal program evaluation, six out of the 20 core GIO trainees reached an outstanding level of competence across the range of new skills. These included the trainee from Investment, trainees from MAPF, and one of the trainees from Education. In addition, all trainees achieved a basic level of competence in using a digital stills and digital video camera, and most mastered the use of Adobe Photoshop to improve still pictures and Adobe Premier to perform basic video editing. One unexpected outcome of the GIO program was the incredible speed with which the two national language assistants emerged as increasingly competent trainers.

In the original GIO proposal, Internews dedicated the final months of GIO to the establishment of the second phase -- GIO2. However, mid-term consultation with the Prime Minister and those ministers who had trainees in the GIO program, made it clear that extended training and mentoring for GIO participants was required to ensure communication competency. The Prime Minister and ministers requested GIO be extended to December 2005 so that trainees could maximize their learning (See Attachments 3&4). While this was not possible due to an absence of funding, the GIO program was extended until the end of October.

There is a clear demand for a GIO2 program, endorsed by ministers and the Prime Minister. As the Prime Minister has stated, it will take many years but, step by step, trainees from the GIO program will begin to act as valuable communication focal points, effectively disseminating information from their ministries. The ultimate aim is accurate, timely communication from each and every area of government to the people, and effective feedback mechanisms so government can consider public opinion while making important decisions.

## **Program Highlights**

The attached log frames provide details of the work conducted in phases one, two and three of the GIO program. Listed below are some of the highlights of the one and a half year program.

- Tax office trainees Ramalho da Costa and Luis Norberto used their Microsoft Publisher training to recreate tax brochures developed within the TLRs office of the Ministry of Planning and Finance. The brochures, in Tetum, Portuguese, Indonesian and English, are now available online (<http://www.mopf.gov.tl/etrs.htm>) as well as in hard copy format. The brochures can also be found in all major banking institutions in Dili and in the tax office for public use.
- In response to a request from DAI Small Grants, GIO met with civil servants from the Environment division to explain how to develop and implement an integrated communication plan that would have greater impact than simply producing a video, as the environment team originally proposed to DAI. Following the meeting, GIO trainers agreed to give further communication training to the team in the form of a specialist-training module focused on key message development, presentation organization, and basic public speaking. Princeton-in-Asia intern Angela Sherwood and national trainer Carmelita Tolentino delivered a seven-week public speaking training module that helped the trainees create a basic outline for a presentation on recycling and provided tips on speaking with impact and persuasion. The presentation was developed to complement a video used in community outreach to promote greater understanding of the concepts of recycling and re-use.
- MAFP and Education trainees sought and received funding from outside sources to strengthen the impact of ministry campaigns in the districts. UNDP Millennium Development Goal (MDG) funds were approved for concepts and

scripts written by MECYS trainees for puppet shows on the government policy of “6 years old, 6 days a week, 6 years of school” and parent-teacher-community collaboration to achieve universal education. UNDP MDG funds were also approved to create a puppet show on good fishing practices and one on the use of organic farming practices for MAFP community outreach activities. MAFP trainees are working on a proposal to submit to DAI to fund several communication outreach materials that were created during their training in GIO – posters, brochures, flipcharts, educational playing cards for children, and newsletters for farmers and fishermen.

- Sarah Brisbane’s Specialist Media Training for Ministers received unanimous positive feedback from the seven ministers, vice ministers and secretaries of state who took part. By the end of the training, all showed an understanding of the value of concisely and directly explaining their key messages and the importance of using the media as a tool to get information to the people. GIO national trainer Joaquim Santos, who worked closely with Sarah, is now able to deliver this training and is available to the ministers for practice sessions to confirm their new skills before giving interviews.
- By the end of the program, trainees demonstrated more confidence in their roles as communication officers by relying less on GIO trainers to carry out communication activities. Ministry of Investment trainee Ludu Pereira proved her new skills when she gathered information, wrote a media release and got it approved in less than two days, with little assistance disseminating the media material and managing a press conference. Ludu received excellent coverage of the media release in *Timor Post* and *Diario Tempo*. In a similar case, MAFP trainee Antonio De Jesus showed his value to his ministry by assisting other MAFP civil servants to organize a last-minute launch for the AusAID ‘Seeds of Life’ program and quickly producing a media release the same day as the event. Antonio received excellent coverage of his media release in all four daily papers, RTL, and TVTL.
- From May to October, the trainees generated excellent coverage with over 60 print media articles on a wide range of stories that included: tourism development in Timor-Leste; a campaign to protect endangered birds; implementation of a new fisheries regulations; construction of new schools and future plans; and the arrival of a new power generator. Media releases produced by the trainees were also featured in both radio and television news, usually read word-for-word from the trainee’s media release.
- Education trainees Rui and Abilio organized a successful media event on the inauguration of new schools and wrote a media release providing information on future school construction and rehabilitation. The event was widely attended by the media and brought together key stakeholders such as the minister of education, the Prime Minister, teachers and students to talk about the schools that have been constructed and the plans for future construction of schools under the World Bank FSQP project.

- After a meeting concerning the future of GIO, the Prime Minister wrote two letters of support for a GIO2 program – one letter directly to the United Nations Special Representative Mr. Hasegawa, and one general letter for potential donors, giving his endorsement of the program and stating his commitment to further improving communication within the ministries.
- Some trainees demonstrated a creative flair using entertaining narrative to underpin ministry messages. The trainees from the Agriculture and Education Ministries developed four screenplays for puppet shows that have been approved for funding by the UN MDG committee. These puppet shows will be financed by the UN and will be used by trainees in community outreach and education. Additionally, one of the trainees from the Public Works Ministry wrote a radio melodrama that was distributed to all 200 community police posts at village-administration level. The police took it to schools and played it to children – reaching more than 20,000 children across the country.
- GIO trainers and trainees assisted the government with the media activities associated with the April 2005 Timor-Leste Development Partners' Meeting (TLDPM). The GIO team assisted in the development of a press kit, including a Tatum translation of the Prime Minister's opening speech; a very simple 1.5 page summary of the key issues from the government's background paper and budget; the president of parliament's speech; and a bullet point summary of the Prime Minister's closing speech. Key media responded to the press kit positively, saying that the provision of the Prime Minister's speech and the budget summary in Tetum provided the public with the clearest information yet on the activities their government has taken on their behalf. In addition, with support from GIO trainers, for the first time, the government took the lead role in issuing a joint media statement on the event.

## **Collaboration between ministries and civil society**

One of the key factors in the success of the GIO program was the collaboration and cooperation achieved between ministries and with international and local NGOs, the World Bank and UN agencies. The benefits of these activities have included partnership and funding opportunities as well as sharing scarce government resources and building relationships with stakeholders. Individual information-sharing meetings and minor collaborations are too numerous to note, but outlined below are some major activities:

- Catholic Relief Services conducted a research project looking into the effectiveness of communication materials in MAFP. GIO trainees assisted with research and interacted with local NGOs and farmers to complete this assessment, providing an invaluable opportunity for trainees to talk to people about how they use the information distributed by MAFP.
- The Asia Foundation provided funding for the production of a radio/cassette melodrama to socialize information about new laws into the districts; this was written by a GIO trainee.

- The network of community police based at the village-level across the country received a cassette tape of an audio melodrama about the dangers of drunk-driving. More than 500 police took the cassette into schools and played it at community education meetings across the country.
- UNDP and UNOPS worked on a rice yield experiment in Nataboro in conjunction with MAFP trainees.
- The Dili UN Millennium Development Goals (MDG) Committee funded four DVD puppet shows, two concerning MAFP and two relating to education. All screenplays were written by trainees and will be invaluable educational tools in the districts.
- Peace Corps has agreed in principle to assist MAFP trainees in taking MAFP materials out to the districts and will assist with informing MAFP of the information needs of farmers and fishermen. This would form the basis of content for pictorial and diagrammatic newsletters.
- The police media unit was involved in five brainstorming sessions with MTCOP trainees. Ideas from the sessions were used by trainees to develop a communication plan for road safety.
- Through the World Bank, MAFP trainees worked closely with the ARP III funded local and international staff inside the ministry. Trainees from the Education ministry worked with FSQP-funded staff as well as UNICEF staff. The aim of this relationship building was to share information more effectively, assist one another where possible and avoid a duplication of effort.
- While providing a specialist training module for the Environment Division and helping trainees with an application for funding to DAI Small Grants, MAFP trainees developed good working relationships with the Environment Division and are now sharing educational community resources as well as providing transport to each other informally as part of district outreach campaigns.

## Core Training Activities

The core GIO training program consisted of three phases. Phase 1 involved consultation with the Prime Minister, relevant ministers and other key stakeholders to build trusting relationships and draft a recommendations report outlining the requirements for establishing a functional and sustainable GIO. Phase 2 was used to finalize set up and curriculum development and commence operations. Phase 3 involved the GIO team establishing or tapping into intra-ministry and key stakeholder communication channels to determine communication gaps and develop a communication plan in consultation with the ministries; working with selected trainees to deliver each ministry's communication plan; monitoring program impact and feedback to the ministries, creating an events calendar, and; identifying opportunities for cross-ministerial collaboration.

Details of phase 1 and 2 activities are included in the Attachment 1 log frame. Below is a summary of training activities completed during the third phase of the program.

### **Expected Result 3.1: Establish communication channels and develop communications**

#### *3.1 a) GIO staff successfully use intra-ministry communication channels.*

By the end of the program, all trainees felt confident in talking regularly to key figures within their own ministries to stay abreast of development and communication issues and opportunities. Some of this relationship-building was interrupted with the July 2005 government restructure when new ministries were created and ministers were changed. This left some of the trainees needing to form new relationships with new senior-level officials and ministers. GIO assisted those affected by the restructure by encouraging them to approach new senior ministry officials and inform them of what skills they had developed during GIO training and what communication activities they would perform for the ministry.

The success of the trainees in delivering widespread, positive media coverage of ministry achievements meant that ministers, vice ministers and directors often sought out the trainees with communications tasks. For example, the Minister for Natural Resources, Minerals, and Energy Policy asked his former staffer and GIO trainee to write a press release and organize a press conference on his participation in a Millennium Development Goals meeting in Jakarta.

The Vice Minister of MAFP and the Vice Minister for Education also routinely asked their GIO trainees to prepare media releases and arrange press conferences. One MAPF trainee was asked to join an internal Forestry Ministry team that devised communication activities to help educate farmers about the environmental dangers of clear-felling trees and burning land in preparation for planting crops. GIO trainers assisted this trainee in understanding the issue and developing some of the communication initiatives. The trainee then took these ideas back to his team to develop them further. His input resulted in the successful “La Bele Sunu Rai” district outreach campaign that included materials such as a media campaign (see Attachment 6), district visits, creation of brochures and flipcharts developed with GIO mentoring. In circumstances like these, GIO touched and supported the ministry more broadly than only teaching its designated trainees.

In ministries that were more reluctant to share information, the GIO team worked with trainees to develop their communication skills and work within ministry channels to release information. For example, GIO delivered crises management training to MECYS trainees after contentious results from the national exam. The trainees produced a draft statement for the minister, but due to the reluctance of the minister to comment on such a sensitive subject, the statement was never released.

#### *3.1 b) GIO trainees built trust relationships with key stakeholders and established mechanisms for gathering and disseminating information.*

MAFP initiated a formal, internal team to stay close to key stakeholders as well as existing and potential donors. Working with GIO trainees, the team developed a database of important contacts. MAFP trainee Antonio de Jesus took on the role of

GIO representative at MAFP meetings of ministry stakeholders in which he created talking points about GIO activities with the ministry and also stayed abreast of possible areas of collaboration between MAFP trainees and other organizations working with MAFP.

Another MAFP trainee received accolades from UNDP and UNOPS for the media release he wrote about a new high-yield rice crop, an initiative of the ministry and the two UN agencies. Public recognition of work of these agencies, reported by a civil servant, brought direct praise from the head of UNDP, Naheed Haque.

The MTCOP team was widely consultative in the preparation of their multi-faceted communication strategy in support of a national traffic safety campaign. They collaborated and brainstormed with local and international NGOs, as well as with the Ministries of Justice, Interior (Police) and Health. Trainees also sought direct advice and input from community police units and traffic police units to make sure their plans were well received when presented to the Ministers of Transport and Interior.

A trainee from the Investment Ministry demonstrated wide consultation in building strong cross-ministry ties between her ministry and others. The trainee's media launch of the new East Timor Starbucks brand included her secretary of state and also the Minister for MAFP. The organic nature of the Timorese coffee – which is heavily supported by the Ministry of MAFP – was a key element of the success story highlighting the team work of the Investment and MAFP Ministries. In her new role as head of Export in the new Investment Promotion Agency (formed as part of the government restructure) the Investment Ministry trainee is again working collaboratively with divisions like crops, coffee and fisheries, for information about potential investment. She is also liaising with The Timor Sea office, Foreign Affairs, and the Office of the Prime Minister regarding investment laws and oil and gas exploration.

The MECYS trainees too made some inroads in developing relationships with stakeholders, though the broad scope of their ministry prior to the government restructure was an obstacle to encompassing all key stakeholders in regular dialogue. Nevertheless, during the course of GIO, the trainers worked closely with the MECYS team to build the list of stakeholders with whom they had regular and open dialogue. For example the MECYS team successfully used local media in promoting parent and teacher collaborations as part of a ministry campaign to parents.

### *3.1 c) GIO trainees determine communication gaps and develop communication plans for their ministry.*

The first steps in this process were laborious as they involved reviewing each ministry's Annual Action Plan. These AAPs are created in English and Portuguese so the GIO trainers spent time explaining the content in Tetum so trainees could fully understand. Once this was done, the trainees were able to gain a good baseline of the key issues and plans for their ministry.

The process was completed across the board by late October 2004 and the teams then defined the communication issues that related to the ministry imperatives, and crosschecked them with senior ministry officials.

*3.1 d) Stated Ministries agree on key messages.*

At every stage of the program, GIO trainers ensured trainees provided feedback to the key staff in their respective ministry to ensure development of key communication programs and messages to supplement and support ministry objectives and to obtain approval by the ministry before distributing the material. This ongoing process of review was invaluable in ensuring strong links between the trainees and senior ministry staff.

In some ministries, the focus of communication activity was relatively narrow, while in others it was broader. For example, the minister for MTCOP made clear that the development of a communication plan in support of traffic safety was one of the highest priorities. In MECYS and MAFP, the communication focus was broader and across a number of areas: for example, the number of new schools opened; the great value parents and teachers' associations can add to the quality of education; the specific work of the crops division in managing specific pests; improving harvest yields, and promoting the use of organic fertilizer; the introduction of forest guards and a campaign to protect endangered birds; and a new fisheries law to protect endangered species and juvenile fish. Over the course of the GIO program, the trainees constantly crosschecked with their ministry that their communication activities were on target.

**Expected Result 3.2: Train GIO staff to deliver communications plans and monitor their success:**

*3.2 a) Trainees develop basic information about their ministries.*

In addition to developing basic fact sheets for their ministry, trainees also received specific training so they could collect, check and edit information – as well as design an electronic fact sheet using Microsoft Publisher software. The trainees now have the skills to continually monitor and update information for the ministry fact sheets as changes occur. The evidence that the trainees were comfortable with their new skills was apparent when, after the July 2005 government restructure, the MAFP trainees updated their fact sheets with little assistance from GIO trainers.

In the specific training module developed for the Tax Office, trainees focused entirely on collecting information, checking its accuracy, editing, choosing photographs and creating simple, eye-pleasing brochures. The generated material provides basic information about how tax is used and how taxpayers should declare their income. Produced in four languages, the work done by trainees was made available on the Tax Office website as a downloadable PDF of the MS Publisher brochure, and brochures were distributed to public places including banks and government offices.



*Trainees sign in so they can access the GIO network*

### *3.2 b) GIO staff trained to use communication tools that will best serve their ministries.*

In the final stages of GIO, trainees continued to build on their new skills by taking on more individual responsibility in writing media releases, running press conferences, organizing regular meetings with stakeholders, creating brochures and electronic information packets, creating audio-visual materials to meet the information needs of the largely illiterate population of Timor-Leste, seeking funding for government programs through external funding sources and evaluating their success, and keeping ministers informed of opportunities and challenges ahead. Throughout the training and after repeatedly using their skills, the trainees gradually became more comfortable and confident in their ability to create communication material to meet the information needs of their targeted audiences.

One of the greatest initial challenges was the legacy of the former Indonesian regime. During Indonesian rule, there was almost no culture of open information sharing in government below the ministerial level. In several cases, in the beginning, GIO trainers had to work closely with trainees to clear the way for them to get basic ministry information such as the number of schools in each district.

In October 2004, the trainee from the Fisheries Ministry had to make a very firm case to his director as to why he should be informing the public about plans for a major fishing port at Com in the east of the country. Initially, the director had insisted that nothing should be stated publicly until the Prime Minister opened the new ports – some time in late 2006. Antonio explained the rationale for providing information to the people at every step of the way and he convinced his director of a more open approach to communication.

### *3.2 c) GIO staff trained to monitor and evaluate the effectiveness of their ministry's communication plans*

All GIO trainee groups worked with GIO trainers to create individualized post-facto analyses of each element of their communications activities. In all instances trainees produced simple forms outlining what worked – and thus what they should have sought to repeat – and what could gain superior results. These forms were revisited each time a new communication activity was planned to make sure the lessons of the past were learned.

### **Expected Result 3.3: GIO staff deliver communications plans**

#### *3.3 a) GIO staff deliver communication plans that match their ministries' communication needs*

All GIO trainees created communication activities to meet the needs of their ministries. These include media releases, brochures, Q&As, fact sheets, regular meetings with internal and external stakeholders, effective press conferences, and communication plans for large and complex programs like a road safety campaign. Trainees also worked collaboratively with staff inside their own ministries and staff from other ministries to conduct audience research in the field to test the effectiveness of communication tools used in the past. The actual skill level and outputs the GIO trainees achieved during the program was impressive given the very low skill level and almost complete lack of experience in communications before exposure to GIO. This was especially so given that the early stage of assisting trainees to understand their role, where to find information, and who to even talk to took nearly nine of those training weeks.

### **Expected Result 3.4: GIO staff monitor communication plans, community needs and feedback to government:**

#### *3.4 a) GIO trainees monitor the impact of their ministry's communication plans and give feedback to their ministry*

Monitoring and evaluation templates were developed with each trainee group to ensure that achievements were measured against original aims. Reviews of all activities culminated in a memorandum of progress, successes and future challenges. The lessons learned of other trainee groups were also reviewed so trainees could benefit from the mistakes of others. This ensured continuous improvement in all groups.

The trainees also had opportunities to share their experience of what worked and what did not with other areas of government outside the core GIO trainee group. At the request of the DAI Small Grants Program, civil servants from the Environment Ministry met with GIO staff and MAPF trainees to discuss developing a communication plan and what lessons had been learned in carrying out educational campaigns in the districts. These inputs from MAPF trainees provided civil servants from the Environment Ministry with knowledge on what activities could be successfully repeated as they develop their own communication material for district outreach.

In the case of press-related events (media releases, media briefings and/or media conferences), these were reported to the minister/vice minister/secretary of state in the shape of listing of media coverage achieved, clips from press, and a brief assessment of how well “key messages” were delivered. All activities were measured in some way. For example, the MTCOP team confirmed their audio melodrama about the dangers of drunk driving was used by police in 65 sub-districts, across all 13 districts of Timor-Leste. The feedback from community police indicated that such tools were well received as they brought a strong educational message in an entertaining format.

Feedback from audiences was also very positive for the entertaining and educational UNDP puppet show about not cutting trees and burning the land indiscriminately, which MAPF trainee Inu Granadeiro used to reinforce his ministry’s “La Bele Sunu Rai” (*Don’t Burn the Hills*) message to villagers. Taking this feedback into account, both MAFP and MECYS trainees sought funding from the UN MDG fund to produce four more puppet shows that would be used as engaging educational tools to teach important development messages. By the end of GIO, the concepts and scripts written by the trainees had been approved and the UN MDG committee had contracted the local creative arts group Bibi Bulak to create puppet shows for trainees to use in future ministry community outreach activities.

In the Education, Health, Investment and MAFP Ministries, senior officials routinely approached the trainees with ideas that could be turned into media events to showcase the ministry’s work. In some cases, the good work of the trainees was also noticed by fellow civil servants working alongside GIO trainees. MAFP trainee Antonio de Jesus was approached by a fellow civil servant in the ministry’s information unit who requested Antonio help him organize the AusAID ‘Seeds of Life’ launch. Antonio’s value to the ministry was evident when the release, which otherwise would not have been written about, was covered by all four daily papers, radio, and television. Antonio was able to pass on his knowledge of lessons learned in organizing media events to others in his ministry.

#### *3.4 b) GIO staff increased media coverage and contact with key stakeholders for their ministries*

During the program, there was a steady increase in media coverage generated by GIO trainees. MAFP and Health Ministry trainees routinely generated four to six media releases and/or media conferences a month. The Investment Ministry, too, did an excellent job of generating positive media for the division. The Transport Communication and Public Works team also produced substantial coverage, though it took this group longer to create drafts and receive approvals. Transport and communication trainee Jose da Silva Monteiro’s media release on Timor’s new ‘.tl’ Internet domain received widespread coverage and was a highlight for the ministry as it provided simple-to-understand information on a relatively difficult concept for most people. Trainee Johnny Carceres wrote a media release on the new generator that carefully explained the ever-sensitive issue of power shortages and government action to solve power issues in Dili.

MECYS faced difficulties in maximizing media opportunities as a result of delayed approvals. Trainees often faced frustration as the ministry was reluctant to provide information to the media on topics representing major issues. During an anti-government demonstration by members of the Church in Dili, MECYS did not release information on any topic at all. GIO staff and MECYS trainees worked hard to change the culture of closed communication within this particularly troublesome ministry. Primary trainer Jo Roper and national trainer Joaquim Santos took an active role in the recruitment of a communications advisor for the ministry to take on full-time responsibility in addressing some of these obstacles.

Due to the nature of their work, some trainee groups developed stronger relationships with stakeholders than others. It was critical for the Investment Ministry to stay close to local business leaders so these trainees tended to do a relatively good job informally developing relationships. As mentioned above, MAFP trainees succeeded at staying in touch and developing trusting relationships with local NGOs. Their efforts were given additional weight by the formation in the MAFP of a formal stakeholder coordination unit. MECYS trainees made some inroads during GIO training—mainly with parents and teachers, groups in primary and secondary schools, and in the development of relationships with universities as the ministry worked on formal accreditation procedures for higher education. The MTCOP team made only limited inroads, largely due to hesitancy within the ministry and the fact that this trainee group was the most junior and least experienced.

### **Expected Result 3.5: Create a GIO events calendar and identify opportunities for cross-ministry collaboration:**

*3.5 a) GIO staff consolidate their ministry's events calendars into one GIO calendar to collaborate on communication.*

As part of an original plan, GIO aimed to increase collaboration and idea exchanges across five ministries as well as maintain ongoing contact with staff from the media offices of the Ministries of Foreign Affairs and Cooperation, the Timor Sea Media Unit (also part of the portfolio of the Office of the Prime Minister) and the Office of the Prime Minister to reduce clashes of events that see ministries competing with each other for media attention at the same time. While this level of collaboration was successful, broader collaboration and cooperation about events in ministries that did not have a dedicated communication resource proved time-consuming and disappointing. It was therefore untenable to create a shared interactive events database. Nevertheless, throughout the program, GIO trainees kept up-to-date on their fellow trainees' plans through review of work plans on the shared network drive at GIO, which limited the occurrences of same-day events and also made it possible to share resources.

## **Specialist Training**

During GIO and as part of a no-cost extension to continue training until October 31, Internews' GIO trainers delivered several specialist training modules to ministries and ministers to further improve government communication and encourage the practice of open government. These specialist modules were often in response to specific

requests from areas of government outside the core trainee groups, strengthening Internews' capacity to respond to additional sectors of government where communications training was needed. In some cases, specialist trainers were brought in to satisfy particular skills covered in the extra modules, such as media training for ministers and camera training by a local professional photographer and trainer. In other instances, GIO international and national staff created special training modules to address skills gaps of civil servants in other ministries requesting support.

### **Tax Office Specialist Training**

In response to a request from the Tax Commissioner, GIO provided Microsoft Publisher training to two staff enabling them to produce taxpayer information pamphlets. The training module developed, delivered primarily by national trainer Carmelita Tolentino, focused on collecting and writing consumer/taxpayer information, checking its accuracy, editing, choosing photographs and then learning how to create simple, eye-pleasing educational brochures. Upon completion of the training, trainees designed brochures in four languages providing important taxpayer information to the public in an easy-to-understand format.

### **Specialist Media Training to Government Ministers**

Specialist media trainer from Australia, Sarah Brisbane, and GIO national trainer Joaquim Santos, conducted a six-week training module with seven ministers and vice ministers: the Minister and Vice Minister of Health, Minister and Vice Minister of Agriculture, Minister of Forestry, and Fisheries, Minister of Labor and Community Reintegration, Secretary of State for Power and Water, and the Inspector General. The training consisted of ten one-hour one-on-one training sessions addressing a number of key topics including message development, interview preparation and understanding new values, with the aim of improving the relationship between the government and the media.

By the end of the training, all participating ministers and vice ministers had improved their abilities to concisely explain key messages. The feedback from the trainees was unanimously positive, with several requesting additional media training. As a result, the trainees felt more comfortable talking to the media and better understood the need to have a proactive, rather than defensive, style of delivering information.

### **Specialist Camera Training**

Timorese photojournalist Carlito Carminha delivered two, two-week photography training sessions, mentoring GIO trainees in making quality, information-rich photographs and improving the photos using professional software. The training focused on producing photographs that trainees could utilize in media campaigns. All trainees were enthusiastic about the training, spending extra time in the training center to fine tune their work with Carlito's oversight. Overall, the training module strengthened the visual impact of communication materials and generated a greater percentage of space and coverage of government media releases in print media. As an example, forestry trainee Inu Granadeiro's picture of the burning hills was featured as the front-page story in *Diario*, and *Timor Post* printed three of his pictures of endangered birds along with the story. *Diario* has also now incorporated Inu's pictures of a Timorese bird, the kakoak into their masthead.



*Photo taken by Ministry of Agriculture Fisheries department trainee Antonio de Jesus under the direction of Trainer Carlito Tolentino*

### **Public Speaking Specialist Training**

GIO received a request from the specialist advisor to the Secretary of State for Environment Coordination, Vasco Leitao, to help civil servants in his division package and deliver messages with greater impact. In the past, trainees in Environment had delivered unfocused community education presentations. They also lacked confidence in speaking in front of communities in district outreach campaigns. Princeton-in-Asia Intern Angela Sherwood and national trainer Carmelita Tolentino developed and delivered a seven-week specialist training module on critical thinking, message development, and professional presentation skills. By the end of the training, the trainees completed exercises in developing a message, formulating key messages from a general topic, and a basic presentation outline for a ministry campaign on recycling. Self-evaluation forms revealed that trainees felt more confident in delivering presentations and that they had dramatically improved their ability to organize ideas and present them in a clear and logical manner. The trainers have been available as an ongoing resource for the Environment Division to help trainees work through the step-by-step process of message development and production of focused and organized presentations to strengthen the effectiveness of future community outreach activities.

### **Specialist Radio Training**

The ability of ministries to capitalize on the community radio network and reach people in the districts is a critical element in the efficient and cost-effective delivery of communication materials. Audience feedback has indicated that radio programming from the government has tended to be bland, unspecific and therefore uninteresting. GIO sought to address this problem by providing a specialist module on radio programming by trainer Budi Setyo, who has experience in radio training in

developing countries. Budi started his training in the Ministry of Agriculture, Fisheries, and Forestry, focusing on engendering better cooperation between the information team, GIO trainees, and research and extension officers. He worked with the in-house agriculture radio team to reformat ministry radio programming to improve the quality of the information delivered, create more listener participation, and teach basic journalism skills. During his time at MAPF, trainees demonstrated a better understanding of how to use radio equipment, conduct interviews, identify topics for appealing programming, and improve script writing. While the training was cut short due to a change in ministry priorities, a new radio format with news updates and a features section was begun on the national radio station, RTL, involving input from farmers on radio programming. This more successful radio format continues to be aired on a weekly basis on RTL.

When MAFP civil servants were no longer available for training, Budi assisted civil servants in the Environment Division to develop skills in creating radio scripts that could be outsourced for production to, for example, RTL.

### **Specialist Video Training**

Timorese photojournalist Carlito Carminha and national trainer Carmelita Tolentino worked together to develop training material to teach the trainees basic video camera skills to create short, simple ministry-specific video information clips as well as video material that could be aired on TVTL. The trainees learned how to use the GIO digital video camera, develop messages, and use different video shooting styles by creating storyboards to depict messages for their ministries. They also learned several new techniques such as using different camera shooting styles including a range of shooting "angles" to create variety and strong images and enhance the visual impact of ministry messages. Carmen and Carlito also mentored the trainees in Adobe Premier to edit their footage to produce quality images, similar to those produced on TVTL. Trainees learned how to edit their footage using a number of techniques: adjusting film speed, overlaying audio, sequencing scenes, adjusting brightness, and adding animation to strengthen the visual impact.

During the two week training period, the trainees chose their own ministry-related subjects and shot footage in the field. All the trainees were enthusiastic about the training, and some even came in for extra training with Carmen and Carlito. While the time period was not sufficient to produce actual clips for use on TVTL, trainees now understand basic camera skills, storyboarding, and editing techniques to create short clips of ministry messages for future use.



*Trainee Jose from the MOTCP shoots an interview during specialist video training*

### **April 2005 Timor-Leste Development Partner's Meeting**

In response to a special request made by the Vice Minister of Planning and Finance, Aicha Bassarewan, primary trainers Jo Roper and Joaquim Santos were given approval by USAID and Internews to assist the government with the communication/media activities associated with the April 2005 Timor-Leste Development Partners' Meeting (TLDPM).

In the month before the conference, the trainers worked with the TLDPM venue and hosting team to assist with a photo exhibition showcasing government's development achievements 2002 – 2005. They also worked with a civil servant from the PM's media unit to mentor him through the process of reporting on the media/communication team's plans to the steering committee. Trainers assisted Maria Raul, the newest member of the PM's media team, to craft a script so she could be master of ceremonies for the joint media conference at the close of the TLDPM.

Previously, one of the biggest communication challenges had been obtaining key material from government early enough to be translated to Tetum and distributed to the media at the opening and closing press conferences. With the support of the GIO team the following material was provided in the press kit for the April 05 TLDPM: the Prime Minister's opening speech was translated into Tetum and distributed to the media during the speech (delivered in Portuguese); for the first time a very simple 1.5 page summary of the key issues from the government's background paper and budget was produced; the President of Parliament's speech was provided in three languages as was a bullet point summary of the Prime Minister's closing speech. The assessment by key media was that the provision of the Prime Minister's speech and the budget summary in Tetum provided the public with the clearest information yet on the activities their government has taken.

With support from Rui Flores, media advisor to the Prime Minister, the joint media statement was initiated in Portuguese. In the past, the World Bank had always taken the lead on the drafting of the joint media statement and it had always before been

done in English. While the World Bank was reticent at first, they soon saw the key benefits. For the first time, the government took the lead role in the joint media statement and many of the previous delays in approving the statement were eliminated due in part to the fact that all parties could work and sign off a document in a language they were comfortable using.

Given the prominence of the demonstrations led by the Catholic Church at that time against the government, the coverage of the TLDPM was excellent, achieving blanket coverage as lead story on all radio news, on TVTL and on page one of all daily newspapers. The stories were mostly copied from the media release conveying the government's message.

## **Trainee self-evaluations**

Core trainees were asked to complete a self-evaluation of their communication skills at the start of the program in July/August 2004 and again at the end of the training in October 2005. The exercise asked them to grade their skills from excellent (1) down to little or no skill (5). All trainees reported marked improvement in the areas of media experience (creating media material and managing media events like press conferences and briefings), creating public information, liaising with stakeholders, and online skills. Trainees who had shown the most initiative and confidence in carrying out communication activities for their ministries rated themselves as needing little or no support in future work for their ministry after receiving GIO training.

**Media experience category:** *understanding what makes news; understanding expectations and needs of local and international media; knowledge of media releases, media advisories and press conferences; handling media inquires/requests for interviews.*

Most of the trainees rated themselves with a 2 or 3, with several of them indicating 1. Therefore, the participants felt they had an excellent understanding of media skills/knowledge. The balance of trainees said they had a good grasp of how to develop and nurture their relationship with the media. Those trainees that routinely wrote media releases all reported either a 1 or a 2 when evaluating their ability to write media releases, organize press conferences, and deal with the media when they made mistakes. Compared to the initial self evaluation in July/August '04 (where the most frequently answered was number 5), there has been a significant improvement in this category.

**Creating basic public information:** *writing ministerial fact sheets and ministerial biographies*

A majority of the trainees answered 1 in this category, while the second largest group answered 2. There has been significant improvement from the initial survey, in which most answered 5 in this category, showing that trainees now feel comfortable in creating and updating general information about their ministry for the media.

**Liaising with civil society & stakeholders:** *updating contact information, arranging roundtable discussions and communicating with development community/partners/donor agencies.*

Most trainees gave themselves a rating of 2. However, there were also a high number of responses of 1, particularly in the area of knowing how to contact and stay close with civil society. Trainees that were active in liaising with development partners and donor agencies rated themselves as needing little or no improvement in this area after receiving GIO training. Compared with the initial self-evaluation, in which all questions trainees mainly scored themselves a 5, there has been noted improvement in this category.

**Online/web skills:** *using the Internet, digital camera skills, upload/edit/crop photos*

There has been a significant improvement in this category compared with the initial self evaluation. The most frequent response in this category was 1 or 2, indicating a comfort level in online research, photography, and video shooting and editing. Almost all trainees answered either 1 or 2 in video and stills camera skills. These results demonstrate trainees now feel comfortable in using pictures and video to enhance the visual impact of the communication materials they create.

**Other skills:** *writing and researching speeches for senior ministry staff/minister, writing scripts for TV/radio programs to present government messages, creating evaluation reports to measure success of communication programs*

The most frequent rating the trainees gave themselves in this category was a 2. Those trainees who had sought opportunities to write scripts and evaluate the effectiveness of their messages rated their skills as 1, showing confidence in using these skills in future communication activities for their ministries. This is a significant improvement from the initial self evaluations in which most of the trainees answered 5 in this category.

**Trainee comments:**

The majority of trainees have indicated that they were satisfied with both the style and content of GIO training and mentoring. They generally felt it significantly improved their relationships with the media and all stated that they had a greater understanding of how to fulfill the role of an information officer after training. Trainees also wrote that while they felt they had more confidence in their jobs and that they look to GIO as a resource they could use to address future communication issues of their ministries. Trainees from GIO will be encouraged to continue to seek guidance from GIO trainers and use GIO facilities.

- Said Manuel Pinto from MTCOP: “I was very happy to take part in the GIO program because before the program started we didn’t work together with the media, create press releases to give out information, or identify what information should be given to the public. The result of my training at GIO is that now the minister and the directors know and understand what my job means as an

information officer and we can better deliver the messages to the media and improve the flow of information as a result.”

- Said Antonio de Jesus from MAFP: “GIO training was an important part of learning how to fulfill the role of an information officer. The one-on-one style of training was beneficial to developing confidence in our job, and we know that we can always use GIO as a resource if we need future support.”
- Said Johnny Carceres from MTCOP: “Before GIO training, I was confused with what my role as a media officer meant. Now that I have received training in how to write a media release, take photos, and create communication materials, my ministry’s communication with the media has improved.”
- Said Luduvina Pereira from the Investment Ministry: “I was very satisfied with the GIO program and felt it was very helpful to my job as an information officer. From the training I learned how to give good information to the public so they can understand the issues of the ministry, and I also felt competent to help out my boss in carrying out communication activities.”

## **Key Challenges**

The two key challenges to the implementation of the program included uncertainty within ministries immediately after the announcement of the government restructure in July 2005, and inconsistency with the GIO international second trainer from mid-April 2005 until the close of the program on October 31, 2005.

Following the announcement of the government restructure, there was uncertainty within ministries about new roles and responsibilities. One trainee was moved to a new role and as a result missed several weeks training as she worked at learning her new job. Other trainees missed several sessions while waiting for information about their new positions.

The appointment of a replacement second trainer was problematic with the trainer leaving to pursue another job only three weeks after starting work at the GIO. The next incumbent also stayed only one month after being offered a more senior role in Aceh. The lack of a second trainer for several months in 2005 was offset by the arrival of a very capable Princeton in Asia (PiA) intern, Angela Sherwood.

## **Lessons Learned**

### **Senior, confident civil service trainees make the best trainees.**

In both the original MOU with ministries and face-to-face meetings with ministers during the establishment of GIO, it was stressed that in order to be a success, the program required civil servant trainees with sufficient credibility and experience in the ministry. While all trainees were assessed for competence and desire to be involved in the program, the final decision on trainees was left to the ministers. As a result, some trainees performed poorly as they were too junior or lacked interest in the program.

### **All ministries must be supportive of improving communication.**

Ministry culture is a critical influence on GIO trainees as trainee groups are microcosms of the attitude in the ministry. Even for the most competent trainees, results were less than optimal when ministerial approvals were slow and communication was sometimes actively discouraged. In such ministries trainees tended to be reticent about seeking approval of communication materials, even when they had been asked to produce materials by their minister or senior official. There was a fear of the process, which slowed down output and diffused trainee enthusiasm. Trainees often did not feel confident in their newfound abilities as they were not encouraged or praised for their communications efforts.

The other issue related to ministry culture is time management. While MAPF trainees would commence communication activities as part of their dedicated training time and then continue to make progress during the rest of the week, trainees from other departments tended to work on communication activities during training time only.

### **Trainees must use their skills to keep them.**

Civil servant trainees whose ministers and senior officials started to rely on them to assist with ministry communications achieved the most. An Investment Ministry trainee, Luduvina Pereira, was asked repeatedly by Secretary of State Jose Teixeira to arrange media events and create media materials. In the beginning, Ludu was nervous, but by the end of the GIO program she was able to write a media advisory and a media release in an afternoon, have it approved within 12 hours and effectively manage high profile, successful media events and press conferences. Similarly, the Minister of Agriculture and other top officials frequently called upon trainees to create media and outreach material. This work was clearly part of their role for which they were recognized and encouraged.

### **Developing critical thinking skills is important.**

At least three quarters of the GIO trainees began with difficulties creating communication materials due to a lack of critical thinking skills. Under an Indonesian schooling system, students were exposed to rote learning and were actively discouraged from ever asking “why is that so” or, “how will that be done?” for fear of their questions being seen as a challenge to an authority figure. Even when working through the ‘who, what, when, where, how and why’ of creating media or outreach material, it was a struggle for many of the trainees to develop lists of questions for communication materials.

This problem was addressed by creating step-by-step training material that initially explained what to *think about* when creating communication materials, then explaining *how* to make a point clearly and with relevance.

### **Training must match skill levels and progress gradually**

Due to originally underestimating the number of required skills that were completely new to trainees, the pace of learning throughout GIO was slower than anticipated. In early 2005, GIO trainers met with the Prime Minister and key ministers to discuss this issue. The ministers requested GIO training be extended to December 2005 in order for their staff to firmly grasp their new skills.

Other unforeseen challenges included the following:

- 1) Creating community outreach and media material in Tetum posed a challenge to all trainees.
- 2) Basic filing skills required for using multiple reference sources was lacking, particularly for trainees with little computer skills and no previous Internet/email experience.
- 3) The specific skills required for layout and design software were entirely new to most trainees and some found the programs difficult to use.
- 4) Some trainees experience difficulty speaking publicly and shied away from this role unless asked to do so by a minister or senior government official.
- 5) Building relationships with ministry stakeholders was more difficult and less successful than hoped. Trainees were often reluctant to arrange meetings with stakeholders who did not already have a positive relationship with the government. Progress was sometimes further constrained when senior ministry officials actively discouraged trainees from creating relationships with groups or individuals they felt to be troublesome.

**Better support in district outreach activities.**

GIO showed that trainees need coaching in how to maximize the impact of their outreach. All too often, trainees had excellent outreach material that did not successfully reach the targeted audience. This was due to planning issues, such as leaving behind cables to connect laptops with projectors and reluctance from trainees to develop relationships with important community leaders such as village chiefs, priests, district administrators, and community police.

Culturally, civil servants are often too shy and reserved to reach out to local community leaders. Anecdotal evidence from GIO coupled with formal research conducted by UNICEF and RTTL shows the incredibly important role of these local opinion leaders in sharing information and ensuring information credibility.

**Mandatory attendance is necessary.**

Often training sessions in Timor-Leste suffer from time delays and student dropouts. To ensure committed trainees were not disadvantaged by the non-attendance of others, GIO adopted a policy that trainees who miss more than two consecutive sessions without appropriate notification would not be allowed to return to the course. As a result of this rule, two trainees did not complete their training.

Such a stringent policy was not adopted for specialist training modules and as a result drop out rates were high for some courses. In the future, to maximize learning impact for all trainees, special training modules will have a simple MOU that mandates attendance at all sessions.

**Gender balance does not happen organically.**

While organizing the trainee sessions as part of the GIO process, Internews asked for an equal gender balance of smart, keen, relatively senior staff. The end result was one female trainee out of the core ministry GIO teams. In future programs Internews will

specifically mandate in the MOU that ministries must present an evenly balanced list of trainees.

## **FUTURE DIRECTION**

Overall improvement in both the quality and quantity of communication from all ministries that had GIO trainees was noted by both ministers and at the most senior level of government, the Prime Minister. The Prime Minister specifically requested that a GIO2 program commence in November, and has pre-approved the workplan outline for this next phase of training. In addition he has written to the UN Special Representative in Timor-Leste requesting funding from UNDP to underpin DAI funding.

Building on the success of the Internews Network Government Information Office project, Internews will implement a GIO2 program to take on new ministry trainees and continue to support GIO trainees as they rollout communication plans and to help the government deliver its messages to Timor-Leste's non-urban population.