



## **INSTITUTIONAL STRATEGIC PLAN**

**PERIOD 2016 - 2018**



**Delivery Prosperity to the Timor – Leste**



## MESSAGE FROM THE PRESIDENT OF ANPM

Excellencies, Distinguished Readers. Ladies and Gentlemen,

It is with immense pleasure that I, on behalf of the Board, the Executive Directors, and all Staff, present to you the three yearly action plan, period 2016 to 2018, of the Autoridade Nacional do Petróleo e Minerais (ANPM) of the Democratic Republic of Timor-Leste.

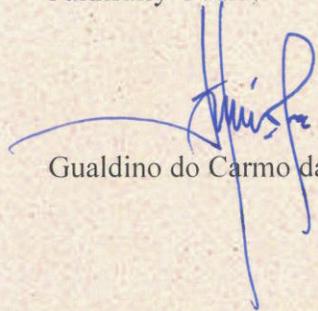
Unlike the previous edition, this plan, apart from its oil and gas content, also outlines the detail plans for managing the activities related to mineral resources in Timor-Leste in view of the additional mandate to the then ANP through the Decree Law Number 1/2016 dated 09 March, 2016.

The plan envisages a good development of the ANPM as a standard global corporate incorporating best corporate practices and domestic legislations, and gradual establishment of Competency Development for all key expertise required for the institution's core functions as a regulatory body for petroleum and mineral sectors. With respect to the function being a regulatory body, the plan envisages systematic approaches towards establishment of draft legislations, rules, regulations and procedures required for better administration of petroleum and mineral resources under ANPM's jurisdictions, various approaches for an effective and efficient promotion of petroleum and mineral resources potentials for future investment, and systematic approaches incorporating industry best practices and the nation's aspiration for managing and regulating activities related to petroleum and mineral resources.

I take this opportunity to appreciate and thank all parties within the ANPM who have contributed to this plan after a long process of formulation and consultation.

I hope that this plan can provide a reasonably good reference on the way the ANPM will conduct its regulatory functions within its jurisdictional areas in the coming three years.

Faithfully Yours,



Gualdino do Carmo da Silva

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## INTRODUCTION

Autoridade Nacional do Petróleo e Minerais (ANPM) is Timor-Leste public institution, created under Decree Law No. 1/2016 of 9 February, 1<sup>st</sup> amendment of Decree-Law No.20/2008 of 19<sup>th</sup> June on the Autoridade Nacional do Petróleo (ANP), responsible for managing and regulating petroleum and mining activities in Timor-Leste area, both offshore and onshore and in the Joint Petroleum Development Area (JPDA) in accordance with the Decree Law on the establishment of the ANPM, the Timor-Leste Petroleum Activities Law, the Timor Sea Treaty and the Mining Code.

ANPM strategic plan is a document which is prepared and developed for the purpose of communicating to its key stakeholders regarding the plan or direction that the ANPM will undertake during the period between January, 2016 and December, 2018.

This is the second published edition of the ANPM Strategic Action Plan. Accordingly, the quality of its existing plan is constantly improved.

This strategic action plan is developed by the organization as a whole, and involved great contributions from each of the directorates and units within the ANPM. It is a comprehensive plan that provides clear timeline and performance indicators which enable the ANPM to set priorities, plan for resources and measure its performance on regular basis.

## CURRENT SITUATION ANALYSIS

### 1) **Historical Background And Relevance of The ANPM**

Established as the ANP in July 2008, served as a public institution of Timor-Leste responsible for managing and regulating petroleum activities in Timor-Leste's exclusive jurisdictional areas, and in the Joint Petroleum Development Area (JPDA). The ANP undertook its roles pursuant to the Decree Law on the establishment of the ANP, the Petroleum Activities Law, and the Timor Sea Treaty.

The ANP aimed to ensure the compliance with the rules and regulations covering the exploration, development, production, transportation and distribution of petroleum resources in its jurisdictional areas. In addition, through regular supervision and monitoring of all petroleum activities, the ANPM seeks to provide maximum benefit to Timor-Leste and Australia (in the case of the JPDA), whilst upholding the best practices for Health, Safety, and the Environment.

Transformed into the ANPM in February 2016, served additional roles in managing and regulating the minerals sector in Timor-Leste in addition to the existed roles and functions granted under the law establishing the ANP.

### 2) **Relevance of ANPM To Timor-Leste's National Development Plan**

As an institution existed under the tutelage of the Ministry Responsible for Petroleum and Mineral Resources of the Democratic Republic of Timor-Leste (the MPRM), the ANPM is entrusted with the regulatory powers and functions to prudently administer the petroleum and mineral resources under its jurisdictions enshrined by the National Strategic Development Plan, the roles and functions of the MPRM, all relevant legal framework in place to date and in the future, and best practices in the industry for the benefit of the nation and its people.

### 3) Area of Jurisdiction And Mandate

The ANPM is responsible for regulating and managing petroleum and mineral activities in Timor-Leste's exclusive jurisdictional areas and also in the Joint Petroleum Development Area (JPDA). The JPDA is a maritime area located in the Timor Sea between Timor-Leste and Australia. Timor-Leste jurisdictional area includes all the land of Timor-Leste (onshore area) and also the maritime areas between the southern coast of Timor-Leste and the northern perimeter of the JPDA in the Timor Sea

The ANPM's mandate covers all petroleum, minerals and related activities within its jurisdictional areas including exploration, development, production and transportation of petroleum and natural gas, and the (downstream) distribution of fuels and lubricants (only in Timor-Leste) as well as the exploration and identifying the prospecting of mineral resources in the country.

### 4) Legal References

a) The Regulatory framework applicable in Timor-Leste Offshore Area:

- Law No. 13/2005 of 2nd September on Petroleum Activities
- ANP Decree Law No. 20/2008, and the amendment of the ANPM Decree-Law No. 1/2016
- Timor -Leste Taxation Laws
- Decree-Law No.:8/2008 on Tax and Duties Act,
- TBUCA (Taxation of Bayu Undan Contracts Act) No. 3/2003
- Tax Stability Law 4/2003
- Production Sharing Contracts
- Decree Law No.7/2005 Bidding Rounds for the Award of Petroleum Contracts
- Tender Protocol

b) The Regulatory framework applicable in JPDA:

- Timor Sea Treaty, signed at Dili on 20 May, 2002

- Interim Petroleum Mining Code, 23 June, 2003
- Petroleum Mining Code
- Production Sharing Contract
- Timor-Leste Taxation Laws
- Law No.: 8/2008 Tax and Duties Act
- TBUCA (Taxation of bayu Undan Contracts) No. 3/2003
- Tax Stability Law 4/2003
- Interim Regulations Issued under Article 37 of the Interim Petroleum Mining Code, dated 16 June, 2003
- Interim Directions Issued under Article 37 of the Interim Petroleum Mining Code, dated 16 June 2003
- Interim Administrative Guidelines for the Joint Petroleum Development Area, dated 16 June, 2003
- Certain Maritime Arrangements in the Timor Sea (CMATS), dated 12 January, 2006
- Sunrise/Troubadour- Interim Unitisation Agreement, dated 6 March, 2003

c) The Regulatory framework applicable in Timor-Leste Mineral Sector:

- Decree-Law No. 20/2008 National Petroleum Authority and the amendment of the ANPM Decree-Law No. 1/2016
- Diploma Ministerial 1/2008 “ Regras especificas sobre o licenciamento das actividades extractivas (minas e pedreiras) de massas minerais, e sua exploracao de natureza e escala industriais
- Diploma Ministerial 1/2009 [1] Alteração ao Diploma Ministerial No 1/ 2008 DE 30 DE Julho
- Diploma Ministerial No 2/2014, or its latest substituted version
- Enacted Mining Code of the Democratic Republic of Timor-Leste
- Decreto-Lei No 33/2012 Instituto de Petróleo e Geologia
- Fundo Financeiro Imobiliario
- Regime Especial para a Definicao da Titularidade de Bens e Imoveis

- Lei das Expropriações
- LEI Organica VI Governo Constitucional RDTL - PORT
- Lei Organica VI Gov Constitucional RDTL - Tetun

d) The Regulatory framework applicable in Timor-Leste Petroleum Downstream sector:

- Downstream Decree Law No. 1 2012, of 1 February, on Downstream Sector
- Regulations No.1/2012, of 24 October, 2012 On Administrative Procedures, Requirements and Fees for the Granting, Renewal and Modification of Downstream Activities' Licenses, and the amendment of the Regulation No. 2/2014, of 24 October.
- Regulations No 2/2012, of 3 September 2012 on Downstream Activities' Inspection Division.
- Regulations No.1/2013, of 18 September 2013 on Installation and Operation of Fuel Filling Stations and its amendment of Regulation No. 3/2014, of 24 October
- Regulations No. 1/2014, of 15 January 2014 on Fuel, Biofuel, and Lubricant Quality Standards and Specifications, and the amendment of the Regulation No. 1/2015, of 1 April.

## 1) SWOT Analysis

The Strengths, Weakness, Opportunity and Threats (SWOT) analysis is broadly used techniques through which each directorate create a quick overview of the ANPM's strategic plan. This analysis involves the Strength, Weakness, Opportunities and Threats that might be faced by the ANPM internally or externally. SWOT analysis also offers a simple way of communicating about your initiative or program and an excellent way to organize information you've gathered from studies or surveys. The following SWOT analysis has been developed on the basis of current circumstances, as they are apparent in first quarter of 2016.

### **STRENGTHS — To Be Built Upon**

1. Strong support and trust given from the Timor-Leste and Australian Government to manage petroleum resources in the JPDA;
2. Strong support and trust given from the Timor-Leste Government to manage petroleum and minerals resources in Timor-Leste;
3. A highly motivated and committed team of employees to manage the ANPM operations
4. Strong legal framework which enable the ANPM to conduct its roles and functions in a good and prudent manner in the petroleum and minerals activities.
5. Solid teamwork to learn consecutively in different expertise within the ANPM's body, specifically in knowledge base retained, feels ownership and professional keen to learn.

### **WEAKNESSES — To Be Improved Upon**

1. Out-dated regulatory framework – in some areas
2. Lack of expert/specialist operational staff and limited number of employees – in some areas
3. Informal operational policies and procedures – in some areas
4. Language barrier within the ANPM

### **OPPORTUNITIES — To Be Seized**

1. To be in the position to establish and develop a new model of regulation
2. To be a model for exhibiting “best practice” management and operational standards in Timor-Leste
3. To learn from the experiences of other relevant regulatory authorities and to inculcate their knowledge in to the ANPM
4. Future engagement with other parties
5. Maintain a good communication with stakeholders

### **THREATS — To Be Avoided**

1. Change in government’s policy – that might lead to the change of policies and procedures affecting the ANPM
2. Losing essential capabilities of particular Directorates if key people within them leave the organization
3. Improper management system that may cause failure to the institution
4. Implementation – not being able to implement the Strategic Plan and therefore limiting the benefit of the resources that the ANPM governs in the region
5. Infrequency of coordination may lead to miscommunication within the ANPM’s body.

## STRATEGIC MAXIMS

The outlines of the ANPM's fundamental vision, mission, and values that underpin its operations and the strategic plan that will guide the organizations up to 2018.

### 1) ANPM Vision

The Vision of ANPM describes what it would like to achieve in the future.

#### **The ANPM Vision Is:**

To be a leading petroleum and mineral regulatory authority in the region and a model for institutional development in Timor-Leste

### 2) ANPM Mission

The Mission of ANPM describes its purpose, or reason for being. It is divided into a number of component parts.

#### **The ANPM Mission Are:**

1. To maximise revenue and multiplier economic benefits;
2. To maximise the participation of Timor-Leste in the development of petroleum and mineral;
3. To promote best health, safety and environmental practice;
4. To develop institutional capacity of the Timor-Leste petroleum and mineral sectors

### 3) ANPM Values

The ANPM Values reflect what the organisation views as important.

<b>C</b>	<b>Collaboration</b>	To conduct efficient and effective collaboration among (i) ANPM's internal Directorates, and (ii) with its key stakeholders. This is central to being an effective promoter and regulator of the petroleum and mineral industries.
<b>O</b>	<b>Openness</b>	Openness, honesty and transparency — underpinned by a culture of trust and respect. This ensures that the

		ANPM is fair and just in everything that it does.
<b>U</b>	<b>Unity</b>	ANPM promotes and displays a high degree of teamwork and integration amongst its employees and Directorates. It is united in its ambition to become a world class organisation in Timor-Leste. At the same time, ANPM appreciates and respects the cultural and intellectual diversity of the individuals that work within it.
<b>R</b>	<b>Responsibility</b>	As true leaders, ANPM team members take full responsibility for the results of their actions — whether they be positive or negative.
<b>A</b>	<b>Accountability</b>	ANPM and its team members are fully accountable for their ethical standards, behaviour and performance — at all times. Furthermore, the ANPM is accountable to the Governments of Timor-Leste and Australia, acting on behalf of both countries.
<b>G</b>	<b>Global View</b>	Whilst operations for the ANPM resides in Timor-Leste, its view is a global one. It works with and coordinates activities with operators that are multi-national in nature, size and scope.
<b>E</b>	<b>Excellence</b>	In line with developing a world class organisation, the ANPM believes in excellence — in everything that it does.

## ANPM CORPORATE IMPERATIVES

ANPM has defined a number of Corporate Strategic Imperatives that will guide the organisation throughout the period of this strategic plan. These imperatives are “must do’s” and will significantly determine the future of ANPM’s success.

In conjunction with the ANPM Board, the following corporate Strategic Imperatives have been developed.

Over The Following Three (3) years, The ANPM Will Achieve The Following corporate Strategic Imperatives:

- ✚ **We MUST** be excellent Corporate Services that meet National and International Best Practices for Internal and External customer satisfaction;
- ✚ **We MUST** have comprehensive, highly professional communication mechanisms with all of the JPDA and Mineral stakeholders;
- ✚ **We MUST** ensure an effective and efficient exploration of Petroleum and Mineral Resources;
- ✚ **We MUST** ensure that operators are applying industry best practices in managing and developing production fields to achieve maximum petroleum recovery;
- ✚ **We MUST** ensure a high quality, consistent, and effective level of regulating HSE performance of operators and achieve the adoption of best HSE practices in all ANPM’s affairs;
- ✚ **We MUST** ensure maximum revenue collection to Contracting State(s) in accordance with relevant contractual frameworks;
- ✚ **We MUST** Enforce The Approved Legal Frameworks and Develop Additional Legal Frameworks;
- ✚ **We MUST** enhance the regulatory framework for petroleum and mineral operations and strengthen the coordination between ANPM legal department and government relevant institutions;
- ✚ **We MUST** ensure that ANPM's asset management, economic and internal financial processes are in-line with international best practice standards and applicable domestic laws and regulations.

# **ANPM DIRECTORATE STRATEGIC ACTION PLAN PERIOD 2016 - 2018**

## I. CORPORATE SERVICES DIRECTORATE

**Strategic Imperative 1:** We MUST be an Excellent Corporate Services unit that meets National and International Best Practices for Internal and External Customer Satisfaction.

**Objective 1:** To develop a formal HR system, based on best practice standards.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.1.1	Develop and Review T &HR Policies and procedures: 1) Employment categories and salary scale policy, 2) Recruitment Policy, 3) Equal Employment opportunity policy, 4) code of conduct policy; 5) training Policy,	a	Identify policy and procedure to be developed and revised	Management and BOD approval the following policies and procedures; are in place.	Director-CS, Manager - T&HR, ERO Officer, ER Officer, Payroll Officer	Mar	Feb	Feb
		b	Collect information from staff through the questionnaires for the development of draft policies and procedures			Mar	Apr	Apr
		c	Develop and revise a draft of policy and procedure based on the information from staff.			Mar	May	May
		d	Communicate a draft policy and procedure to Management for discussion and approval			Apr	Jul	Jun
		e	Obtain BOD approval for the policies.			Apr	Sep	Jun
		f	Communicate approval policies and procedures to ANPM staff			May	Nov	Jul

	6) performance procedures							
1.1.2	Modify the ANPM employment contract format	a	Identify and formulate employers into three groups based on year of services	80 new employee contracts completed and signed off 80 ANPM	Manager - T&HR and CS Director		Feb	
		b	Negotiate with ANPM staff for the new format of the employment contract				Mar	
		c	Agreed employment contracts to be signed off by both parties-President and employee				Apr	
		d	Update and record employment contracts into employee's personal file				Apr	
1.1.3	Upgrade ANPM Employee's Personal Information into Share Point	a	coordinate with IT Team to assess the applicable system for the Employees Database	All ANPM Employee's Personal Information is in place, and verified as secure	Payroll Officer, ERO & Manager T&HR, IT Team	May	Feb	Mar
		b	Develop applicable forms to use			Jun	Feb	Mar
		c	Updated first round of employee data			Jun	Feb	Mar
		d	Store employee's personal information is verified as "secure"			Jul	Apr	May
1.1.4	Integrate the Time Sheet or Attendance Net Framework	a	coordinate with IT Team to assess the applicable system for the Employees Database	Net Framework system	Payroll Officer, Manager - THR, and IT Team	May		
		b	Automate the daily attendance records with the Lotus Notes system			Aug		

		c	Implement a system of processing employee monthly salaries based on attendance records			Sept		
		d	Integrate the new applicable attendance system with Net Framework			Oct		
		e	Perform test on the integration of the attendance into Net Framework			Dec		
		f	Implement the new attendance system within Net Framework				Jan	
1.1.5	Develop Recruitment and Selection Software System	A	Develop Recruitment and Selection Framework and Template	Recruitment and Selection Software System in Place	ERO, Manager - T&HR, and IT Team	Apr		
		b	Incorporate Recruitment and Selection Framework and Template into IT Network System			Jun		
		c	Perform Trial and Error to the Recruitment and Selection new system			Aug		
		d	Develop SOP system for online recruitment process			Sep		
		e	Implement the new Recruitment and Selection software system			Nov		
1.1.6	Conduct Recruitment and Promotion to T&HR Department Staff	a	Develop draft PD for the positions	Draft PF in place	Manager - T&HR	May		Jan
		b	Proceed PD for approval and advertise	Approved PD and Advertised on Media		Jun		
		c	Conduct selection process for the positions	Establish SAC and Panel Members		Aug		Apr

(HR Officer, Training Assistant) and promote the T&HR employee	d	Get the candidate on board with the ANPM	Training Assistant and HR Officer in place		Jan	
	f	Prepare all the documents for Promotion Process	Pile documents such as PR, CBSA, Memo, ect		Mar	
	g	Identify and propose qualify staff to be promoted to MCM	Identify internal staff and prepare presentation report to MCM		Apr	
		Execute decision from MCM and inform staff accordingly.	Communicate MCM decision to staff		Apr	

**Objective 2:** To conduct employee retention feasibility study

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	Conduct an employee retention survey	a	Design assessment tools for employee's survey.	Final recommendation is made to ANPM Management.	Employment Relation Officer, Manager - T&HR and CS Director.	Jan	Feb	Feb
		b	Collect data from employees through the survey questionnaires.			Apr	Mar	Mar
		c	Produce final report and present the survey result to Management.			Jun	May	May

**Objective 3:** To develop the competency of human resources through an organisational capability development program

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.3.1	Import training	a	List all the applicable database information to	Training Database on Share	TDO, Manager T&HR and	Jan		

	database to Share-point		be transferred to share point	Point	IT Team			
		b	Follow up with IT Team to coordinate for transferring information SharePoint			Jul		
1.3.2	Upgrade Employees Competency through Training Development Programs	a	Analyse employee's training program through Performance Review, Gap Analysis, and Individual development Program.	Training Development Program and General Competency Matrix in place	Training Development Officer, Managers, Direct Supervisors, and Directors	Feb	Feb	Feb
		b	Analyse the competency of Employees to meet the training needs			Jul	Apr	Apr
		c	Design General/Administrative Competency level such as English, Portuguese, Computer, leadership & management , and other general skills			May	May	May
		d	Follow up employee's Competency Matrix from Directorates (D&P, HSE, CS-Finance and IT)			Sept	Sept	Sept
		e	Perform assessment and evaluation through the collaboration with relevant directorates and consultant to employee's competency matrix			Oct	Oct	Oct
		f	Communicate the result of employee's competency matrix results			Nov	Nov	Nov

1.3.3	To perform In-House Training Programs	a	Identify and coordinate with the relevant directorates for In-House Training Programs (CBS, Portuguese and English Courses, Management Leadership, procurement, computer skills, safety driving, first aid, and other general training)	Training report in place	Training Development Officer and Relevant Directors	Feb	Feb	Feb
		b	Implement In-House Training Programs			Jun	Aug	Aug
1.3.4	To provide skill development for select graduates	a	Arrange GIP recruitment and selection process	GIP Completion Report with the ANPM	Training Development Officer and Relevant Directors	Jan	Jan	Jan
		b	Perform Short-Listing and interview process			Feb	Feb	Feb
		c	Notify the interview results and perform induction to GIP			Mar	Mar	Mar
		d	Record the completion of GIP with the ANPM			Apr	Apr	Apr
1.3.5		a	Arrange, assess and proceed approved proposal from President to notify university's students			Feb	Feb	Feb

	To provide learning opportunities for universities students	b	Perform induction and the commencement with the relevant directorates	Students Completion Report with the ANPM	Training Development Officer and Relevant Directors Insert title	Mar	Mar	Mar
		c	Record the completion of the Field Study and final project with the ANPM			Apr	Apr	Apr

**Objective 4:** To ensure Financial Management effectively and efficiently meets the provision of the IFRS standard

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
1.4.1	To obtain latest version of ACCPAC	a Upgrade all of the ACCPAC module	ACCPAC is upgraded to latest version	CF Manager and CS Director	Aug		Oct
1.4.2	To complete bi-annual Budgeting in line with IFRS Standard	a Ensure ANPM budget guidelines are in line with IFRS standards					Dec
		b Review ANPM budget guidelines				Dec	
		c Submit approved Annual Budget to SA for verification			Dec	Dec	Dec
		d Conduct bi-annual budget reallocation	Bi-annual Budget prepared and Executed in on time and in line with IFRS Standards		Aug	Aug	Aug
1.4.3	Produce financial monthly report in	a Finance Policy & Procedures reviewed	Policies and Procedures in line with IFRS standard	CF Manager and CS Director	Jun	Jun	Jun

	line with IFRS standard	b	Accommodate SA review and comments before distributing the financial reports to all directorates.	Single auditor review complete and comments actioned	CF Manager	Dec	Dec	Dec
1.4.4	ANPM Fixed Asset Registration & Disposal in line with IFRS standards	a	Revised ANPM Assets Management Manual	Completed asset management manual	CF Manager and Admin Manager	Dec	Dec	Dec
1.4.5	CF Staff Capacity Building	a	Assist HR in conducting competency development matrix for corporate finance	Competency Matrix in place	CS Director, Manager - CF and HR	Jul	Jul	Jul
		b	Identify training needed for finance team			Aug	Aug	Aug
		c	Attend and participate in the training or course identified in the competency matrix	Training and course identified for staffs	CF Team	Sep	Sep	Sep
1.4.6	Provide Travel & accommodation Assistance	a	Assess current Travel Policy and Procedures against Australian ATO standard & TL Government Standard	Procedures updated	Finance Manager		Feb	Feb
		b	Revised Travel Policy and Procedures	Revision complete	CS Director, Manager - CF and Travel Officer			Jun
1.4.7	Promote current staff to the next level position	a	Prepare the TOR for SFO	TOR Prepared	Finance Manager	May		
		b	Identify staffs for promotion	Staff identified	Finance Manager, CS Director	Aug		
		c	Complete CBSA Document	CBSA completed	Finance Manager, Staff Promoted	Dec		
		d	Promotion Documents submit to HR	Documents submitted	Finance Manager		Feb	
		e	Inform staff on the approval result	Approved promotion	HR, Finance Manager		Oct	
		F	Senior Officer in placed				Jan	Jan

**Objective 5:** To ensure that the Information Security Management System meets ISO 27001 standards

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.5.1	To Implement ANPM Information Security And Management System (ISMS)	a	Establish Service Level Agreement (SLA) for all IT related services	All SLAs are well documented with specific ceiling amount and management approvals are in place	IT Manager, T&HR Manager and CS Director	Jun	Jun	Jun
		b	Hire a consultant to ensure that ISMS ISO27001 compliance is in place every two (2) years	Policies and procedures are documented, in line with ISO 27001 controls		Apr	Apr	May
		c	Select and design ISMS control templates			Apr	Apr	Apr
		d	Document the policies and procedures of the ANPM IT operational system			Sept	Feb	
1.5.2	To conduct an IT internal and external audit (ISO 27001:9.1-9.3)	a	Develop TOR for internal and external audit	TOR is in place and announced	IT Manager	Jan		
		b	Collect the interest RFPs	RFP or EOI , RFP short listed		Jan		
		c	Establish a panel for interview	Panel interviewed best top three candidate companies and had a best IT audit company in the region	Procurement Officer	Jan		
		d	Hire an IT sec Audit Consultant			ANPM hired the competent consultant with competitive price	Dec	Dec

	e	MR approves IT security Audit results	Audit results are followed up	IT Manager, T&HR Manager and CS - Director	Apr	Jul	Jul
	f	Perform ISO 27001 certification processes	Management Review (MR) Approval and ISO 27001 certification		Aug	Aug	Aug

**Objective 6:** To align the ICT system with ANPM business requirements

Objective	Programs		Tasks	Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.6.1	To conduct a review of the current ANPM ICT requirements	a	Conduct current ANPM IT Infrastructure assessment	Report completed	IT Manager and CS Director	Jun		
				Approved by ANPM Management		Aug		
		b	Submit assessment report for approval	All recommendations in the report fully implemented		Dec		
		c	Implement the report recommendation				Dec	Dec
1.6.2	To improve the IT help-desk support and services	a	Develop IT Support & Services Procedures based ISMS (ISO 27001) requirements every two (2) years	Procedures (IT Help desk, Video/Audio Conf, Admin Access, NCR, IT Safety Work place) are fully developed	IT Manager	Apr		
		b	Improve and update asset verification based on ISMS ISO 27001 - every quarter	Asset information updated and verified	IT Helpdesk Administrator Officer	Dec	Sept	Sept
		c	Establish a Business Continuity Plan (BCP) for IT system recovery and emergency response based on ISMS ISO 27001	Document and procedure in place	IT Manager, CS Director and HSE focal point	Aug		

		d	Conduct a review of the Business Continuity System (BCS)	Review completed		Dec	Dec	Dec
1.6.3	To conduct professional skill development for IT staff	a	Collect feedback from ANPM employees on current ANPM ICT system	Use the inputs from discussion database and as based for business requirement and improvement	IT Manager	Feb		
		b	Conduct a research on ICT update technologies	ANPM adopted new technology based on business requirement		Oct	Oct	Oct
		c	Participate in the workshops, seminars, training and conferences	IT staff are knowledgeable, skilful and capable to deliver all assigned tasks		Apr	Oct	Dec
		d	Participate IT latest technology conferences	Attended conferences and have new direction of technology driven		Jun	Apr	Oct
		e	Attend Cisco and VoIP certification courses	Attended the Cisco and VoIP courses, Exams and Certified		Jun	Mar	Sept
		f	Attend Windows server 2012 and Network Security certifications courses	Attended the window server 2012 and Network Security courses, exams and Certified		Apr	May	Sept
		g	Attend the Application Management and security certification courses	Attended the Apps Management security courses, exams and Certified		Jun		
		h	Participate ISMS certification courses	Attended the ISMS courses, exams and Certified		Jul		

1.6.4	Develop IT staff Competencies	a	Identify training needed for finance team	Training needs identified	Training Officer, T&HR Manager and IT Manager		Apr	
		b	Develop IT staff competency Matrix	Matrix is developed			Jun	
		c	Attend and participate in the training or course identified in the competency matrix	Training and course identified for staffs			Oct	Dec
1.6.5	To strengthen IT Infrastructures	a	Asses standard requirement to all servers, client's laptops and other IT equipment	All IT equipment and systems are met the standard (reliable, secured and stable)	IT Network administrator officer	Jun	Apr	Oct
		b	Establish a secure ANPM network based on identified threats (segmentation)	All visitors, devices, and departments are in the separated networks		Apr	Apr	Apr
		c	Manage and maintain regularly the data backup system in order to save a critical data for onsite, off site and clouds	Backup system is required licenses and standby recovery system which in line with BCP procedure. is in place		Dec	Dec	Dec
		d	Develop and establish Disaster Recovery Plan (ref. to BCP task on Improving Services program)	BCP is Ready, tested, updated, and accessible		Apr	Sep	Sep
		e	Optimize document management and Archiving system in Knowledge centre	All institutional memories are moved into knowledge centre, have proper backup recovery system, and access permissions	Database Officer	Nov	Nov	Nov
		h	Upgrade the VSAT or Fibre Optic internet bandwidth and an alternative back up link	ANPM on-line systems are reliable, secured and stable and have an alternative standby backup link	IT Manager	Nov	Dec	Dec

		h	Update other IT related equipment and application systems which include in point a. (new ICT systems integration) (Monthly basis)	All system apps are updated and no major failure on the integration system	Database Officer	Dec	Dec	Dec
1.6.6	To develop new applications in Lotus Notes	a	Coordinate with replacement directorate (Quarterly)	Intra directorate needs are identified	Database Officer	Dec	Dec	Dec
		b	Develop databases for internal uses	All identified needs such as downstream, HSE, Admin, HR, ANPM web site are developed		Sept	Sept	Sept
		c	Secure the apps and authorize access level to intend staff	All app and data management are secured		Aug	Aug	Aug
1.6.7	Enable employees to be efficient and effective' users of the IT system	a	Socialize the Lotus note 9.0.1, Symphony, and other new apps features all employees	Training, Coaching, and Mentoring are delivered, Tips and Trick and user manual are available	Database Officer	Dec	Dec	Dec
		b	Socialize basic security awareness	All users aware of security issues	IT Network Helpdesk Administrator and Database Officer	Oct	Nov	Nov
		c	Provide the Tips and Tricks to the users (Monthly)	Users are familiar tip and perform their job more effectively	IT Helpdesk Administrator Officer	Dec	Dec	Dec
		d	Share knowledge for non-IT users (every two months)	Knowledge is shared and accessible (online and desk site coaching)	Database and IT Helpdesk Administrator Officer	Apr	Aug	Dec
		e	Conduct IT trainings for non-IT	Training Modules are available	IT Helpdesk Administrator Officer	Jul	Jul	Jul

1.6.8	Desktop Virtualization / Thin Client	a	Make the assessment regarding to the cost effective analysis, pro and constraint of the solution	The assessment of solution is reviewed by the management for approval	IT Manager	May		
		b	submit assessment including risk assessment and recommendation to the ANPM management	the assessment approved	IT Manager and CS Director	Jul		
		c	If approval then perform the implementation of the solution	The solution is implemented and users use the Thin Client for office work use in substitution of laptop	IT Helpdesk Administrator Officer	Aug	Mar	Mar
1.6.9	Install the Ms. SharePoint within the ANPM for the database and share information	a	Installation of Ms. SharePoint 2013 for trial use purpose in development environment	Ms. SharePoint is installed in development environment	IT Database Officer	Feb		
		a	Make the assessment regarding the current collaborative software IBM Notes and Ms. SharePoint	The assessment of solution is reviewed by the management	IT Manager	May		
		b	Purpose the Ms. SharePoint implementation	The purpose of the solution and justification is delivered and reviewed by management	IT Manager	Jun		
		c	if approve, purchasing the enterprise licensing and other requirements needed for the implementation	The acquisition of licensing of software.	IT Manager	Jul		
		d	Develop intranet, portal and others collaborative application upon the installation of the software	The intranet system, web portal and sub-site, others collaborative application are developed using the Ms. SharePoint and used by end-users	IT Database Officer	Nov	May	May

1.6.10	Software Development Project	a	Purchasing the Ms. Visual Studio 2012 for Software Development Project	The acquisition of licensing of software.	IT Manager, IT Database Officer	Feb		
		b	Install the software in development environment	The software is installed and ready to use by IT developer	IT Database Officer	Apr		
		c	Develop the web and desktop application, medium and enterprise application and software for ANPM Business requirement	The applications for business requirement such as e-recruitment, Employee Attendance Management and others are deployed in the production and used by end users	IT Database Officer	Jun	Jul	Aug
1.6.11	IT Officer - System Administrator and IT Assistant - Helpdesk Assistant	a	Prepare the TOR	TOR prepared	IT Manager	Apr		
		b	HR needs assessment	Staff identified	IT Manager, CS Director	Apr		
		c	advertise the positions	Job Vacancy Announced	IT and HR Manager	Apr		
		d	Document selection and Panel Establishment	Testing short list candidate and Panel Established	IT and HR Manager	May		
		e	Conduct Writing and Personal Testing include Interview session	Interview short-list candidate	IT Manager and Panel	Jun		
		f	submit the recommendation to President	Document submitted	IT Manager and Panel	Jul		
		g	Award the candidate	Senior Officer and IT Help Desk on board	IT Manager, HR	Aug		
1.6.12	Relocate the ANPM data	a	Conduct data centre backup survey within Timor - Leste	The survey conducted	IT Manager, Admin and Procurement Manager, CS	Jan		

	backup from Tasmania - Hobart	b	Conduct data centre backup survey in Singapore	The survey conducted	- Director	Feb		
		c	Submit the recommendation of data centre backup to President for approval	Recommendation approved		Mar		
		d	Relocate ANPM data backup to the place recommended	Backup relocated		Jun		
1.6.13	ANPM Information database integrated in the IT	a	Identify the ANPM information database	The ANPM information database identified	IT Manager	Oct	Jul	Dec
		b	Relocate the ANPM information database into IT servers	The information database relocated		Dec	Dec	Dec
1.6.14	IT Officer - Network Administrator	a	Prepare the TOR	TOR prepared	IT Manager		Apr	
		b	HR needs assessment	Staff identified	IT Manager, CS Director		May	
		c	advertise the positions	Job Vacancy Announced	IT and HR Manager		Jun	
		d	Document selection and Panel Establishment	Testing short list candidate and Panel Established			Jun	
		e	Conduct Writing and Personal Testing include Interview session	Interview short-list candidate	IT Manager and Panel		Jun	
		f	submit the recommendation to President	Document submitted			Jul	
		g	Award the candidate	Senior Officer and IT Help Desk on board	IT Manager, HR		Aug	

**Objective 7: To meet Best Practices Standards for Customer Services and Internal Document Processes**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.7.1	Develop New Administration Guidelines and Procedure	a	Create Administration Customer Service Procedure	Procedure approved by management	Admin Manager/Officer		Jan	
		b	Establish ANPM Administration Document Process and Control Guidelines			Management approval of the ANPM Administration Document Process and Control Guidelines		Mar
1.7.2	Revise Administration Existing Procedures	a	Staff Learning Resource Centre Loan Procedures	Five (5) existing procedures are revised and approved by CS Director and acknowledge by President	Admin Manager	Apr		
		b	ANPM Visitor Sign			May		
		c	Business Card Order Procedure			Jun		
		d	Car Booking Procedure			Jul		
		e	Maintain ANPM Office Stationery			Aug		
1.7.3	Establish Online Stationery Request system	a.	Update items to the system	The online system is implemented	Admin Manager	Sep		
		b.	Run the test			Oct		
		c.	Present to the ANPM staff			Nov		
		d.	Implemented			Nov		

1.7.4	Establish driver request online system	a.	Draft and Review the procedure	The system is approved and Implemented	Admin Manager	Oct		
		b.	Seek IT Assistance			Dec		
		c.	Running test the system				Jan	
		d.	Present to the ANPM staff				Jan	
		e.	Implemented				Jun	
1.7.5	Identify and develop new procedures	a	Procedure of Usage ANPM Stamp	The procedure is approved by Management	Admin Manager		Mar	
		b	Create ANPM uniform template letter/Memo/form procedure	- Draft and review the procedure - Presented to all staff - Approved by Management - Issued for use	Admin Manager		Jun	

**Objective 8:** To align the procurement processes with applicable law

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
1.8.1	Revise ANPM Procurement Policy & Procedure	a Identify the needs and review Procurement Policy to be in line with applicable law	Procurement Policy and Procedure in line with applicable law	Admin Manager / Procurement Officer	Dec	Dec	Dec

		b	Review Procurement Procedures in order to be meet the ANPM needs					
1.8.2	Develop Purchase Order Creation, Posting and approval Procedure	a	Draft the Procedure	The procedure is in place	Admin Manager	May		
		b	Review by relevant Team					
		c	Review by Finance Manager					
		d	Review by CS Director					
		e	Approved the Procedure					
		f	The procedure is issued for Use					
1.8.3	Establish Online Procurement Data Base	a	Create New System to update ANPM Vendors Existing Contract	The system is established and used	Admin Manager / Procurement Officer	Aug		
1.8.4	Obtain Procurement Certification	b	Procurement Team Attended the course	The team attended and obtained the certificate	Procurement Team			
1.8.5	Recruit Procurement Sourcing Officer (PSO)	a	Draft the Position Description (PD)	PD is Drafted	Admin Manager/PSO		Oct	
		b	Vacancy Announcement	Advertisement is taken place	Admin Manager/T&HR		Nov	
		c	Document selection and Panel Establishment	Testing short list candidate and Panel Established	T&HR		Dec	
		d	Conduct Writing and Personality Test include Interview session	Interview short-list candidate	Admin Manager/T&HR/SAC Members			Jan

		e	Successfully Candidate Announcement	Advertisement is taken place	Admin Manager/T&HR			Feb
		f	Procurement Sourcing Officer	Procurement Sourcing Officer on board	Admin Manager/T&HR			Mar

**Objective 9:** To develop policies and procedures to effectively manage and maintain ANPM Resources

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.9.1	Develop New Logistic Procedure: a) Establish Inventory Procedures b) Create Vehicle Maintenance Procedure c) Produce Non Information Communication Technology Procedures d) Construct Office Repair Procedure	a	Identify procedures to be developed: Establish Inventory Procedures Create Vehicle Maintenance Procedure Produce Non Information Communication Technology Procedures Construct Office Repair	Director CS approved the following procedures with acknowledgement from President of ANPM	Director-CS, Admin Department	Sept		
		b	Collaborate with relevant part to seeking for input			Oct		
		c	Develop and revise draft of procedures after gathering an input			Nov		
		d	Presented final draft to Admin Team and relevant part who contribute their input				Jan	
		e	Submit procedures for approval				Jun	
		f	Disseminate the approved procedures to ANPM's staff				Dec	

1.9.2	Revise Existing Logistic Procedures	a	Revise ANPM Vendors' Contract Administration and Supervision Procedure (VPE Procedures)	The Procedure is revised	Admin Department / Logistic Officer	Jul	Jul	Jul
1.9.3	ANPM new vehicles Insurance	a	Purchase or replace new vehicles	New vehicles are purchased	Admin Department / Logistic Officer	Jul	Jul	Jul
		b	Submit the vehicles document to the insurance companies	The vehicles are insured		Sept	Sept	Sept

**Objective 10:** To successfully relocate ANPM to the new office

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.10.1	Relocate ANPM staff to the New Building with Ministry of Finance	a	Meeting with Ministry of Finance on the staff relocation	The ANPM successfully relocated to the new building	Admin Manager and Logistic Officer & Relocation Committee	Sept		
		b	Identify Doc's to be Relocated to the New Store Room.			Sept		
		c	Set up Committee for relocation Function			Oct		
		d	Find out parking allocation for ANPM Vehicles + Bikes			Oct		
		e	Office key arrangement to all staff (HR + Log)			Nov		
		f	Set out Sitting Arrangement			Nov		
		g	Find out available companies to relocate ANPM Assets from Palacio to dedicate store room			Nov		

		h	Notify ANPM Partners/Stakeholders about new office			Dec		
		i	Move to the new office				Jan	
1.10.2	Relocate ANPM ICT to the New Building with Ministry of Finance	a	Coordinate with IT focal point for new building	The ANPM successfully relocated to the new building	Logistic Officer	Sept		
		b	Relocate IT equipment and Staff					

**Objective 11:** To ensure that all public information is relevant and updated before disseminating to relevant stakeholders

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.11.1	To establish a formal process of information release	a	Set up a templates to gather, and a model of queries form of ANPM information release	Both template and form are in place (reviewed and approved by supervisor)	Communication Officer (CO)	Jun		
		b	Create a specific folder in the ANPM share drive	Specific folder in place and internally well informed.	CO and IT Team	Jun		
		c	Officially notify all directorates on the issue	All directorates are well informed.	CO	Jun		
		d	Ensure the Directorates to providing type of ANPM disclose information as regularly (maximum in monthly basis)	Disclose information are regularly provided		Jun		
		e	Perform task to release the type of ANPM disclose information to the public based on the queries	All public queries are well attended and use properly by public			Jun	

		f	Monitoring the progress and ensure the achieving of all queries, evaluate the implementation and follow up	All queries are well achieved, evaluation done and follow up				Dec
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**Objective 12:** To develop procedures and guidelines to ensure that appropriate confidentiality of information is managed

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.12.1	Public Information Release Procedure	a	Continue work on the previous draft, and adjusting the previous draft with current progress in ANPM	The procedure is approved	Communication Officer	Dec		
		b	Seeking assistance from Legal team to re-view the draft			Dec		
		c	Seeking the final review from supervisor and CS Director			Dec		
		d	Seeking final review from President			Dec		
		e	Proposed the final draft to BOD for approval			Dec		
		f	Prepare notification memo to smooth the implementation			Dec		
1.12.2	ANPM Protocol Procedure	a	Identify the best practice of Practical Protocol implementation from another source and define the best practice for ANPM needs	Searching from relevant sources and involve relevant part in ANPM to define	Communication Officer		Mar	
		b	Drafting the Practical protocol guideline for ANPM needs	Guideline drafting start			Mar	

		c	Seeking assistance from Legal team to re-view & comments on the draft	Legal team assisting the process			Mar	
		d	Seeking comments and review from Supervisor and CS Director	Supervisor and CS Director actively support the process			Mar	
		e	Finalize the draft document and proposed to President for final review and approval	Review and approval provided by President			Mar	
		f	Prepare notification memo to smooth the implementation	Guideline in place and follow by all part in ANPM			Apr	

**Objective 13:** To provide the public information tools, maximize the ANPM public information dissemination and enable the public to access the information about ANPM

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.13.1	ANPM publication and public information tools production	a	Set up a plan	ANPM Public Information is published	Communication Officer and CS Admin team			Dec
		b	Notify all relevant parties to cooperate (contribute, etc.)					Dec
		c	Development process					Dec
		d	Production phase & set up distribution strategy					Dec
		e	Distribution, monitoring & evaluation					Dec

**Objective 14:** To provide relevant and current information to a wide audience base, accessible and usable manner in promoting and maintain the corporate image of the ANPM

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.14.1	Regular ANPM Website Improvements with Multilanguage (Portuguese, Tetum & English)	a	Website observation to all Directorates	ANPM Website regularly updated and improved	Communication Officer and IT team			Nov
		b	CO and IT evaluate Directorates inputs					Nov
		c	IT improvement on progress					Nov
		d	Final improvement of website with multi languages					Nov
		e	Website evaluation meeting					Nov
		f	IT and CO follow up the meeting results					Nov
		g	Final website improvement upload					Nov

**Objective 15:** To provide relevant and current information to a wide audience base, accessible and usable manner in promoting and maintain the Corporate Video of the ANPM

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.15.1	ANPM Corporate Video Producing	a	Set up a the content and format of the video	ANPM Video Corporate produced	CO		Apr	
		b	Procurement process on progress				Jun	
		c	Video Producing on progress				Aug	
		d	Final Revision				Dec	
		e	ANPM Corporate Video approved					Jan

**Objective 16:** Establishment Public Relation unit under President Office

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.16.1	Recruit Public Relation and Community Liaison Manager and Community Liaison officer.	a	Draft the Position Description (PD)	Two officer are recruited (Community Liaison and Communication)	Director CS & HR	Jul		
		b	Vacancy Announcement			Jul		
		c	Document selection and Panel Establishment			Aug		
		d	Conduct Writing and Personality Test include Interview session			Aug		
		e	Successfully Candidate Announcement			Sep		

**Objective 17: Develop formal communication system and public relation**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.17.1	Develop community liaison policies and guidelines	a	Identify policy and guidelines to be develop	The policies and guidelines are approved	PR and CLO		Jan	
		b	Drafting Community Liaison policies and guidelines start				Feb	
		c	Communicate the draft policies and guidelines to management for discussion and approval				May	
		d	Seeking final review from President				Jul	
		e	Proposed the final draft to BOD for approval				Aug	
		f	Prepare notification memo to smooth the implementation				Oct	

**Objective 18: Establishment a capable cadastral mapping and geodata base unit under President Office**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.18.1	Recruit Manager and Officers related geodetic and GIS mapping	a	Draft the Position Description (PD)	Cadastral mapping and	President Office & HR	Dec		
		b	Vacancy Announcement	Geodata base team recruited			Feb	
		c	Document selection and Panel Establishment				Mar	
		d	Conduct Writing and Personality Test include Interview session				Mar	

		e	Successfully Candidate Announcement				May	
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**Objective 19:** Establishment of relevant infrastructure for cadastral mapping

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.19.1	Procuring Mapping Equipment	a	Purchase GPS equipment	All equipment are in place	Manager, Director-CS, Procurement		Mar	
		b	Purchase Base station and relevant accessories				Jul	
1.19.2	Installation Basic office infrastructure for GIS Mapping	a	Installation Computer, Software and plotter	All equipment are installed	Manager, Director CS, IT		May	

**Objective 20:** To promote and ensure Portuguese language will be effectively used in the ANPM office

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.20.1	Recruit an Portuguese Language Specialist	a	Draft the Position Description (PD)	One new staff is recruited	Director CS & HR	Oct		
		b	Vacancy Announcement			Nov		
		c	Document selection and Panel Establishment			Nov		
		d	Conduct Writing and Personality Test include Interview session			Dec		
		E	Successfully Candidate Announcement				Jan	

1.20.1	Develop mechanism of using Portuguese Language in ANPM Office.	a	Identify policy and guidelines to be develop					Mar	
		b	Drafting the guideline of using Portuguese language start					Apr	
		c	Communicate the draft guideline to management for discussion and approval					Jun	
		d	Seeking final review from President					Sept	
		e	Proposed the final draft to BOD for approval					Nov	

## II. EXPLORATION & ACREAGE RELEASE DIRECTORATE

**Strategic Imperative 1:** We MUST ensure an effective and efficient exploration of Petroleum resources

**Objective 1:** Ensure a successful delivery of the Offshore Acreage Release

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.1.1	Preparation for Offshore Acreage Release	a	QC-ing Compilation of Acreage Release Data Package	Compilation of Data Package,	Exploration Manager	May		
		b	Compilation of Presentation Materials		Director – E&AR	Jun		
		c	Compilation of booklet and fliers		Manager	Jul		
		d	Evaluate current prospect inventories	Prospect inventories finalized and QC-ed	Director and Manager	Jul		
		e	Define the Block for New Acreage Release	Block Finalized and QC-ed	Director – E&AR	Jul		
1.1.2	Conduct Pre-qualification process	a	Coordinate and conduct the Pre-qualification processes with various stakeholders	Able to attract some super major/major to Junior players in the E&P industries	Director/Manager	Jul		
		b	Pre-qualification announcement	Announcement on time	Director – E&AR	Jul		
		c	Conduct formal marketing	Conduct minimum of 4 Road Shows and 9 International Media publications	Director/Manager	Sept	Feb	
		d	Establish the Pre-qualification evaluation committee	Committee established	Acreage Release/project liaison assistant	Aug		
		e	Pre-qualifying the potential operators and bidders (Pre-qualification process is closed)	Pre-qualified several companies to participate in the around	Director/Manager	Oct		

1.1.3	Implement Acreage Release	a	Announcement of the Acreage Release	Announcement on time	Director/Manager	Jul		
		b	Promotion of the new Offshore Acreages Release	Conduct minimum of 4 Road Shows and 9 International Media Publication		Sep	Feb	
		c	Establishment of the Offshore Acreage Release evaluation Committee	Committee established	Acreage Release/project liaison assistant		Mar	
		d	Closing the Bids, finalize the bid applications evaluation and recommending the potential bid winner to Ministry for consent.	Applications received, evaluated, recommendation is made to the Minister for decision	Director/Manager		Apr	
		e	Award the PSCs to the successful bidders,	Successful award of the new acreages			Jun	

**Objective 2:** Ensure the preparation and the implementation of the Onshore Petroleum Acreage Release

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	In house Data Collection	a	Identify all the past onshore exploration data	All exploration data identified and QC-ed	Data Management Officer	May		
		b	Collect all relevant academic papers on the Onshore Geology	All academic paper Collected	Geology & Geophysics Assistant	Jun		
		c	Establish New Folder Structure and Migrate all the Onshore data	New Folder Structure Established and Data Migrated	Data Management Officer	Jul		
		d	Integrate the Onshore data into the Online Lafaek Database	Onshore data is integrated into the Online Lafaek database	Data Management Officer and Geological/ Geophysics Officer	Aug – Sep		

1.2.2	Acquire new G&G data	a	Secure contact with relevant companies to conduct the G&G Survey on the Onshore and if possible can extend the survey into the Offshore TLEA	Contact Established	Director – E&AR	Apr		
		b	Establish an Understanding on technology and cost associated with data acquisition	Knowledge based established		Mar		
		c	Data Acquisition	Data Acquired and processed	Director/Manager	Aug		
		d	Data Interpretation and Marketing	All processed and interpreted data submitted, and marketing ongoing		Oct		
1.2.3	Conduct Onshore Pre-qualification process	a	Coordinate and conduct the Onshore TLEA Pre-qualification processes with various stakeholders	Attract several Junior and Medium players	Director/Manager	Sep		
		b	Onshore TLEA Pre-qualification announcement	Announcement on time	Director	Jul		
		c	Conduct formal marketing	Conduct minimum of 4 Road Shows and 6 International Media publications	Director/Manager	Sep	Feb	
		d	Establish the Pre-qualification evaluation committee	Committee established	Manager	Aug		
		e	Pre-qualifying the potential operators and bidders	6 potential operators pre-qualified	Director/Manager	Oct		
1.2.4	Implement Onshore Acreage Release	a	Announcement of the Acreage Release	Announce on time	Director/Manager	Jul		
		b	Promotion of the Acreages	Conduct minimum of 4 Road Shows and 6 International Media Publication		Sep	Feb	
		c	Establishment of the Acreage Release	Committee established	Acreage Release/project		Mar	

			evaluation Committee		liaison assistant			
		d	Closing the Bids, finalize the bid applications evaluation and recommending the potential bid winner to Ministry for consent.	Applications received, evaluated, and recommendations is made to the Minister for decision	Director/Manager		Apr	
		e	Award the PSCs to the successful bidders,	Successful award of the new acreages to a minimum 3 blocks award with at least one major/medium of operators			Jun	

**Objective 3:** Ensure the establishment of operational guidelines and manuals for Exploration and Acreage Release team

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.3.1	Establish JPDA Procedures and Guidelines	a	Establish JPDA Block Definition Guidelines	Guideline approved	Director/Manager		Mar	
		b	Establish JPDA Pre-qualification Guidelines				Mar	
		c	Establish JPDA Bidding Guidelines/Tender Protocol				Mar	
		d	Establish JPDA the Relinquishment Guideline				Mar	
		e	Establish procedures of the evaluation of the Application to Drill Offshore and Geological Well Drill Program			Manager	May	
		f	Establish Guidelines for Evaluation of Application Offshore G&G Survey application				Sep	
1.3.2	Establish the	a	Establish Offshore TLEA Block Definition	Guideline approved	Director/Manager	Jun		

	Offshore TLEA Procedures and Guidelines		Guidelines						
		b	Establish Offshore TLEA Pre-qualification Guidelines				Jun		
		c	Establish Offshore TLEA Bidding Guidelines/Tender Protocol				Jun		
		d	Establish Offshore TLEA the Relinquishment Guideline			Manager		Mar	
		e	Establish the Offshore TLEA procedure for the evaluation of the Application to Drill Offshore and Geological Well Drilling Program			Manager			May
		f	Establish a Offshore TLEA guidelines for the evaluation of Application Offshore G&G Survey application			Manager		Sep	
1.3.3	Establish operational Guidelines, Manuals and or Procedures for the Onshore Petroleum activities	a	Establish Onshore Block Definition Guidelines	Guideline approved	Manager	Jun			
		b	Establish Onshore Pre-qualification Guidelines		Manager	Jun	Jan		
		c	Establish Bidding Guidelines/Tender Protocol		Manager	Jun	Jun		
		d	Establish the Onshore Relinquishment Guideline		Manager		Aug		
		e	Establish Onshore procedure of the evaluation of the Application to Drill Offshore and Geological Well Drilling Program	Procedure approved	Manager		Dec	Mar	
		f	Establish Guidelines for Evaluation of Application Offshore G&G Survey application	Guideline approved	Manager			Mar	

		g	Onshore Petroleum site visit guidelines		Director and Manager	Sep		
1.3.4	Establish Policy, procedures and Manuals for the Onshore Minerals	a	Establish Block Definition Guidelines Minerals Permit Block	Guideline approved	Director and Manager		Mar	
		b	Establish Pre-qualification Guidelines for Minerals Permit		Director and Manager		Mar	
		c	Establish Bidding Guidelines/Tender Protocol for Minerals Permit Blocks		Director and Manager		Mar	
		d	Establish the Relinquishment Guideline for Mineral Permit Blocks		Director and Manager			Mar
		e	Assist Mineral Departments in establishing the legal frame work (Regulation, Policy, Guidelines and Directions)	Documents approved by Council of Minister and Board of Directors	Director and Manager	Dec	Dec	Dec
		f	Assisting onshore Minerals field geological trips and site visit guidelines	Guideline approved	Director	Dec	Dec	Dec

**Objective 4:** Ensure the establishment of capable Geological and Geophysical team for Petroleum Exploration

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.4.1	Finalize the recruitment as required by the E&AR Organizational structure	a	Recruit officer and one Assistant	Staffs are recruited on time	Manager	Dec		
		b	Promotion of three Assistant to Officers	Promotion are made	Director		Jul	
		c	Recruit one Manager and two officers, two assistants		Director/Manager		Apr	Dec
1.4.2	Improve the	a	In house mentoring on the review of technical	When each relevant staff is	Director/Manager	Sep		

team's skill to monitor exploration activities efficiently and effectively		and G&G studies	able to independently review technical reports, and papers, raised questions in any technical and MCM meetings, and sufficiently write summary reports				
	b	Review Geological Well Drill Programs (GWDP)	When each relevant staff is able to raise critical questions, queries regarding the GWDP, and Sufficiently write summary reports for Management decision making	Manager		Apr	
	c	Coaching our team in monitoring the Explorations activities in JPDA. TLEA Offshore and Onshore	When each relevant staff is able to raise critical questions and queries, able to write summary report for Management decision making			Apr	
	d	Review Post Well studies and other post Technical Studies	When each relevant staff is able to raise critical questions and queries, able to write summary report and recommendation for Management decision	Manager		Aug	
	e	Coaching each individual team member in taking responsibility for each individual PSC.	When each individual staff knows and understand overall requirement of the PSC, Minimum work commitments, documents and reports requirements, and MCM meetings, and Manage the PSC MCM meeting	Director/Manager	Jun	Jun	
	f	Conduct field geological trips and site visits	Each officer is capable of	Director/Manager	Aug	Aug	Aug

				planning and leading a field geological trip and site visit independently				
1.4.3	Empower out team technical Skills in G&G	a	In house and External Training on basic subsurface geological mapping (Seismic and Wells Interpretation)	When each relevant staff is able to perform his/her own subsurface geological mapping and geological modelling	Manager/Director	Jul	Jun	
		b	Focus training on the use of G&G tools (Kingdom, Petrel and GS software)	When each relevant staff is able to utilize the software to perform their daily duties.	Director/Manager	Jun	Dec	
		c	Focus training on fundamental Geo-Modelling	When staff is able to perform his or her own simple geological modelling	Director/Manager		Dec	
		d	Specialization in Geo-modelling (Static Modelling)	Start to independently generate a complex Geological Modelling	Director/Manager			Aug
		e	Talented technical staff is requested to write technical papers and present in conferences	Technical staff managed publish technical papers and present in the National and International conferences	Director		Aug	Oct
1.4.4	Empower our team with soft skills training	a	Provide basic skills training on project management to each team member	When each individual staff is able to organize his/her work using a project management method	Director/Manager	Jun	Jun	Jun
		b	Provide in house training on technical writing and report writing	When each staff is capable of writing technical reports, technical papers, and formal letters	Director/Manager	Aug	Jun	Apr

		c	Provide in house training on technical presentation skills	Staff are able present technically complex material/ reports to the management			Jun	Jun
		d	Provide in house training on a simple research skills	When each staff is able to independently use all the available materials and tools in place to improve the quality of their reports, and other work requirement as requested by supervisor	Director/Manager		Oct	Sep
1.4.5	Competency Development	a	Procure a qualified Consultant company to Conduct Competency Development Assessment to all the staffs and the directorate functions	Consultant company is procured	Manager		Jul	
		b	Conduct the initial Competency Assessment to directorate	Assessment Commenced	Director		Sep	
		c	Implement the Competency processes	Implement competence development program	Director			Dec

**Objective 5:** Ensure the establishment of an industry standard for Petroleum and Mineral Resources Information and Data Centre

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.5.1	Establish an industrial standard online data room and data banking	a	Finalize the new structure of the online Lafaek database information display	New Factual Info and Factual Map display pages are published	Director- in collaboration with CS – Manager and Vice President of Mineral	May		
		b	Re-visit and review all the information published in the Lafaek database	All the published information in the Lafaek database are		May		

				reviewed and republished				
		c	Establish a Unique Identification (ID) Number for each data records either physical or digital	When each of data record in the system has its own unique ID number	Manager Exploration and Manager - IT		Oct	
		d	Integrate the unique ID numbers with the published online data room	The system improved			Oct	
1.5.2	Establish an extensional Lafaek database for Mineral Resources potentials data	a	Collect all relevant data and information on the potential of mineral resources (metallic and non-metallic)	Information collection completed	Director and Vice President for Mineral	Nov		
		b	Compile all data on potential of both Metallic non-metallic Mineral Resources in	New extensional Lafaek database established	Director & Vice President for Mineral		Mar	
		c	Integrate the initial data about mineral potentials into the online Lafaek database	Information published online	Manager Exploration and Relevant Manage for Minerals		Nov	
1.5.3	Establish specific, manuals, guidelines and procedures for data management	a	Establish a manual for data transmittal	Manual approved	Manager Exploration and Relevant Manage for Minerals		Oct	
		b	Establish manual for data room					May
		c	Establish procedure on how to treat confidential data and open data	Procedure approved				Apr
1.5.4	Procure industry standard software and hardware technology for petroleum and mineral resources	a	Maintain the use of Petrel and Kingdom software	License renewed yearly and the software are effectively used	Manager for IT, Manager Exploration and Relevant Manage for Minerals	Dec	Dec	Dec
		b	Purchase well log interpretation software	Software purchased	Director		Dec	
		c	Purchase software for reading and interpreting gravity and Magnetic data	Software purchased			Dec	
		d	Upgraded our ArcGIS to a complete version to cater for both Mining and Petroleum sector	ArcGIS upgraded			Dec	

			mapping					
		e	Purchase other software and hardware for minerals	Software purchased		Nov	Dec	Dec
		f	Purchase field logistic support equipment and tools	Equipment and tools are purchased	Director	Nov	Dec	Dec

**Objective 6:** Ensure an effective resources evaluation of the mature fields and the Marginal fields

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.6.1	Data compilation	a	Identifying data availability	Relevant data located	Geophysics and Geology Assistants	Apr		
1.6.2	Project preparations	a	Create Kingdom and Petrel Project	Project Create		May		
		b	Reviewing reports,	Summary of the reports made	Geophysics and Geology Assistants	Jun		
1.6.3	Resources and Reserve re-evaluations of mature fields	a	Mature fields Model Review	In house model created	Manager	Sep		
		b	Mature fields project economic	In house model created	Managers– Exploration and Commercial	Aug		
1.6.4	Resources and Reserve re-evaluations of Marginal fields	a	Marginal Fields Studies		Manager		May	
		b	Project Economic of Marginal fields		Managers – Exploration and Commercial		Nov	Mar

### III. DEVELOPMENT & PRODUCTION DIRECTORATE

**Strategic Imperative 1:** To ensure that operators are applying industry best practices in managing and developing production fields to achieve maximum petroleum recovery.

**Objective 1:** To ensure the upside potential from the current fields of operation are fully assessed and maximised.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.1.1	Ensure operators assess fields regularly for upside potential	a	Conduct dedicated workshops for operators to present the outcome of their assessment of upside potential of producing fields	Receipt of operator's document outlining potential	Director – D & P	Dec	Dec	Dec
		b	Ensure operators take the agreed upon actions (from the workshop above, or technical meetings etc) on the assessment results	100% actions acted upon	Director - D&P & Manager – Drilling& Production	Dec	Dec	Dec
1.1.2	Ensure effective development of producing fields	a	Conduct independent assessment of reservoir performance and modelling of BU and Kitan fields in coordination with E&AR team.	Present outcome of assessment to operator and Joint Commission	Director – D&P	Dec		
		b	Carry out discussion on technical alignment for the Development of BU field.	Technical alignment achieved				Dec
		c	Assess the options for re-development or final abandonment of Kitan Field	New development concepts presented or final abandonment is approved.		Dec		

1.1.3	Ensure effective use of the Production Assessment Software within D&P Directorate	a	Train relevant D&P team members to be able to use the Production Assessment software	3 team members fully trained	Manager – Drilling & Production	Dec		
		b	Team members are fully capable to use software in assessing field performance.	3 team members fully capable of operating software			Dec	
		c	Upgrade the existing software to maximise their functions for production and reservoir performance analysis					Dec

**Objective 2:** Ensure that operators maintain and improve production performance

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	Enhance inspection scope on production performance	a	Conduct follow up process inspection to close outstanding findings to improve Production performance	Inspection 100% complete and findings closed out	Director – D&P & Manager		Dec	
		b	Conduct and follow up maintenance inspection on BU facility	Inspection 100% complete and findings closed out		Dec	Dec	Dec
		c	Carry out mass balance calculation for BU & DLNG facilities	Calculation results sent to ANPM Management & Operator	Manager		Dec	

**Objective 3:** To improve the operational performance and professionalism of the D&P Directorate

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.3.1	Establish reporting guidelines for petroleum operations	a	Establish reserve reporting guidelines	Guidelines 100% Complete	Director & Subsurface Teams	Dec		
		b	Establish metering guidelines in line with JPDA and TLEA regulations		Manager & Metering Team	Dec		
		c	Identify other guidelines for future establishment	Full list of guidelines complete	Director		Jul	
		d	Develop and document new guidelines	Guidelines approved				Dec
1.3.2	Ensure the establishment of a D&P operation manual	a	Carryout workshop to assess role and function of D&P directorate	Manual approved by the BoD	Director		Mar	
		b	Identify manuals required for D&P operations				Apr	
		c	Develop manuals and submit to BoD for approval		Manager			Jun
1.3.3	Enhance the performance of staff in each department	a	Develop Competency Matrix Document	Present the outcome to ANPM Management	Director	Dec		
		b	Expose the staff to technical knowledge	1 visit to operator's premise per person per year	Manager	Dec	Dec	Dec
		c	Monitor the development and performance of staff	Conduct 1 performance review per person per year	Director & Manager	Dec	Dec	Dec

#### IV. HEALTH, SAFETY & ENVIRONMENT DIRECTORATE

**Strategic Imperative 1:** WE MUST ensure a high quality, consistent, and effective level of regulating HSE performance of operators and achieve the adoption of best HSE practices in all ANPM's affairs.

**Objective 1:** To acquire internationally recognized & accredited HSE professional competence

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
1.1.1	Establishment of Competency Development Program	a To finalize the Competency Development Program with ANPM's T&HR department	Competency development program is established, approved, and ready for implementation	Director-HSE	May		
1.1.2	Implementation of Competency Development Program	a Develop individual training plan for each HSE staff to be completed within 3 years	Individual plan for each person in HSE Directorate is established	Director- HSE, HS and E managers	Jun		
		b To attend and complete the identified training	Training completed and 80% obtained certificates / qualifications	Director -HSE, HSE managers, officers and assistants	Dec	Dec	Dec
		c To complete other tasks and activities in each individual's plan	sign off by relevant authority that work has been completed	Director- HSE, HS and E managers	Dec	Dec	Dec

**Objective 2:** To establish an integral and robust corporate HSE management system to enable a consistent, systematic and effective approach to managing HSE

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
1.2.1	Review of HSE Directorate's organizational structure to enable	a To review current HSE organizational structure against organizational demand and to identify advantages and disadvantages of the current HSE organizational structure	Review of current HSE organizational structure is carried out and advantages and disadvantages are identified	Director - HSE	Jan		

fulfilment of strategic objectives	b	To come up with several options of HSE organizational structure with its advantages and disadvantages	Different options of HSE organizational structure identified, together with its benefits and drawbacks available for review and consideration by ANPM Management Committee		Mar		
	c	To compare and contrast the current HSE organizational structure and proposed organizational structure	Comparison of advantages and disadvantages of HSE organizational structures are completed and most favourable organizational structure identified and approved by the Board of Directors		Apr		
	d	With T&HR team to review the Position Description (PD) for each position within HSE Directorate, taking into account the organizational demand, organizational structure and competency development program	HSE Directorate's PD reviewed	Director - HSE, HS and E managers	May		
	e	To incorporate the competency development program for each position	Competency development program incorporated into each position		Jun		
	f	if applicable, to identify the immediate position to be filled depending on the organizational demand	position to be filled is identified in the 2 and half year recruitment plan, PD is drafted, reviewed, and approved	Director - HSE	Jul		
	g	This task is contingent upon (f):  depending on the demand, to recruit HSE new staff as indicated in the recruitment plan	position filled			Dec	

1.2.2	Review and update of critical procedures as follow:  1) ANPM HSE Operating manual	a	To run a mini HSE workshop to identify all major activities undertaken by the HSE Directorate	To finalize the said manual and procedures	HSE managers	Jun		
					Inspection officers	Jan		
	2) Inspection procedure	b	To assign task to individuals to draft (or update) the said manual & procedure	Manual and Procedures approved	Safety case officer	Jun		
					Health and safety officer	Sept		
	3) Safety Case review procedure  4) HSE plan review procedure  5) ERP review procedure  6) Procedure of support vessel and off take approval  7) Incident Investigation procedure	c	To Run a mini HSE workshop to finalize the draft procedures	Document ready for implementation	Safety case officer		Apr	
					Health and safety officer	Nov		
					HSE management officer		Jan	
	8) EIA review procedure and public consultation  9) OSCP, EMP and procedure	d	To finalize the draft procedure		Environment officer			Mar
					Environment officer			Jun

1.2.3	Establishment of ANPM internal procedure on handling Operator's Non-Compliance to the Applicable Law	a	To come up with a draft of internal procedure on handling operator's non-compliance to the applicable Law	To finalize the procedure	Director - HSE		Jun	
		b	To run an internal mini workshop to finalize the draft procedure	Procedure approved			Jun	
		c	To finalize the draft procedure	Document ready for implementation			Dec	
1.2.4	Establishment of HSE database to capture HSE information and records	a	To determine parameters, format and layout needed to populate database	Clear requirements for database software development	1) HS and E manager to coordinate	Jan		
		b	To develop the database with IT team	development of HSE database completed	2) All HSE staff to determine and review the parameters and format	Jun		
		c	To review, test and run the database to ensure the objective of establishment of database is met		3) Director - HSE to provide final approval to the parameters, layout and format of the database	Sep		
		d	to populate all information and data to the database	accurate output obtained	4) Director - HSE is to coordinate with IT team	Dec	Dec	Dec
1.2.5	Establishment of ANPM Disaster Recovery and Business Continuity Plan	a	To undertake procurement processes to select third party for assisting the development of ANPM Disaster Recovery and Business Continuity Plan	Procurement processes completed	Health and Safety Management Officer and HSE Director	Jan		
		b	To identify processes and gaps required for the establishment of ANPM Disaster Recovery and Business Continuity Plan	Processes and gaps identified	Health and Safety Management Officer and HSE Director	Jun		
		c	To ensure draft of ANPM Disaster Recovery and Business Continuity Plan is ready for review by ANPM management and gaps are clearly identified	1) Draft is ready for review 2) gaps identified	HSE Director	Aug		
		d	To ensure clear plan for closing out gaps, including milestones, schedule for completion	Plan for closing out gaps are available	HSE Director	Sept		

			and responsible parties are available					
		e	To carry out internal workshop with ANPM management and relevant ANPM personnel to ensure the finalization of ANPM Disaster Recovery and Business Continuity Plan	1) Workshop carried out 2) final ANPM Disaster Recovery and Business Continuity Plan is ready for ANPM management approval	HSE director	Sept		
		f	To ensure familiarization to the plan through training	Training carried out	HSE director	Sept		
		g	To ensure implementation of the plan and close out all gaps	Gaps are closed and plan is implemented	HSE director		Apr	Dec

**Objective 3:** To ensure operator's compliance with HSE statutory requirements through proactive and reactive monitoring and to develop implement a standardized framework for regulatory submission.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.3.1	Provision of an effective framework for Regulatory submission through Developing a regulatory submission guideline	a	To identify the necessary regulatory requirements under JPDA Regulation which require submission guideline	Regulatory requirements for submission guideline are identified	HSE managers	Apr		
		b	To prioritize guideline to be drafted	Priority identified and target delivery dates are set	Director - HSE	May		
		c	To finalize the draft JPDA HSE regulatory submission guideline	Draft JPDA, HSE regulatory submission guideline presented and approved	HS&E managers	Dec	Dec	Dec
		d	To run an internal ANPM workshop with all ANPM upstream directorates to ensure main requirements are captured in the draft JPDA HSE regulatory submission guideline		HSE managers	Dec	Dec	Dec
		e	To finalize the draft JPDA HSE regulatory submission guideline, incorporating comments	JPDA HSE regulatory submission guideline ready	HSE Managers and	Dec	Dec	Dec

			from other Directorates	for implementation	Director - HSE			
		f	To identify the necessary regulatory requirements under Timor-Leste petroleum offshore regulation which require submission guideline	To finalize the draft Timor-Leste offshore petroleum HSE regulatory submission guideline	HSE managers		Feb	
		g	To prioritize guideline to be drafted	Priority identified and target delivery dates are set	Director - HSE		Mar	
		h	To finalize the draft Timor-Leste petroleum offshore regulation regulatory submission guideline	Draft Timor-Leste regulatory submission guideline presented and approved	HSE managers		Jun	
		i	To run an internal ANPM workshop with all ANPM upstream directorates to ensure main requirements are captured in the draft Timor-Leste regulatory submission guideline		Director - HSE		Aug	
		j	To finalize the draft Timor-Leste regulatory submission guideline incorporating comments from all Directorates	Timor-Leste regulatory submission guideline ready for implementation	HSE Managers and Director - HSE			Jan
1.3.2	evaluation of HSE Directorate inspection methodology - formulating inspection scope, checklist, report writing and follow up of corrective actions	a	To engage with third party to carry out the review	Terms of Reference finalized, engaged competent third party, review is carried out, way forward for improvement are identified	Director - HSE and HS and E Managers	Mar		
		b	To identify other regulatory bodies for sharing of experiences in the area of HSE inspection	other regulatory body identified and workshop or discussion are carried out for the purpose of sharing of experiences	HSE inspection officers and HSE&E managers		Jun	
		c	To review the current ANPM HSE inspection system for continuous improvement	ANPM-HSE inspection system reviewed and improved	HSE inspection officers		Dec	Dec

1.3.3	Implementation of regulatory functions to ensure operators' adherence to applicable laws and good oil field practice	a	Conduct follow up HSE inspection and follow up corrective action plan	Inspection are carried out as per schedule	HSE inspection officers	Dec	Dec	Dec
		b	To produce generic checklist to be used for inspection as follow:	Generic checklists are established	HSE inspection officers and HS officer	Dec	Dec	Dec
			1) MODU inspection				Mar	
			2) Support vessel inspection				Jun	
		3) Health, Safety and Environment Management System		Sept				
		c	Identify additional generic checklist needed for future drafting	Identification completed	HS and E managers			Jan
d	Review operator's incident reporting protocol	Review completed and amendment (if necessary) are made accordingly	HS & E managers	May				

**Strategic Imperative 2:** We MUST ensure effective communication and coordination with relevant government entities in the upstream HSE sector

**Objective 1:** To establish an integrated framework between ANPM and relevant government entities on issues pertinent to HSE requirements

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2.1.1	Development of framework on the following HSE issues:  * Issuance of Environmental License for TLEA	a	Liase with DNMA on establishing a TLEA Environmental submission Guideline or guidance note	Guideline established	Director - HSE and E manager	Feb		
		b	Liase with DNMA to establish an administrative procedure to guide both institutions to collaborate in granting Environmental License	administrative procedure established		Mar		

	c	Continue regular meeting with DNMA	Regular meeting carried out and recorded in minutes meeting		Dec	Dec	Dec
* HSE Incident Investigation	a	To explore and identify all relevant stakeholders within Timor-Leste and JPDA on matters relating to incident investigation	relevant stakeholders identified	HSE managers, inspection officers, and Director - HSE	Jun		
	b	To liaise with all relevant stakeholders to identify way forward on HSE incident investigation	way forward identified i.e. MoU, administrative procedure, guideline, etc.		Sep		
	c	To establish the identified way forward regarding HSE incident Investigation	MoU / administrative procedure / guideline drafted and proposed			Mar	
	d	to implement the way forward regarding HSE incident investigation	To implement the way forward once approved				Dec

**Objective 2:** To initiate and coordinate with relevant government entities the establishment of National Emergency Response Plan for Petroleum upstream and downstream activities and mineral activities

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2.2.1	Establishment of National Emergency Response Plan (ERP) for Petroleum and Mineral Sector	a	Liaise with relevant directorates to carry out internal review of ERP blueprint to determine the relevance with the current situation	Internal review completed and ready for external workshop	HS officer and Environment officer	Aug		
		b	Organize workshop and meetings with relevant stakeholders to review the ERP blueprint and the relevance with the current situation	HSE Directorate organized a successful workshop to meet the objective of the workshop	Director - HSE and HSE and E managers	Dec		
				Relevant stakeholder confirm or provide input / suggestion on the relevance of the ERP blueprint		Feb		

		c	Finalize the ERP Blueprint	ERP document available, submitted to the Ministry of Petroleum and Mineral Resources and ready for implementation	HS officer and environment officer		Jun	
		d	Assist the implementation of ERP blueprint, focusing on the key recommendations	key recommendations are implemented				Dec
		e	Develop a high level principle National Oil Spill Contingency Plan	HSE completed a research on National OSCP - success stories from other countries	E manager and E officer	Aug		
				HSE Directorate organized a successful workshop for OSCP discussion			Mar	
				Plan for way forward on developing National OSCP is available				Jan
		f	Liaise with DNMA on oil spill environment sensitive mapping for decision making on HSE matters	environment sensitive mapping is used as tool for decision making	Director - HSE and E manager	Jun		

## V. COMMERCIAL DIRECTORATE

**Strategic Imperative 1:** WE MUST ensure maximum revenue collection to Contracting State(s) in accordance with relevant contractual frameworks.

**Objective 1:** To ensure Contractor’s reporting information is accurate and reliable that Compliance with Contractual Frameworks and Governing Legislation.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.1.1	Ensure Contractor’s expenditures are consistent with approved work program budget	a	Review Operator’s Monthly Report on Operation and Activities	4 reviews conducted	Fiscal & Finance Senior Officer & Commercial Director	Dec	Dec	Dec
		b	Monitor AFE execution vs Work Programs			Dec	Dec	Dec
		c	Operator expense and claims including IC or Uplift is checked			Dec	Dec	Dec
1.1.2	Audit operator's expenditure and claims under PSC and Mineral Returns	a	Conduct a formal audit Focusing on Direct and Indirect Cost Allocation	Audit Report delivered	Fiscal & Finance Senior Officer & Commercial Director	Oct	Oct	Oct
		b	Review Uplift, Depreciation and Claims on Cost Recovery	4 reviews conducted	Fiscal & Finance Senior Officer	Nov	Nov	Nov
		d	Establish proper procedure, checklist and risk matrix related to audit and control	2 procedures produced	Fiscal & Finance Senior Officer & Commercial Director	Dec	Dec	Dec
1.1.3	Ensure revenue calculation is in accordance with relevant fiscal	a	Established monthly revenue forecast, monitor and compare with receipt, adjustments	12 reviews Conducted	Marketing & Revenue Officer & FFA Officer	Dec	Dec	Dec
		b	Review and Compare CTR, invoice with Receipts		Marketing Revenue Officer	Dec	Dec	Dec

	frameworks	c	Established Fees Schedule for Mineral and Updated	10 invoices sent	FFA Senior Officer	Dec	Dec	Dec
1.1.4	Monitor product marketing and pricing	a	Engaged Consultant for Product marketing performance –LNG and LPG	1 Report delivered	Marketing & Revenue officer & Commercial Director	Dec	Dec	Dec
		b	Subscribe online pricing publication and database	Live Market Insight and Pricing Subscribed	Marketing & Revenue officer	Dec	Dec	Dec
1.1.5	To coordinate with other Directorates for the above programs (1.1 – 1.4)	a	Cross discussion with other relevant department prior and post PSC return audit	2 meetings and presentation conducted	FFA Senior Officer & Commercial Director	Dec	Dec	Dec
		b	Cross discussion with Production team on quantity and quality issue	6 meetings carried out	Marketing & Revenue officer & Commercial Director	Dec	Dec	Dec
		c	Cross discussion with the relevant department on specific issues	4 meetings carried out	Petroleum Economic & Commercial director	Dec	Dec	Dec

**Objective 2:** To ensure that all commercial related issues are thoroughly reviewed and assessed.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	Ensure commercial contracts and approvals are prudently assessed	a	Contractual issues are discussed with relevant directorates	Memos produced	Commercial Director	Dec	Dec	Dec
		b	Perform research and gather background information before the subject matter is analysed	Advice provided	Petroleum Economic & Commercial Director	Dec	Dec	Dec
		c	All security or insurance policy and certificate are maintained and updated	2 Reviews conducted	Fiscal and Finance & Commercial Director	Dec	Dec	Dec

		d	Perform checklist based on procedure and checklist in place	1 checklist and guideline produced	Petroleum Economic & Commercial Director	Dec	Dec	Dec
1.2.2	Ensure State(s) commercial risk and liabilities are properly mitigated	a	Analyse any commercial risks involved	Memo provided	Petroleum Economic & Commercial Director	Dec	Dec	Dec
		b	Perform commercial calculation if required	Assessment presented				

**Objective 3:** To ensure that project modelling is accurate, reliable and updated regularly.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.3.1	Establish petroleum & Mining models	a	Create, test and run project economics model for all new projects	1 economic model per project	Petroleum Economic & Commercial Director	Dec	Dec	Dec
		b	Regular updated and review existing project economics models	Minimum 4 updated required				
1.3.2	Review and update all project models	a	Provide forecast to stakeholders and ESI Purpose	4 Economics forecast provided	Petroleum Economic & Commercial Director	Oct	Oct	Oct
1.3.3	To coordinate with Mineral Directorate on mineral commercial related matters	a	Establish line coordination on mineral model creation and update	Fees/Royalty Database created and update regularly	Petroleum Economic & Commercial Director	Dec	Dec	Dec
		b	Meet quarterly with Mineral Directorate on commercial related issue or on needs basis	Issues discussed and documented		Dec	Dec	Dec

**Objective 4:** To strengthen and elevate Commercial Directorate functions.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.4.1	Promote Commercial Staff Managers and officers for Commercial, Finance and Fiscal Assurance.	a	Submit recommendation to HR	Recommendation submitted	Commercial Director & HRM	Aug	Aug	Aug
		b	Coordinate promotion assessment with HR	Assessment completed		Commercial Director & HRM	Sept	Sept
		c	Present to MCM	Promotion recommendation presented	Commercial Director & HRM	Oct	Oct	Oct
		d	Liaise with HR to formalise the promotion process	Staff promoted		Oct	Oct	Oct
1.4.2	Established a competency matrix of Commercial Directorate	a	TOR established and Consultant is procured to develop competency matrix assessment	Consultant is hired and work is delivered	Commercial Director	Dec	Dec	Dec
		b	Communicate & implement the competency development plan	Competency matrix is implemented				
		c	Monitor the implementation	Competency is established	Commercial Director & T&HR Manager	Dec	Dec	Dec

## VI. DOWNSTREAM DIRECTORATE

**Strategic Imperative 1:** We MUST enforce The Approved Legal Frameworks and Develop Additional Legal Frameworks.

**Objective 1:** To Licence the Existing Downstream Activities.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date			
						2016	2017	2018	
1.1.1	Licensing Existing Installation and Operation of Fuel Filling Stations (FFS)	a	Collect and review a minimum of six (6) application forms and documents per year for the location approval and for the License	A minimum of 16 existing FFS are licensed which eight (8) at capital Dili and eight (8) at District	Director, Admin, and Appraisal officer	Dec	Dec	Dec	
		b	Process the documents			Dec	Dec	Dec	
		c	Grant the location approval			Dec	Dec	Dec	
		d	Collect and review application forms and document for project approval		Director, Admin, and Appraisal officer	Dec	Dec	Dec	
		e	Conduct preliminary inspection to project facility			Downstream and Inspectors	Dec	Dec	Dec
		f	Prepare a draft inspection report				Dec	Dec	Dec
		g	Share the draft report to the operator for further comment				Dec	Dec	Dec
		h	Issue a final report				Dec	Dec	Dec
		i	Grant the Project certificate and License			Directorate	Dec	Dec	Dec
1.1.2	Licensing Existing Trading Activities	a	Finalize the revision of Trading Regulation and get approval from BoD	Regulation is approved and published	Downstream Directorate and Legal Directorate	Nov			
		b	Publish the approved Regulation in the Journal da Republica			Director and Admin	Dec		

		c	Collect and review a minimum of two (2) application forms and documents for the License per year	Minimum of six (6) Existing Trading Activities are Licensed	Director and staff	Dec	Dec	Dec
		d	Process the documents			Dec	Dec	Dec
		e	Grant the Licenses			Dec	Dec	Dec
1.1.3	Licensing Existing Installation and Operation of Fuel Storage Activities	a	Collect and review applications form and document for location approval and for License	Minimum of one (1) Existing Installation and Operation of Fuel Storage Activity is Licensed	Director, Admin, and Appraisal Officer	Jun	Dec	
		b	Process the documents		Directorate		Dec	
		c	Grant the location approval				Dec	
		d	Collect and review application form and document for project approval		Downstream Director		Dec	
		f	Conduct preliminary inspection to project facility		Inspectors		Dec	
		g	Prepare a draft inspection report				Dec	
		h	Share it to the operator for further comment		Director, Admin and Inspector			Dec
		l	Issue a final report					Dec
		j	Grant the Project certificate and License					Dec
1.1.4	Mediate between the operators and SERVE, DNTPSC, Ministry of Public Works and the	a	Continue to coordinate with SERVE to issue companies legal documents in order to expedite downstream Licensing process	at least five (5) companies per year to obtain legal documents, land clearances and environmental licenses from the respective	Director and staffs	Dec	Dec	Dec

Environment Department to enable licenses to be obtained	b	Continue coordinate with DNTPSC (Land and Property) to issue land clearances in order to expedite the process of granting the location approval to installation and operation of fuel filling station and fuel storage facility	departments			Dec	Dec	Dec
	c	Continue coordinate with Ministry of Commerce, Industry and Environment to issue environmental license in order to expedite downstream Licensing process				Dec	Dec	Dec

**Objective 2: To Ensure the Downstream Activities comply with the Approved Legal Frameworks**

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
1.2.1	Disseminate Storage Regulation	a Conduct a workshop or meeting or distribute the copy of Regulation to the stakeholders	Regulation is disseminated	Director and Staffs	Apr		
1.2.2	Disseminate Trading Regulation	a Conduct a workshop or meeting or distribute the copy of Regulation to the stakeholders	Regulation is disseminated	Downstream Director	Dec		
1.2.3	Conduct Random Inspections to Installation Fuel Filling Stations to ensure their compliance with the Approved Regulations	a Prepare the Random Inspection Plan	At least 2 Random Inspections per year	Downstream Manager	Jul	Jul	Jul
		b Execute the random inspection activity			Dec	Dec	Dec
		c Prepare the report			Dec	Dec	Dec
		d Prepare sanction, if any			Dec	Dec	Dec
1.2.4	Random Inspection for (i) fuel imported and	a Prepare the Random Inspection Plan	At least 2 times random inspections per year	Downstream Manager	Jul	Jul	Jul
		b Procure the inspection tools			Dec	Dec	Dec

	(ii) fuel marketed in the country	c	Establish new storage room for housing fuel samples			Dec	Dec	Dec
		d	Execute the random inspection activity			Dec	Dec	Dec
		e	Send the sample to designated laboratory			Dec	Dec	Dec
		f	Received the test result			Dec	Dec	Dec
		g	Prepare the report			Dec	Dec	Dec
		h	Prepare sanction, if any			Dec	Dec	Dec
1.2.5	Conduct subsequent inspection to verify the implementation of corrective actions	a	Prepare plan for follow up inspection findings	All inspection findings are conducted	Downstream Manager	Dec	Dec	Dec
		b	Perform inspections			Dec	Dec	Dec
		c	Prepare report and share with operators			Dec	Dec	Dec
		d	Prepare administration sanction, if any			Dec	Dec	Dec
1.2.6	Conduct calibration to fuel dispensers	a	Initiate coordination with Ministry of Commerce and Environment to establish metrology system for fuel dispensers	Metrology and calibration system is identified and established	Downstream Director		Dec	
		b	Establish calibration system				Dec	
		c	Procure calibration tools	At least calibration activity be performed to 10 fuel filling stations	Downstream Manager		Dec	
		d	Perform calibration activity					Jun
1.2.7	To strengthen good coordination and relationship	a	Continue to coordinate with Custom Department to ensure Trading Activity is in accordance with law in force	All Trading Activities are carried out in accordance with the law in force	Downstream Manager	Dec	Dec	Dec

	with Custom, APORTIL and PNTL	b	Continue to coordinate with APORTIL to ensure Trading Activity is in accordance with law in force			Dec	Dec	Dec
		c	Continue to coordinate with police authority to assist the inspection team in performing investigation activities			All Investigation activities are carried out safely and successfully	Dec	Dec
1.2.8	Conduct preliminary study for the need of having Fuel testing laboratory	a	Develop term of reference	Result of Preliminary study for Fuel testing laboratory is obtained	Director and staff	Sept		
		b	publish and conduct selection			Oct		
		c	Grant the contract			Dec		
		d	obtain final report				Apr	
		e	Present to Management for decision making				Jun	

**Objective 3: To Develop Additional Downstream Legal Frameworks**

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.3.1	To establish Regulation on Public Registry, Record Keeping and Central Registry of Downstream Infrastructure	a	Review the draft regulation internally amongst the downstream and legal team	Transportation Regulation is approved	Downstream Director	Dec		
		b	Submit draft regulation to MCM and BOD for discussion and approval				Dec	Dec
		c	Disseminate the approved Regulation					Dec
1.3.2	To establish Regulation on	a	Prepare Work Order for the consultant to draft the regulation on pricing	At least 1 Regulation is approved	Downstream Director		Dec	

	Marketing (Bunkering), Pricing, Processing and Transportation.	b	Review the draft regulations internally amongst the downstream and legal team				Dec		
		c	Submit the drafts to MCM and BOD for discussion and approval				Dec	Dec	
		d	Disseminate the approved Regulations					Dec	
1.3.3	Establish LPG specification	a	Do research and try to understand the parameters used by other country	The draft specification is ready to be presented to MCM for further discussion	Downstream Manager		Dec		
		b	Initiate draft specification					Dec	
		c	Review the draft specification internally amongst the downstream and legal team						Jun
		d	Seek for the third party opinion						Dec
1.3.4	Establish the necessary Procedures or Guidelines for downstream activities including but not limited to Inspection guideline for storage activity	a	Prepare draft	At least 1 guideline is approved	Downstream Director		Dec		
		b	Review draft guidelines						Jun
		c	Process of Approval						Dec

**Strategic Imperative 2:** We MUST ensure that Adequate Directorate Capabilities and Data Information Systems are in place.

**Objective 1:** To ensure adequate Human Resource for the Directorate.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2.1.1	To recruit new staff and ensure right person in the right place	a	Develop position description for Technical Officers, Downstream Manager, and Downstream Infract restructure and Data Registry Officer.	A minimum of one (1) staff recruited per year	Director	Jun	Jun	Jun
		b	Publish the vacancy			Aug	Aug	Aug
		c	Conduct a selection process			Sep	Sep	Sep
		d	Recruitment of new downstream staff			Dec	Dec	Dec

**Objective 2:** To ensure adequate competency development program for the Directorate.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2.2.1	Prepare Staff Competency Assessment Program	a	Assessing Staff competency	Competency Assessment established	Downstream Director and Manager	Dec	Dec	Dec
		b	Prepare list of staff training needs.			Dec	Dec	Dec
2.2.2	Implementation of Competency Assessment Program	a	Send the staff for the trainings.	A minimum of 6 staffs attending at least 1 training program per year	Downstream Director and Manager		Dec	
		b	Evaluation of the training result					Dec

**Objective 3: To Establish Infrastructure Information and License Information Systems.**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2.3.1	Develop data management system on the knowledge centre	a	Coordinate with the IT team	Data information system is established	Admin, data entry officer and Director	Dec		
		b	Purchase software ( if required )			Dec		
		c	Maintain the data by inputting it into the system			Dec	Dec	Dec
2.3.2	Establish data on downstream infrastructure	a	Identify downstream infrastructure	Data on downstream infrastructure is established	Downstream Director	Dec		
		b	Prepare data inventory			Dec		
		c	Maintain the data by inputting it to the system			Dec	Dec	Dec
2.3.3	Ensure all necessary information that is required by Downstream Legal Framework is shared to Operators, the government departments and public	a	Include the relevant government department in every communication letter with the companies	All information required by law, to be provided to operators, the government departments and public	Director and Staffs	Dec	Dec	Dec
		b	Share the list of downstream activity license through online			Dec	Dec	Dec
		c	Publish the necessary information that is required by Downstream Legal Framework on ANPM's website and Journal da Republica			Dec	Dec	Dec

## VII. PSC & LEGAL COMPLIANCE DIRECTORATE

**Strategic Imperative 1:** We MUST enhance the regulatory framework for petroleum and mineral operations and strengthen the coordination between ANPM legal department and government relevant institutions

**Objective 1:** Ensure that ANPM has adequate regulatory framework to be complied with.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.1.1	Finalise the draft JPDA Regulation (within the legal framework working group established by JC's)	a	Compile feedback from the JPDA Legal Framework working group (LFWG)	Formal approval by Joint Commission (JC)	Director and Managers	Jan		
		b	Complete written draft		Legal Assistant	Mar		
		c	Present Final draft to the JC for Approval		Director			May
1.1.2	Finalise the new regulation and new model PSC for Timor Leste offshore Area, including new model PSC for onshore	a	Finalise the draft and presented to the Ministry for Council Ministry approval	Formal approval by the Council Of Ministers	Director	Mar		
		b	Assist the ANPM team develop the Ancillary Regulations	Formal Approved by the ANPM BoD	Director and Managers	May	Jun	Jun
1.1.3	Develop new regulation for onshore Timor-Leste (extensive discussion with relevant stakeholder)	a	Undertake extensive research and compile all relevant information related to On-shore regulation for Timor-Leste Exclusive Area	Feedback compiled	Directors and Managers	Mar		
		b	Discuss with the relevant stakeholders through both internal and external workshop. This include formulate TOR and scope of work	Must be completed with: (a) Govt. Institution, (b) NGO's, (c) Oil Company	Managers	Apr		
		c	Prepare and send out the Expression of Interest (seeking Consultant)	EOI sent (consultant hired)	Legal Officer	May		

		d	Draft a new Onshore Regulation for Timor-Leste Exclusive Area	a new Onshore Regulation drafted	Directors and Managers	Jun		
		e	Conduct public consultation with local authorities &, communities, NGO's, academics and also oil companies	Public Consultation conducted	Legal Officer	Oct		
		f	Compile feedback from the Public Consultation	Feedbacks compiled	Directors and Managers	Nov		
		g	Presenting the revised draft regulation to Presentation to the MCM and BoD	Draft Onshore regulation presented and approved	Directors and Managers	Dec		
		h	Final Draft ready to be presented to the Council of Minister	Onshore Regulation for Timor-Leste Exclusive in Place is enforceable and to be complied with	Director		Feb	
1.1.4	Assisting Downstream Directorate Develop and established Downstream Technical Regulations for the Downstream activities including enforce the enacted regulations	a	Review the draft technical regulation	Feedback compiled	Managers and Officers	Jan	Jan	Jan
		b	Presenting to the MCM and BoD	Regulations in place is enforceable and to be complied with	Director and Manager	Jun	Jun	Jun
1.1.5	Assisting the Mineral Directorate develop a regulation and ancillary regulations for the Mineral Operation	a	Review the Mineral Law	Regulations or ancillary regulation identified and draft presented.	Director and Manager	Jun		
		b	Identify what type of regulation and ancillary regulations to be established				Jan	
		c	Draft the related regulation or ancillary regulations				Apr	

	in accordance with existing Mineral law applicable in Timor-Leste	d	Present the draft regulation or ancillary regulation to the MCM and BoD or Council Minister for approval	Approval by Council of Minister or BoD			Sept	
1.1.6	Facilitating drafting the Labour Decree Law for the Extractive Industry with SEPFOPE	a	Drafting the labour law	Draft presented	Director and Manager		Aug	
		b	Facilitate the public consultation	Public Consultation conducted			Sept	
			Develop the guideline and procedures for the implementation of the Decree Law	Guidelines established		Dec	Dec	Dec

**Objective 2:** Promote better coordination with other state judiciary agencies

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	Established coordination and cooperation with other government judiciary and agencies in order to strengthen supervision of TL offshore and onshore.	a	Identify relevant institution	Exchange of information either verbal or written	Director, Manager, Officer and Legal Assistant	Jul		
		b	Sign of MoU	MoU in place	Director	Jul	Jul	Jul
1.2.2	Established membership of the legal personnel to regional and international legal forum legal personnel to regional and international legal	a	Identify the relevant network	membership established, AIPN, Asian Legal Forum, Asia Pacific Legal Forum and Assosiasaun Advogados Timor Leste, Member of Law societies	Manager	Jan	Jan	Jan
		b	Enrolment			Jan		

	forum						
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**Strategic Imperative 2:** We MUST enhance the team's legal capabilities and effectively coordinate with other Directorates.

**Objective 1:** Enhancing legal capability within legal department through capacity development program

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2.1.1	Increase number of employment within legal department (Recruit Manager Legal Compliance)	a	Develop position description	Staff recruited	Director	Jan		
		b	Advise HR on the recruitment			Mar		
		c	Participate in the interview			May		
2.1.2	Language training (for Legal Assistant and officers) for both English and Portuguese	a	identify qualify training centre	obtained Certificate and be able to speak and write both languages fluently and combined with their legal knowledge's to address legal issues (Interpretation, understanding of legal provision both in Portuguese and English)	Manager	Sept	Sept	Sept
		b	Enrolment			Oct	Oct	Oct
		c	attend the training			Nov	Nov	Nov
		d	submit and present the report			Nov	Nov	Nov
2.1.3	Promote transfer of knowledge among staff through In house training focusing on the legal framework in oil	a	Set up the Training plan on various legal issues related to downstream, commercial, Local Content, and HSE in the JPDA and TLEA	The legal staff are capable of providing high quality of legal opinions, memos on various critical areas covering downstream, commercial, and HSE in the JPDA and TLEA	Manager	Jan		
		b	Coordinate with other directorates on the topics			Feb		

	and gas dealt by ANPM.	c	Set up time and venue			Jun		
		d	Evaluate the result			Dec	Dec	Dec
2.1.4	Legal Training in oil and gas (advance training for the legal team to be specialise in a certain legal area such as Procurement, Contracts, commercial, HSE and technical)	a	Identify qualify training centre in both upstream and downstream	Despite of obtaining the Certificate and report, the staff are expected to have strong knowledge in contractual arrangement both in upstream and downstream activities	Manager	Mar	Mar	Mar
		b	Enrolment			Jul	Jul	Jul
		c	Attend the training			Aug	Sept	Aug
		d	Submit and present the report			Dec	Dec	Dec
2.1.5	Legal Commercial Training (Negotiation skill and commercial agreements/contracts)	a	Identify qualify training centre	Legal staff are capable of delivering high quality of legal opinions	Manager	May	Mar	Mar
		b	Enrolment			Jun	Jul	Jun
		c	Attend the training			Jul	Aug	Jul
		d	Submit and present the report			Aug	Sept	Aug
2.1.6	Legal writing and drafting legal procedures, contracts, direction and regulation)	a	Enrolment	Despite of obtaining Certificate and report, the legal staff are expected to possess skill of legal drafting including ability to address both material and editorial issue associated with project of legislation entrusted to ANPM	Manager	Sep		
		b	Attend the training			Oct		
		c	Submit and present the report			Nov		
2.1.7	Secondment to other Government Institution or Operators offices on the legal commercial arrangements	a	Establish cooperation with other Government Institution or Operators	Through the secondment, the staff are able to increase their knowledge and maximize the transfer of knowledge on various technical issue related to legal from accredited institution where they are	Manager		Aug	Aug
		b	Attend the secondment				Sept	Sept

		c	Submit and present the report	assigned to.			Oct	Oct
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**Objective 2:** Established Procedures and Guidelines for better coordination inter-directorate within ANPM

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2. 2.1	Coordinate with CS to develop, establish and review the ANPM's procedures and guideline	a	Identify issues	Procedure and Guidelines	Manager	Jan		
		b	Discuss with CS and relevant directorate			Feb		
		c	Internal mini workshop	Workshop conducted		Mar		
		d	Draft guidelines	Guideline drafted		Apr		
		e	Approval	Draft Approved		May		
		f	Monitor implementation	Implementation monitored		Nov	Nov	Nov
2.2.2	Establish a procedure on the confidentiality	a	Discuss with CS directorate	Procedure approved	Manager	Mar		
		b	Present the draft policy			Apr		
		c	Submit to management for approval			Apr		

**Strategic Imperative 3:** We MUST ensure that in all phases of petroleum operations that training and employment opportunities are given to Timor Leste Nationals, and that the preference for the purchase of goods and services is given to Timor Leste Suppliers

**Objective 1:** To maximize the employment opportunity for the TL nationals and increase the participation of TL suppliers through the procurement petroleum strategies.

Objective	Programs	Tasks	Performance Indicators	Responsibility	Target Delivery Date			
					2016	2017	2018	
3.1.1	Maximize the employment of Timorese nationals, and trained in the upstream sector	a	Review and approve annual employment and training plan of the PSC operators	Maintained the current number of employment and 1 % increase in TL National trained per year	Manager and officer in charge	Dec	Dec	Dec
		b	Develop internal employment procedures for Local Content	Internal employment procedures approved		Dec	Dec	Dec
		c	Develop Training and Employment (T&E) guidelines for local content	T&E local content guidelines approved		Dec	Dec	Dec
3.1.0	Increase the number of the Timor-Leste suppliers in the petroleum industry	a	Review and approve the annual procurement plan for petroleum operation.	Up to 10% is increased	Manager and officer in charge	Dec	Dec	Dec
		b	Promote and ensure the participation of the Timor-Leste supplier to the operators		Director & Manager	Dec	Dec	Dec
		c	Identify the total number of new suppliers		Supply Chain Officer	Dec	Dec	Dec

**Objective 2:** To Develop and implement procurement and supply chain data management system

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
3.2.1	Mapping and assessing the local Supply Chain capacity in the petroleum activities	a	Conduct mapping and assessment	Report & Assessment result	Manager and officer in charge		May	
3.2.2	Develop a filing system/data base for all the contracts in petroleum activities	a	Create and manage a database system for post-award contracts	Database is in place	Manager and officer in charge	Dec		
		b	Publish the Annual procurement plan and contract awarded to the ANPM website and any other accredited website with the authorization of the ANPM	Annual Procurement of PSC operators is published			Jan	Jan
3.2.3	Conduct gradual transition of Procurement Management from JPDA Directorate to LC Department	a	Identify key procurement functions and responsibilities to conduct gradual transition from JPDA Directorate to LC Department	100% of all key functions carried-out by LC	JPDA Director, LC Manager and officer in charge	Jun	May	
		b	Conduct full transition of Procurement functions to LC Department	99% of key functions carried-out by LC			Aug	

**Objective 3:** To establish TL content monitoring, evaluation and audit in compliance with the local content requirements

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
3.3.1	Develop and establish the Local content monitoring and evaluation procedures	a Draft the Local Content Monitoring and Evaluation Procedure	Local Content Monitoring and Evaluation Procedure approved	Manager and Officer In charge	May		
3.3.2	Develop and establish the Local content audit procedure	a Draft the Local Content Audit procedures	Local Content Audit Procedures approved	Manager and Officer In charge	May		
3.3.3	Conduct Audit to PSC holders and subcontractors	a Conduct an Audit	Report & Findings	Manager and Officer In charged	May	May	May

**Strategic Imperative 4:** We MUST ensure that the economic benefits attained in the petroleum sector trigger investments in the non-petroleum.

**Objective 1:** To establish the guidelines and direction to manage and implement the diversification scheme

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
4.1.1	Develop the guideline to manage the agreeable local content project	a Draft the Guideline	The Guideline is approved	LC team		Jul	

**Objective 2:** To ensure and promote sustainable and accountable implementation of diversification scheme.

Objective	Programs	Tasks	Performance Indicators	Responsibility	Target Delivery Date		
					2016	2017	2018
4.2.1	Develop and manage the implementation of agreeable local content project	a Identify potential diversified areas align with Timor – Leste 2020 National development plan	At least 3 potential new project are identified	LC Team	Jan	Mar	Mar
		b Facilitate the implementation of agreeable project including the existing projects	8 ongoing and the new projects	LC team	Oct	Oct	Oct

**Strategic Imperative 5:** We MUST enhance the Capability of the Local Content Team to professionally and effectively deliver the local content key objectives activities.

**Objective 1:** Increase the number of staff employed under the Local Content Department.

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
5.1.1	Recruit 2 local content assistants ( procurement & Training and employment)	a	Recruitment Activities	2 (two) assistant recruited on board	LC Team and HR		Jul	Mar

**Objective 2:** Enhance the competence and capabilities of Staffs

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
5.2.1	Training on audit	a	Training Activities	4 LC team Trained in Audit Competencies	Manager and Officer In Charge	May	Jun	Oct
5.2.2	System Application Product (SAP) Training	b	Training Activities	4 LC team are certified in SAP application		May	Jul	Oct
5.2.3	Secondment training & comparative study, procurement and supply chain management	c	Identified Training Center	2 LC team improved technical skills on procurement and Supply Chain		Nov	Jan	Aug

5.2.4	Proposal analyses and review (local content project)	d	Project Management Training	4 LC Projects are assessed accordingly			Jul	Aug
5.2.5	Local Content forum, Seminars and trainings (including Human Resource)	e	Attend the Seminars and forums	4 LC team are competent in their respective areas.			May	Nov

**Objective 3:** To Establish Local Content Network to coordinate with relevant partners and stakeholders in and outside of the country.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
5.3.1	Establish membership, subscribing to the relevant Local Content associations	a	Networking and Membership	Membership registered	Manager and Director	Jan	Apr	Aug

## VIII. SINGLE AUDITOR

**Strategic Imperative 1:** We MUST ensure that ANPM's Risk Management, Internal Control over the financial, compliance and performance are in-line with international best practice standards and applicable domestics' laws and regulations.

**Objective 1:** Review Internal Control and Risk Management over Financial, Compliance and Performance and Strategy Planning

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date		
					2016	2017	2018
1.1.1	Monitor and Report the performance of ANPM's SAP implementation	a Assess SAP implementation performance of each Directorate, President Office including the Single Auditor Unit	Four quarter reports are submitted	Single Auditor	Dec	Dec	Dec
1.1.2	Reviews and assess the ANPM Internal control procedure and risk management of the Corporate Service Directorate	a Review monthly financial and budget execution reports	Two reports are delivered	Single Auditor	Jul	Jul	Jul
		b Provide annually budget opinion and recommendation over the ANPM budget proposal as well as monthly budget execution.	One Annual budget opinion and four quarterly reports are delivered	Single Auditor	Nov	Nov	Nov
		c Review internal control system and risk over procurement, human resources, business travel, administration are in line with the internal policies, manuals, procedures, and guidelines	Two review reports are delivered	Single Auditor	Dec	Dec	Dec
		d Audit Information Security Management System (ISMS) implementation which are in line with ISO 27001 and other international standards, including internal policies, manuals, procedures, and guidelines	Two ISMS audit reports are reviewed and issued	Single Auditor		Dec	Dec
1.1.3	Review the	a. Review Petroleum Revenue Receipt	Report delivered	Single Auditor		Dec	Dec

	ANPM Petroleum, downstream and mineral revenue and fees collection.	b	Review downstream revenue and fees collection					
		c	Review mineral fees collection					
1.1.4	Review and assess all Directorate Internal Controls and Risk Assessment	a	Present the Internal Control review progress report	Progress Report presented	Single Auditor	Oct		
		b	Present the full internal control report	Final Report Delivered	Single Auditor	Dec		
		c	Present the Internal Control and risk assessment review progress report	Progress Report presented	Single Auditor		Oct	
		d	Present the full internal control and risk assessment report	Final Report Delivered	Single Auditor		Dec	
1.1.5	Perform performance and compliance audit cover whole organization	a	Performance and compliance Audit	Final Report Delivered	Single Auditor			Dec

**Objective 2:** To ensure that external and internal audit findings and recommendations are effectively monitored and followed-up

Objective	Programs	Tasks	Performance indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	Monitor external and internal audit findings and recommendations	a	Establish the Risk Register and monitoring mechanism	Findings and recommendations status are updated on monthly basis	Single Auditor	Dec	Dec	Dec
		b	Record and follow-up external and internal audit findings and recommendations.	Findings and recommendations status are updated on monthly basis	Single Auditor	Dec	Dec	Dec

		c	Record and follow up audit chambers findings and recommendations.	Findings and recommendations status are updated on monthly basis	Single Auditor	Dec	Dec	Dec
1.2.2.	Coordinate and liaise with any external auditors to perform ANPM finance, compliance and performance audit	a	Financial and Compliance External Audit	Report Delivered	Single Auditor	Apr	Apr	Apr
		b	Audit Chamber or any other government audit body to perform the ANPM audit	Report Delivered	Single Auditor	Dec	Dec	Dec

**Strategic Imperative 2:** We MUST have adequate qualified and certified internal auditors and supported regulations and standards to perform ANPM internal audit.

**Objective 1:** To develop the Single Auditor team competencies according to Single Auditor competencies standard and assessment matrix

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2.1.1	Send staff to relevant training programs	a	Identify training programs based on competencies matrix	List of training programs generated	Single Auditor & Training Officer	Dec	Dec	Dec
		b	The Single Auditor team attends training programs	60% of trainings are attended and internally presented	Single Auditor & HR	Dec	Dec	Dec
		c	Single Auditor attend and obtain ISO 27000 and others standards which are deemed relevant to the internal auditor	Certificates are obtained	Single Auditor & HR & T	Sep	Mar	Mar
		d	Single Auditor team attend the CGAP	Certificates are obtained	Single Auditor & Training Officer		Dec	Dec
2.1.2	Competency Assessment and development	a	Invite third party to perform competency Assessment	Report delivered	Single Auditor & Training Officer	Jul		
		b	Implementation of the competency assessor recommendations	Recommendations are fully implemented	Single Auditor & Training Officer	Dec	Dec	Dec

**Objective 2: To obtain internal auditor staff**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2.2.1	Recruit Internal Audit Officer - Compliance and Risk	a	Develop position description	Audit Officer – Compliance and Risk is recruited.	Single Auditor & HR Officer	Aug		
		b	Obtain Position description approval			Aug		
		c	Advertise the position			Aug		
		d	Interview the candidates			Sept		
		e	Submit the recommendation to President			Nov		

**Objective 3: To ensure that existing and new internal audit policies, procedures and guidelines are amended and developed**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
2.3.1	Develop and Update Internal Audit Policy, Internal Audit Procedures and Guidelines	a	Review current Internal Audit Policy and Standard	Amendment policy and standard are presented and approved	Single Auditor	Dec	Dec	Dec
		b	Produce Internal Audit Charter and Procedures including the guidelines	Internal Audit Charter, Procedures and Guidelines are presented and approved	Single Auditor	Dec	Dec	Dec

## IX. JPDA DIRECTORATE

**Strategic Imperative 1:** We MUST have comprehensive, highly professional communication mechanisms with all of the JPDA Stakeholders

**Objective 1:** Ensure that the reporting and communication systems and processes for JPDA affairs with internal and external stakeholders is precise, relevant and consistently executed.

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.1.1	Establish JPDA Directorate Manual	a	Identify powers and functions of the Directorate and practices in the past	Powers and functions of the Directorate and practices identified	JPDA Director in coordination with legal & CS directorates	Jun		
		b	Outline the gap between the existing and desired mechanism	Gap identified	JPDA Director	Jul		
		c	Develop a draft Manual for JPDA Directorate	Draft Manual for JPDA Directorate developed	JPDA Director	Oct		
		d	Present and discuss with the Management	Draft JPDA Directorate Manual presented and discussed at the Management level, feedback received from Management	JPDA Director	Nov		
		e	Produce revised draft JPDA Directorate Manual	Draft JPDA Directorate Manual produced	JPDA Director		Jan	
		f	Seek for Management approval of the JPDA Directorate Manual	President/ BoD Approved Document	JPDA Director		Feb	
1.1.2	Establish Policies and Procedures for the Directorate (in alignment with the Manual)	a	Develop draft policies/procedures	Draft policies/procedures developed	JPDA Director		Mar	
		b	Present and discuss with the Management	Draft policies/procedures presented and discussed at the Management level, feedback received from Management			Jul	

		c	Produce revised draft policies/procedures	Draft policies/procedures produced			Oct	
		d	Present and discuss with the Management revised draft policies/procedures	Revised policies/procedures presented and discussed at the Management level, feedback received from Management			Nov	
		e	Seek for Management approval of the policies/procedures	policies/procedures Approved				Jan
		f	Implement policies/procedures	Clear, Effective & Consistent approach within JPDA Directorate				Feb
		g	Review the policies/procedures periodically	Revised policies/procedures in place				Dec
		h	Define internal guidelines to be established	Internal guidelines defined				Apr
		i	Established each of the guidelines defined	guidelines established				May
		j	Develop draft guidelines	Draft guidelines developed				May
		k	Present and discuss with the Management	Draft guidelines presented and discussed at the Management level, feedback received from Management				Jun
		l	Produce revised draft guidelines	Draft guidelines produced				Jul
		m	Present and discuss with the Management revised draft guidelines	Revised guidelines presented and discussed at the Management level, feedback received from Management				Aug
		n	Seek for Management approval of the guidelines	guidelines Approved				Sep
		o	Implement guidelines	Clear, Effective & Consistent approach within JPDA Directorate				Sep

		p	Review the guidelines periodically	Revised guidelines in place				Dec
1.1.3	Align the reporting and communication processes with other ANPM Directorates	a	Disseminate Manual, Policies, Procedures, Guidelines to relevant ANPM Directorates	Materials received by Directorates	JPDA Directorate and Corporate Services Directorate			Oct
		b	Present key highlights in the Manual, Policies, Procedures, Guidelines	Workshop On Key Highlights Conducted	JPDA Director	Dec	Dec	Dec
		c	Monitor implementation of Manual, Policies, Procedures, Guidelines	Inconsistency of implementation of Manual, Policies, Procedures, Guidelines identified		Dec	Dec	Dec
		d	Review Manual, Policies, Procedures, Guidelines periodically	Manual, Policies, Procedures, Guidelines reviewed		Dec	Dec	Dec
1.1.4	Monitor and review the implementation	a	Obtain data to see if implementation is consistent	Data obtained	JPDA Director	Dec	Dec	Dec
		b	Publish findings and highlight non-conforming Directorates	Finding highlight published		Dec	Dec	Dec
		c	Provide report of non-compliance	Quarterly Report to BoD/President		Dec	Dec	Dec
		d	Review the processes to ascertain relevancy	Half Year report to President		Dec	Dec	Dec
1.1.5	Produce enhanced JPDA operational reports to the governments	a	Review current reporting templates	current reporting templates reviewed	JPDA Director	Jan		
		b	Propose new enhanced reporting template	enhance reporting template established		Feb		
		c	report as per new template	enhanced reporting template used		Mar		
1.1.6	Produce Annual Report Production Guideline	a	Prepare a draft guidelines	Annual report guidelines produced	JPDA Director	Dec	Dec	Dec
		b	Submit for Management's comment and	Comment from Management		Dec	Dec	Dec

			feedback	received				
		c	Prepare final guidelines for approval	Final Guidelines approved by Management		Dec	Dec	Dec
		d	Implement the Guidelines	Guidelines implemented		Dec	Dec	Dec
1.1.7	Participate and support activities related to JPDA affairs	a	Participate in internal technical meeting	meetings participated	JPDA Director	Dec	Dec	Dec
		b	Participate in management meeting			Dec	Dec	Dec
		c	Participate in internal and external audits			Dec	Dec	Dec
		d	Support operational directorates for JPDA affairs	supports provided		Dec	Dec	Dec

**Objective 2: Redefine and document the Structure, Roles & Responsibilities of the JPDA Directorate**

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.2.1	Re-define the role of JPDA Directorates involvements to manage financial and petroleum resources from JPDA	a	Review Powers & Functions of the DA under Annex C of the TST and the ANPM Decree Law	Powers & Functions of the DA under Annex C of the TST and ANPM Decree Law reviewed	JPDA Director	Mar		
		b	Asses the role of finance, Single auditor, and JPDA Directorate to manage resources from JPDA	Roles assessed	JPDA Director, Finance manager and Single Auditor	Mar		
		c	Produce Paperwork for JPDA directorate roles	Paperwork produced	JPDA Director	Apr		
		d	Discuss and seek endorsement from ANPM management	Endorsement/management resolution obtained		May		

		e	Establish written understanding	Written understanding established		May		
		f	Review Directorates Job Description to reflect the above	JPDA director job Description reviewed		May		
1.2.2	Establish a revised JPDA directorate's structure	a	propose a revised structure	directorate revised structure proposed	JPDA Director	Jun		
		b	Discuss and seek endorsement from ANPM management	ANPM management endorse revised structure		Jul		
		c	establish new structure	JPDA new structure established		Jul		
1.2.3	Recruit a Senior for Timor Sea Treaty Administration/Desk	a	Develop Position Description	Position Description developed	JPDA Directorate and T&HR	Jul		
		b	Advertise the Position	Position advertised		Aug		
		c	Interview and Evaluation	Candidates interviewed and evaluated		Aug		
		d	Recruit and commence	Manager recruited		Jul		

**Objective 3:** Lead, Coordinate and stimulate interaction amongst all operational directorates for petroleum related activities in the JPDA

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
1.3.1	Lead JPDA Legal Framework Working Group Meetings and finalise Revised JPDA Regulations	a	Lead JPDALF Working Group meetings on quarterly basis	Quarterly meetings leaded	JPDA Director	Dec	Dec	Dec
		b	Record and distribute meeting outcomes to all working group members	Meeting records compiled and distributed	JPDA Secretariat	Dec	Dec	Dec
		c	Sought agreements from JPDALFWG members on the draft regulations	Members agreement secured		Dec	Dec	Dec

		d	Sought directions from the Joint Commission on specific issues	Directions on specific issues received	JPDA Director	Dec	Dec	Dec
		e	Sought Approval from the Joint Commission	Approval to the Regulations Granted		Oct		
		f	Implement the New Regulations	Regulations implemented	All Operational Directorates	Nov		
1.3.2	Promote inter-directorate engagement / interactions	a	Take part in key operational issues discussion in different directorates	Attend key operation issue meetings	JPDA Director	Dec	Dec	Dec
		b	Call for cross directorate meetings to discuss common operational issues	Led cross directorates meetings		Dec	Dec	Dec
		c	Provide suggestions/alternatives to resolving common issues	suggestions/alternatives provided		Dec	Dec	Dec

**Strategic Imperative 2:** We MUST create and implement effective and efficient internal PSC procurement and Local Content affairs for the JPDA

**Objective 1:** Ensure completion of controls and smooth implementation of PSC Procurement affairs by PSC and Legal Compliance Directorate

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2.1.1	Lead and Finalise internal Annex X PSC Procurement administration tools	a	Finalise Draft internal Annex X PSC Procurement administration tools	PSC Procurement Arrangement discussed at the Management	JPDA Director and PSC and Legal Compliance Director	Jul		
		b	Discuss with Management	Draft internal Annex X PSC Procurement administration tools finalised		Aug		
		c	Sought Agreement internally/Approval	Agreement/approval received	PSC and Legal Compliance Director	Aug		
		d	Sought Agreement internally/Approval	Administration tools implemented		Sept		

2.1.2	Lead and Finalise internal Non-Annex X PSC Procurement administration tools	a	Finalise Draft internal Annex X PSC Procurement administration tools	PSC Procurement Arrangement discussed at the Management	JPDA Director and PSC and Legal Compliance Director	Jul		
		b	Discuss with Management	Draft internal Annex X PSC Procurement administration tools finalised		Aug		
		c	Sought Agreement internally/Approval	Agreement/approval received	PSC and Legal Compliance Director	Aug		
		d	Implement and monitor	Administration tools implemented		Sept	Dec	Dec

**Objective 2: Create PSC Procurement and Local Content Audit strategy**

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2.2.1	Formulate High Level Local Content Audit Strategy for JPDA	a	Assess the TST, Contracts and Government inspirations on Local Content	All relevant framework assessed	JPDA Director and PSC and Legal Compliance Director	Aug		
		b	Propose a Draft Local Content Audit Strategy	Draft Local Content Audit Strategy established		Nov		
		c	Discuss at the Management	Draft Local Content Audit Strategy Discussed at the management		Dec		
		d	Seek Approval from Management	Local Content Audit Strategy Approved the management			Jan	
		e	Implement the Strategy	Local Content Audit Strategy Implemented			Jan	
2.2.2	Lead and Promote Industry- Local Timor-Leste companies engagement	a	Initiate Discussion with Oil Industry/Private/local companies engagement with Oil Companies	Discussion initiated	JPDA Director and PSC and Legal Compliance Director		Jan	
		b	Propose bi annual gathering/workshops between oil companies and Local providers	Biannual workshops schedule and program proposed			Mar	

		c	Regular Bi annual gathering	Biannual meeting takes place			Jun	Jun
		d	Improve and enhance engagement over time	Bi annual meetings improved and enhanced			Jul	Jul

## X. MINERAL DIRECTORATE

**Strategic Imperative 1:** We MUST have fully functioned Mineral Directorate to regulate mineral sector.

**Objective 1:** Establish a functional Mineral Directorate

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
1.1.1	Create directorate's structure	a	Discuss with relevant directorates to establish a basic concept for Mineral directorate	All relevant directorates provide their propose	Vice President – Mineral Exploration and Exploitation	Feb.		
		b	Draft and present mineral directorate's structure to management	Mineral directorate structure drafted and presented to the management		Mar		
		c	Seek approval from management	Mineral directorate structure approved				
1.1.2	Develop Position Description	a	Develop Draft Position Description	Approval from Management Committee and BOD regarding the policies to be implemented in the mineral operations	Vice President – Mineral Exploration and Exploitation	Mar		
		b	Seek for feedback from relevant directorates	Communicate and introduce approved policies to the ANPM staff				
		c	Seek approval from President of ANP	Review feedback and make adjustment to the comments from Management Committee, BOD and ANPM staff				
1.1.3	Recruit suitable staff and Director - Mineral	a	Advertise the Positions	All identified positions are advertised	Vice President – Mineral Exploration and Exploitation and TH&R	Apr		
		b	Establish recruitment panel	Panel established		May		
		c	Short list applications	Qualified applicants short listed	Vice President – Mineral Exploration and Exploitation and TH&R	Jun		

		d	Perform Interview	Selected individual interviewed and decision on successful individuals is made	and panel members	Jul		
		e	Announce Recruitment result	Successful individual announced	TH&R	Jul		
		f	Contract negotiation and signing	Contracts negotiated and signed and staff inducted at ANPM office	TH&R	Aug		

**Objective 2: Successfully Transition operational function from DNM to ANPM**

Objective	Programs	Tasks	Performance	Responsibility Indicator	Target Delivery Date			
					2016	2017	2018	
1.2.1	Create adhoc transitional team to Establish ready function system for the new Mineral Directorate	a	Develop and implement ToR	ToR Developed Presented and approved by Management	Dedicated Directorate	Feb		
		b	Recruit adhoc transitional team	Adhoc team recruited	Dedicated Directorate	Feb		
		c	Adhoc Team develop action plan	Action plan developed	Vice President – Mineral Exploration and Exploitation and Ad hoc team	Apr		
		d	Action plan present to the management	Action plan presented to Management		May		
		e	Carry out desktop study	Desktop study , institutional visit and field visits are all performed				
		f	Carry out institutional visit					
		g	Carry out field visit					
		h	Compile results	Data, information and study results are compiled for use				
		i	Hand over functional system to ANPM	All data, information and reports obtained by ANP				
		j	Transfer into ANPM IT system	All data are stored in ANPM IT system				

1.2.2	Translate all versions of Mineral Diploma Ministerial from Portuguese to English	a	Select legal firm to translate	Legal firm selected and translation work performed	Vice President – Mineral Exploration and Exploitation	Apr		
		b.	Obtain all formal translation	All translation records are kept				

**Strategic Imperative 2:** We MUST create adequate framework to regulate mineral sector

**Objective 1:** Enhance Diploma Ministerial and Register all existing mineral licenses issued by DNM to ANPM

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2..1.1	Review Amend and Implement Diploma Ministerial	a	Identify Gaps from current Diploma Ministerial	All existing licenses identified	Vice President – Mineral Exploration and Exploitation and Ad hoc team	Apr		
		b	Prepare draft amendment	All license holders are gathered and understand the changes		Apr		
		c	Present Management	New licensing template issued to existing license holders		Apr		
		d	Questions and clarifications	All questions from license holders are clarified and responded to		Apr		
		e	Prepare Final Draft	Diploma Ministerial is Amended and implemented		Apr		
		f	Present to Minister - MPRM		Vice President – Mineral Exploration and Exploitation and President of ANPM	Apr		
		g	Questions and clarifications					
		h	Present to Minister - MPRM					
		i	Signed by Prime Minister					
		j	Implement the amended Diploma Ministerial		May			
2.1.2	Issue mineral	a	Identify all licenses gather by Ad hoc team	All existing licenses identified	Vice President – Mineral	May		

	license to all licensee under ANPM logo	b	Call for a meeting with all licence holders	All license holders are gathered and understand the changes	Exploration and Exploitation and President of ANPM	May		
		c	Issue new licensing templates	New licensing template issued to existing license holders		May		
		d	Questions and clarifications session	All questions from license holders are clarified and responded to		May		
		e	Issue license			May		

**Objective 2:** Establish Mineral Frameworks (Mineral Code, Regulations, Policies and Procedures) and manage existing activities

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
2.2.1	Develop Mineral Directorate Policies and Procedures	a	Identify policies and procedure to be developed	Approval from Management Committee and BOD regarding the policies to be implemented in the mineral operations	Vice President – Mineral Exploration and Staff	Jul		
		b	Disseminate policies to the ANPM staff	Communicate and introduce approved policies to the ANPM staff		Dec		
		c	Compile feedback from Management Committee, BOD and ANPM staff	Review feedback and make adjustment to the comments from Management Committee, BOD and ANPM staff				
2.2.2	Develop Mining Regulation	a	Identify policies and procedure to be developed following approval of the Mining Code	Approval from Management Committee and BOD regarding the policies to be implemented in the mineral operations	Vice President – Mineral Exploration and staff	Dec		
		b	Disseminate Regulations to the ANPM	Communicate and introduce approved policies to the ANPM staff			Oct	
		c	Compile feedback from Management Committee, BOD and ANPM staff	Review feedback and make adjustment to the comments from Management Committee,			Dec	

				BOD and ANPM staff					
2.2.3	Create and Develop Mineral exploitation Health Safety and Environmental Framework	a	Review industry practice and Identify frameworks applicable to Timor-Leste	Approval from Management Committee and BOD regarding the HSE frameworks to be implemented in the mineral operations	Vice President – Mineral Exploration and staff and Legal	Dec			
		b	Disseminate relevant framework to ANPM staff				Jan		
		c	Compile feedback from Management Committee, BOD and relevant ANPM staff			Review feedback and make adjustment to the comments from Management Committee, BOD and ANPM staff		Mar	
		d	Compile feedback from Management Committee, BOD and ANPM staff			Framework compiled and approved by BoD		May	
2.2.4	Maintain the existing license	a	Renew licenses which are meeting requirements	To make sure that the existing license is well implemented	Admin Licence and Revenue Manager	Dec	Dec	Dec	
		b	Regular monitoring and audit/inspection						
2.2.5	Draft and Develop Mineral Contract		Identify model of contract to be adopted	Approval from Management regarding the model of contract to be adopted	Mineral Legal Manager		Sept		
2.2.6	Prepare operational processes/procedures for current mineral operations	a	Identify and develop Operational processes/ procedures needed from current diploma ministerial	All processes/ procedures are drafted for management's /Board's/ministry's comment and acceptance	Manager, Director and vice President	Mar - May			
		b	Disseminate to interested companies			May			
		c	Call for familiarisation session on the requirements with mineral companies			Jun			
		d	Implement the procedures			Dec			

**Strategic Imperative 3: We MUST raise industry’s awareness of the requirements in mineral sector**

**Objective 1: Public and Industry Engagement**

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
3.1.1	Public engagement	a	Attend relevant government organised public events	Discuss, compile feedback and make improvements	Vice President – Mineral Exploration and staff and Legal and director	Dec	Dec	Dec
		b	Presenting and Introducing the legal framework by handing out the informative guidelines to public.					
		c	Compile feedback, such as opinion and suggestion from public					
3.1.2	Industry Engagement	a	Assess topic to be discussed	ANPM discuss and agree on the topics	Vice President – Mineral Exploration and staff and director	Dec	Dec	Dec
		b	Select Industry representative	Carry out workshop/meeting				
		c	Carry out Industry meetings					
		d	Review outcome	Improve for future engagement				
3.1.3	Measure Participation of Nationals in the mineral industry	a	Assess establish baseline data of participation of Timor-Leste nationals in mineral sector in Timor Leste	Number of National Participants.	Director and Vice President	Nov		
		b	Set up target to be achieved in specified period			Dec		
		c	Report findings			Dec		
		d	Monitor improvement				Dec	Dec

**Strategic Imperative 4:** We MUST ensure adequate human resources under Mineral directorate

**Objective 1:** Capacity Building and Secondment

Objective	Programs	Tasks		Performance Indicator	Responsibility	Target Delivery Date		
						2016	2017	2018
4.1.1	Technical Work Secondment/transition	a	Develop Scope of work for Secondment	Assess the need, develop specific annual activities and scope of engagement	Vice President – Mineral Exploration	Apr		
		b	Discus with ANPM exploration and Acreage Release team	Reach agreement to implement the secondment program	Vice President – Mineral Exploration and Director Exploration and Acreage Release	Apr		
		c	Placement of Secondees	Work space and equipments ready to commence		May		
		d	Regular Review of performance	Performance monitored and improved where necessary		Dec	Dec	
		e	Detachment from Exploration and Acreage Release	Fully running the department				Jan
4.1.2	Legal Work Secondment/transition	a	Develop Scope of work for Secondment	Assess the need, develop specific annual activities and scope of engagement	Vice President – Mineral Exploration	Apr		
		b	Discus with ANPM Legal Compliance Directorate	Reach agreement to implement the secondment program	Vice President – Mineral Exploration and Legal Compliance Directorate	Apr		
		c	Placement of Secondees	Work space and equipments ready to commence		May		
		d	Regular Review of performance	Performance monitored and improved where necessary		Dec	Dec	
		e	Detachment from Vice President – Mineral Exploration	Fully running the department				Jan

4.1.3	Provide Specific Training for different disciplines	a	Develop detail competency requirements for different discipline	In house or external assistance to develop sets of baseline and requirements to be complied with	Vice President – Mineral Exploration and Mineral/Directors		Jun	
		b	Identify skills and gap	Existing staffs capability and relevant training programs blueprint is established and identified person attend the referred training	Vice President – Mineral Exploration and Mineral/Directors		Sept	
		c	Attend Specific Training program (for competency program)		Interested persons			Dec
		d	Identify and Attend ad hoc training/workshop	Trainings immediately needed before the competency development requirements are set is attended	Director/Managers and Interested persons	Aug	Aug	Aug
		e	Review competency, and result from training provided.		Vice President – Mineral Exploration and Director	Dec	Dec	Dec

**Strategic Imperative 5:** We MUST ensure availability of adequate mineral data and information

**Objective 1:** Feasibility study in Geological and Geophysical Exploration

Objective	Programs	Tasks	Performance Indicator	Responsibility	Target Delivery Date			
					2016	2017	2018	
5.1.1	Conduct further study in Geological and Geophysical exploration	a	Carryout high level mineral exploration in the territory	Establish high level prospect inventories for mineral resources in Timor-Leste	Vice President – Mineral Exploration and Mineral/Directors and Exploration and Acreage Release Directorate		Dec	Dec
		b	Compile all geological and geophysical data					
		c	Review new and vintage data from various sources					

		d	Evaluate current prospect inventories					
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**Objective 2: Mineral Registry database and online system**

5.2.1	Mineral License registry database	a	Develop database registry for all license	Mineral Registry database established and used	Vice President – Mineral Exploration and Mineral/Directors and Admin and revenue collection manager		Dec	
		b	Record all licenses issued for mineral activities					Dec
		c	Secure the database in ANPM IT system					Dec
		d	Publish relevant information as required					Dec
		d	Review and maintain the database regularly					Dec
5.2.2	Online system for mineral license applications and requirements	a	Create application templates	Online system established and used	Vice President – Mineral Exploration and Mineral/Directors and Admin and revenue collection manager		Oct	
		b	Publish in ANPM website					Mar
		c	Review and maintain the system with IT					Dec

## IMPLEMENTATION PROGRAM

Implementing the Strategic Plan is vital to the sustainability of the petroleum and mineral industry in the prescribed regions, and the value that it brings to the nations of Timor-Leste and Australia. It is therefore imperative that a robust mechanism be established for the successful implementation of the goals, objectives and programs outlined in this document.

The following described the implementation methodologies that will assist the ANPM in ensuring that the Strategic Plan is implemented accordingly.

### 1) **Monitoring and Organisation Development Program**

#### a) Two yearly audit of Strategic Planning Implementation:

- ✚ This is a format audit of the progress and effectiveness of the Strategic Plan
- ✚ This report is available to the relevant stakeholders

#### b) Quarterly Management Review of Organizational Performance

- ✚ This is an internal review by ANPM management of the operational performance within the organization

#### c) Monthly Organizational Development – 12 Month Program

- ✚ This is a monthly program that systematically:
  - i. Develop a “**project Management**” approach to strategic implementation;
  - ii. Assist with aligning the organizational capabilities with the strategic goals, objectives and program;
  - iii. Provides coaching to Directors, Managers and Staff;
  - iv. Provides “know how” knowledge on “how to” achieve the objectives;

- v. Provides Strategic Management training and implementation methodologies to Directors, Managers and Staff
- vi. Strengthens organizational structure by assisting in the development of the recruitment and training program;
- vii. Assists in the development of a performance management system that will reach across the entire organization;
- viii. Helps develop robust business process systems.

**2) Key Areas of Priority**

The following are areas of immediate priority that will be addressed by the ANPM:

- a) Ensure the future viability of cash flows coming into the regions of Timor-Leste and Australia from oil and gas activities, minerals, and upstream and downstream petroleum (in the case of Timor-Leste);
- b) Build the capacity and capability of Timor-Leste nationals across the ANPM;
- c) Ensure the establishment of global standards in terms of regulatory frameworks;
- d) Ensure that hydrocarbon and minerals resources prospectivity reviews are undertaken before the acreage releases;
- e) A strengthening of the control and monitoring of current operational activities in the exploration and production phases.

**3) Financial Auditing and single Auditor's Roles**

- An external financial audit of ANPM will be conducted on an annual basis.
- The Single Auditor will exercise its functions throughout the times according to the enacted law in ensuring legality and regularity of ANPM's day-to-day functions against legislations, regulations, and procedures in place both in finance and any other areas as deemed necessary

## CONCLUSION

The responsibility that is bestowed upon the ANPM is very significant. The ANPM plays a critical role in regulating and managing the petroleum and mineral industries, which plays its role as the contributor to the economy and welfare of the people of Timor-Leste and Australia.

Accordingly, the ANPM undertakes its role with a great amount of professionalism.

At the time of writing this Strategic Plan the ANPM is a very young organization which is still in the inception stage of its growth.

Yet, despite this, it has achieved a great deal. Some notable achievements are: the establishment of couple of drafts of legislations to be approved at higher level of hierarchy of Timor-Leste both in petroleum as well as in mineral sectors, provided technical and commercial inputs leading to the award of investment certificate to TL Cement, provided technical inputs to the contract negotiation for an integrated airborne geophysical survey project to be undertaken in Timor-Leste, numerous policies and procedures to suit the needs of the ANPM as an institution, reviewed offshore petroleum regulations in the JPDA with a third party, assessed and approved multiple stages of Development Drillings and hook ups, and also the approval of the gas sales agreement which allowed ConocoPhillips to sell Bayu-Undan Gas to the Power Water Corporation in the Northern Territory, and the successful safety, processing, metering, maintenance, inspections to the offshore petroleum facilities in the JPDA, and onshore based operations in Dili.

In terms of operational performance, the ANPM has progressed a great deal in its first year. However, there is still a significant amount of work to do in formalizing its operational management systems and business process. Therefore, it is essential that a degree of ‘flexibility’ be attributed to its Strategic Plan for 2016-2018. The best efforts of the Directorates have been utilized to establish this very detailed plan. However, business circumstances, government policy directions, and market conditions are dynamic and ever changing. Thus, a degree of flexibility must be

factored into this plan in order to accommodate unforeseen circumstances. That being said, the ANPM will attempt to achieve all that it has set out to achieve and will do its best to deliver high performance all areas of the plan.

The ANPM has a tremendous amount of energy, enthusiasm and motivation – as indicated by the very high benchmark of performance that it has set itself in this document.

Finally, the ANPM embraces the future enthusiastically, and look forward to a very prosperous and mutually beneficial relationship with all stakeholders.

Dili, 13 May 2016

Approved by the ANPM BoD

Gualdino do Carmo da Silva (Chair)

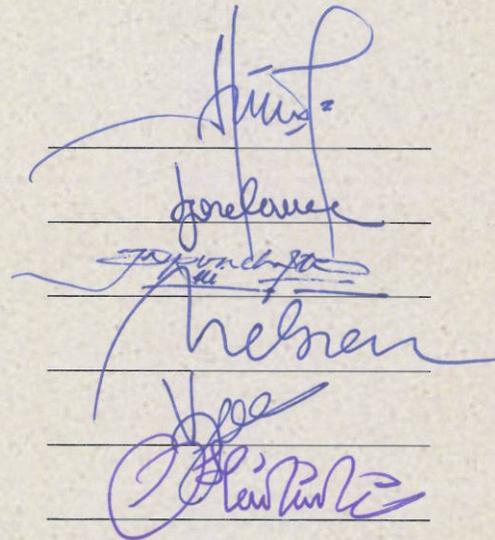
Jose Goncalves(Member)

Jorge Martins(Member)

Nelson de Jesus(Member)

Verawati O. Cortereal(Member)

Oscar Faria (Single Auditor)

The image shows six handwritten signatures in blue ink, each written over a horizontal line. The signatures are arranged vertically from top to bottom. The first signature is the most prominent and appears to be 'Gualdino do Carmo da Silva'. The other signatures are less legible but correspond to the names listed in the text to the left of the page.

## GLOSSARY AND ABBREVIATION

### Glossaries:

AIPN:	Association International Petroleum Negotiator
APORTIL:	Autoridade Porto Timor - Leste
ATO:	Australian Tax Office
BCP:	Business Continuity Plan
BCS:	Business Continuity System
BoD:	Board of Directors
BU:	Bayu - Undan
CBS:	Certification of Business Skills
CBSA:	Competency Based Standard Assessment
CBSA:	Competence Based Standard Assessment
CF:	Corporate Finance Department
CGAP:	Certified Government Auditing Professional
CO:	Communication Officer
CS:	Corporate Services Directorate
D&P:	Development and Production Directorate
DLNG:	Darwin Liquefied Natural Gas

DNM:	Divisaun Nacional do Minerais
E&AR:	Exploration and Acreage Release Directorate
EOI:	Expression of Interest
FFS:	Fuel Filling Station
GIP:	Graduate Internship Program
HSE:	Health, Safety and Environment Directorate
ICT:	Information, Communication and Technology
IFRS:	International Financial Reporting Standards
ISMS:	Information Security and Management System
ISO 27001:	ISO for Information Security Management
ISO:	International Organisation for Standardisation
IT:	Information and Technology
JC:	Joint Commission (Timor-Leste and Australia Commissioners) established under the Timor Sea Treaty
JPDA:	Joint Petroleum Development Area
LC:	Local Content department
LFWG:	Legal Framework Working Group
LNG:	Liquefied Natural Gas
MCM:	Management Committee Meeting

NGO:	Non-Governmental Organisation
PNTL	Polícia Nacional de Timor - Leste
PR	Performance Review
PSC	Production Sharing Contract
SEPFPOPE:	SECRETARIO DO ESTADO PARA A POLITICA DE FORMAÇÃO PROFISSIONAL EMPREGO
SERVE:	Servico Registo e Verificasaun Empresarial
SLA:	Services Level Agreement
T & HR:	Training and Human Resources
TL:	Timor - Leste
TLEA:	Timor – Leste Exclusive Area
TOR:	Term of References

**Abbreviations:**

ACCPAC:	Finance Software used at the ANPM
AFE:	Approved For Expenditure
CTR:	Cargo Summary Report ( is a marketing report which contains information related to Bill of Lading of petroleum products such as volume, pricing, freight, port charge, demurrage, bill of quantity and quality, cargo manifest and etc).
ESI:	Estimate Sustainable Income (a threshold of 3% of returns from Petroleum Fund that allow to be withdrew to finance the National Budget), established under the Petroleum Fund Law of Timor-Leste
IC:	Investment Credits means base cost is added with 27% to reflect the time value of money
Uplift:	Base Cost is escalated at certain percentage to reflect time value of money.