

ANNEX I

United Nations Development Programme

Country: Timor-Leste

Project Document

Project Title: Strengthening institutional capacity of the National Parliament in Timor-Leste

UNDAF Outcome(s): By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated

Expected CP Outcome(s): State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency, transparent and democratic elections with broadly accepted results are conducted in accordance with international standards

Expected Output(s): Output 1: Institutional capacities of parliamentary administration to provide non-partisan and professional expertise strengthened; Output 2: Legislators, national staff, civil servants and legal experts enabled to perform their functions; Output 3: The oversight capacity of the National Parliament is reinforced by improving internal capabilities, contributing to the development of the external institutional and legal environment and mobilizing greater civil society inputs in the Parliament's work; Output 4: Inter-parliamentary relations improved with Portuguese speaking countries and Pacific Region countries.

Implementing Agency: UNDP

Brief Description

The project aims to enhance the institutional capacity of the Parliamentary administration and knowledge of Members of Parliament, which in turn will enhance the National Parliament's ability to fulfil its mandate in overseeing the Executive and legislation. The main goal of the project is to strengthen democratic foundation of oversight accountability and transparency through effective, self-reliant, standardized and sustainable institutional capacity development in the National Parliament. This project foresees capacity development interventions which complement the ones already supported by the ongoing UNDP Parliament Project in the areas of capacity building, administration support and assistance to the Secretariat. These interventions and the method of implementation of the project are in line with the EU Technical and Administrative Provisions (Annex II to the Financing Agreement).

Programme Period: August 2011 – February 2015

Atlas Award ID:

Start date: 01 August 2011

End date: 28 February 2015

PAC Meeting Date: 7 July 2011

Management Arrangements: Direct Implementation

Total resources required: 4,000,000 Euro

Total allocated resources:

- Regular:
- Other (expected):
 - EU: 4,000,000 Euro

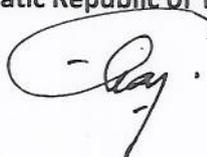
Unfunded budget:

Agreed by National Parliament of Timor-Leste

Title: President of National Parliament of Democratic Republic of Timor-Leste

Name: H.E. Mr. Fernando La Sama de Araújo

Date: 21-7-2011



Agreed by UNDP:

Title: UNDP Resident Representative

Name: Mr. Finn Reske-Nielsen

Date: 21.07.11

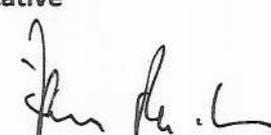



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List of Abbreviations & Acronyms

ASEAN	Association of South-East Asian Nations
AWP	Annual Work Plan
CAVR	Commission for Reception, Truth and Reconciliation
CD	Capacity Development
CEDAW	Convention for the Elimination of all forms of Discrimination Against Women
CNE	National Commission for Elections
CPLP	Community of Portuguese Language Countries
CSO	Civil Society Organization
EU	European Union
EDF	European Development Fund
ICT	Information, Communication and Technology
IPU	Inter-Parliamentary Union
GMPTL	Group of Parliamentarian Women of Timor-Leste
GRC	Gender Resource Centre
HR	Human Resources
LOFAP	Parliamentary Administration and Service Law
MPs	Members of Parliament
NP	National Parliament
NPSP	National Parliament Strategic Plan
PALOP	Portuguese-Speaking African Countries
PSC	Project Steering Committee
RDTL	Democratic Republic of Timor-Leste
RTL	Radio Timor-Leste
SAI	Supreme Audit Institution
SEPI	Secretariat for Promotion of Gender Equality
SGBV	Sexual and Gender-Based Violence
SO	Standing Orders
SOP	Standard Operations Procedures
TL	Timor-Leste
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nations Development Programme
UNIFEM	United Nations Fund for Women
UNMIT	United Nations Integrated Mission in Timor-Leste

Executive Summary

Nine years after its establishment in 2002, the National Parliament of Timor-Leste enters a new phase of development, moving from a period of stabilizing operations to a period of systematic capacity development and consolidation of its role within the democratic governance systems. While basic institutional foundations are largely in place allowing Parliament to exercise its legislative and oversight functions in accordance with its Constitutional mandate, significant challenges remain. Since 2003, capacity development interventions have played an essential role in assisting Parliament to establish and implement core institutional processes. However, as clearly identified in the Parliament's 2010-2014 Strategic Plan, continued technical support remains critical at this stage to sustain ongoing operations and ensure effective transfer of skills and knowledge.

With expected duration of 43 months (mid-2011 – beginning 2015), the proposed project contributes to the European Union (EU) and the United Nations Development Programme (UNDP) efforts in supporting the democratic governance institutions and process in Timor-Leste. The overall objective of this project is to strengthen democratic foundations of oversight, accountability and transparency through institutional and capacity development of the National Parliament in an effective, self-reliant, standardized and sustainable manner. The project will thus focus on enhancing the human resources capacity, both administrative and technical, and on substantially investing in the creation of a robust cadre of parliamentary staff and management. As a result of these strategic and systematic capacity development interventions, the project will also further strengthen Parliament's ability to exercise its oversight and legislative mandate and to function autonomously and efficiently as envisaged in the law.

The project aims at reaching four main results namely:

1. Institutional capacities of parliamentary administration to provide non-partisan and professional expertise strengthened;
2. Legislators, national staff, civil servants and legal experts enabled to perform their functions;
3. The oversight capacity of the National Parliament is reinforced by improving internal capabilities, contributing to the development of the external institutional and legal environment and mobilizing greater civil society inputs in the Parliament's work;
4. Inter-parliamentary relations improved with Portuguese speaking countries and Pacific Region countries.

The project will be implemented by UNDP through the signature of a Contribution Agreement between the European Union, represented by the European Commission, and the UNDP.

A Steering Committee will oversee and advise on the overall direction and policy for the implementation of the project. It is expected that the Steering Committee would comprise senior representatives of the National Parliament, the Delegation of the European Union and UNDP. The Steering Committee will, in principle, meet every six months and ad hoc as might be required.

I. Situation Analysis

Sector Context

Historically, the National Parliament is a successor to the Constituent Assembly that was elected on 30 August 2001, two years after the people of Timor-Leste voted in favour of independence under a UN supervised Referendum. The Constituent Assembly adopted the Constitution of Timor-Leste and transformed itself into the National Parliament on 22 March 2002. According to the Constitution, which entered into force on 20 May 2002, Parliament is the organ of sovereignty that “represents all Timorese citizens and is vested with legislative, oversight and political decision-making powers.” The Constitution further vests Parliament with exclusive legislative competencies in a number of areas, such as socio-economic policies, electoral legislation and fiscal policy. In practice, this means that Parliament has considerable powers: it seats (and can unseat) governments, ratifies appointments of key office holders such as the Ombudsman (Provedor), plays an important role in the management of the Petroleum Fund, and bears ultimate responsibility for good governance and for promoting a culture of accountability.

The current legislature (2007-2012) is the second Parliament and was established in the wake of Presidential and Parliamentary elections held by the Government of Timor-Leste in 2007. As a result of the elections, the country transitioned from the discipline of a single dominant party-led government into the more complex political dynamic of a multiparty coalition and cohabitation structure. Parliament is composed of 65 Members who represent two electoral coalitions and five political parties. A notable achievement has been its ability to facilitate the smooth transition of power (since 2002, it has had to collaborate with four constitutional governments), as well as to display considerable maturity in the face of political instability and post-conflict transition. One such instance was the swift response to the assassination attempts against the President of the Republic and the Prime Minister in February 2008, when Parliament facilitated the constitutionally provided declaration of a state of siege and equally swiftly moved to withdraw the declaration once the political situation stabilized.

Parliamentary operations in major areas like legislation, oversight and public outreach need to be strengthened. The relationship with the Executive is not yet optimal and Parliamentary oversight is inhibited by internal and external systemic inadequacies such as limited capacities to effectively employ existing legal procedures and mechanisms, a lack of efficient records management and limited sector-specific technical skills to rigorously scrutinize ongoing programs from interdisciplinary perspectives. Moreover, public perception appears to be that Parliament has to do much more to enhance its accessibility, transparency and outreach to civil society.

Economic and Social Situation

Timor-Leste is one of the least developed economies in the Asia-Pacific region and is essentially agriculture-based, with over two-thirds of the population living in rural areas with limited access to health facilities. Agricultural productivity is low when compared with other countries in the region and it suffers from insufficient diversification. Timor-Leste is also characterized by low levels of human development, as its Human Development Index (HDI) is 0.502 for 2010, giving the country a rank of 120 out of 169 countries. In comparison, the HDI of East Asia and the Pacific as a region is 0.650, placing Timor-Leste below the regional average.

However, the country is poised to make a transition from a post-conflict to a development state. Since the massive destruction of property and public infrastructure in 1999, Timor-Leste has made impressive progress. The core institutional infrastructure of a sovereign democratic state, as required

for the running of a market-oriented economy, has been established. National presidential and legislative elections in 2007 demonstrated democratic maturity. Significant improvements have been registered in the last years, especially with regards to the return of IDPs to their home communities and the integration of vulnerable groups into the society, thus contributing to peace and stability. Also, the Government's cash transfers to vulnerable groups have greatly contributed towards the prevailing social stability in the country. The budget execution has registered an impressive cumulative growth of more than 200% from 2007 to 2010. The national economy has performed impressively in the last three years registering a non-oil GDP expansion of about 35% in real terms. This achievement has been largely due to inflow of revenues from the Petroleum Fund which has enabled a fast expansion in public expenditure, exerting thus multiplier-type effects on national income.

Nevertheless, several MDG indicators need improvement: the prevalence of underweight children under 5 years, the high maternal mortality, the net enrolment in primary schools and falling standards of education, as well as the fact that a significant part of population has no access to water-sanitation-electricity, etc. Clearly, concerted efforts are required in order to progress towards the attainment of the MDGs even by 2020 (instead of 2015).

A serious structural challenge of the economy is to create employment opportunities for its rapidly expanding labour force. It is estimated that out of the more than 10,000 young people entering the labour market every year less than 1000 find jobs in the formal sector. With almost 50% of population below 18 years old and a very high population growth (3.2%), persisted high unemployment rates would risk destabilising the country.

Latest WB estimates for 2010 put the percentage of people below the poverty line at 41%. With a view to restricting food price rises, especially of the staple commodity of rice, the Government subsidises imports. In addition to the fact that such import subsidies are not sustainable, they may also be a disincentive to local farmers to grow more rice.

Confronted with the above important challenges, the Government is deliberating on: (a) how to best use oil revenues to develop a dynamic non-oil economy which would sustainably generate enough employment, reduce poverty and maintain macro-economic stability, (b) how to step up public investment and attract private investment, especially on physical infrastructure and on human capital, and (c) how to further improve budget execution to achieve targeted levels of public expenditure while preventing inflationary pressures. In this respect, a National Strategic Development Plan is being finalised, based on strategic plans by all line Ministries. Aspects of petroleum and domestic revenues are being considered, as are matters pertaining to the procurement legal regime. Arrangements for accelerating the implementation of major infrastructure projects are being actively planned. Finally, aid effectiveness is being pursued in order to enhance the impact of the aid provided to Timor-Leste by Development Partners.

Within the above outlined context, it is clear that Timor-Leste has to aim for high sustained growth, i.e. more than 8%, if it is to improve substantially the quality of life of its people and reduce the incidence of poverty, through the creation of employment and qualified human capital. Such a growth would require substantial levels of investment, estimated at more than 50% of the non-oil GDP, distributed between the public sector, private sector and Donors. A concerted effort on the part of the Government to promote the development of the nascent domestic private sector and to encourage foreign direct investment would be required. Indeed, it is expected that the country's forthcoming new Strategic Development Plan (2011-2030) will put specific emphasis in enabling the private sector to be, in time, the locomotive of the sustainable national economic development.

Stakeholders Analysis and Coordination

During the last couple of years the Government of Timor-Leste has made positive strides in establishing frameworks to coordinate development partners' response and support to national institutions, National Parliament included.

Within this context, the National Directorate for Aid Effectiveness, under the Ministry of Finance, organizes Donor Partners Meetings on a quarterly basis. Apart from those meetings, there are also regular Working Group meetings based on the National Priorities defined by the Government. Under the different working groups, efforts are being made for a more structured and effective coordination among donors active in the different areas.

In the area of Parliamentary affairs, UNDP has provided substantive technical support for the development of the National Parliament Strategic Plan (NPSP) which runs for the period 2010-2014 and provides a good framework not only for coordinating sponsors in line with the principles of the Paris Declaration, but also setting out the priorities for cooperation with interested development partners, as well as the role different donors may play. In this regard, it is worthy to highlight that since 2003, UNDP is the main actor providing technical and financial assistance, provided by Australia, Norway, Sweden and Italy, to the National Parliament throughout its different stages of development. In December 2009, the Parliament and UNDP also signed a new project document which provides for continued technical assistance over the period 2010-2013, funded by Australia, Norway, Sweden and Italy.

The EU-UNDP project provides, inter alia, for activities complementary to those supported by UNDP in the areas of institutionalizing training, developing Timorese trainers to take over from the international trainers, developing an electronic archive system and supporting solutions for the major Portuguese language deficit that exists. The project will thus play a critical role in strengthening the institutional capacities of the Parliamentary Administration, knowledge of Members of Parliament and expertise of staff, which in turn will enhance the Parliament's ability to fulfil its mandate under the Constitution.

II. Strategy

1. Justification

A severe constraint of skilled human resources represents the greatest challenge faced by the National Parliament as it works to consolidate the gains achieved so far. Parliamentary functions of legislation, oversight and public outreach need to be enhanced. Parliamentary oversight is inhibited by internal and external systemic inadequacies such as limited capacities to effectively employ existing legal procedures and mechanisms, a lack of efficient records management and limited sector-specific technical skills to rigorously scrutinize executive programmes and policies from interdisciplinary perspectives.

A mid-term evaluation of the UNDP Strengthening Parliamentary Democracy project undertaken by UNDP in 2008 as well as the findings of a capacity needs assessment carried out in 2009 by the European Union in the framework of the development of the EU's new project of Support to Democratic Governance also highlighted shortage of national capacities in specific areas of parliamentary administration. Both UNDP and EU thus assessed that capacity building and systems development of the parliamentary administration would be essential to enable it to provide effective

services to the parliamentarians and exercise of Parliament's oversight mandate. Moreover, the National Parliament Strategic Plan underscores the same message and highlights the efforts to "enhance human resources capacity" as one of its six strategic objectives.

To address the above-mentioned challenges, the EU-UNDP project foresees capacity development interventions which complement the ones already supported by UNDP in the areas of capacity building, administration support, and assistance to the Secretariat. Moreover the project will complement the PALOP-TL 10th European Development Fund (EDF) support programme that aims at strengthening technical capacities in the National Parliament in the fields of public finances and auditing techniques, and in the area of the fight against corruption.

The capacity development interventions and the method of implementation of this project are in line with the EU Technical and Administrative Provisions (Annex II to the Financing Agreement between EU and the Government of Timor-Leste).

In view of the above, the project interventions would focus on intensive and specialized trainings, coaching and mentoring of Secretariat staff so as to build their capacity in a sustainable manner and enhance the oversight and legislative roles of the National Parliament.

The capacity development support for MPs would be available subject to their interest in knowledge enhancement in the areas of interest, in line with the underlying legal basis for this agreement.

2. Project Objectives

i. Overall Objective

The overall objective of the project is to strengthen democratic foundation of oversight, accountability and transparency through effective, self-reliant, standardized and sustainable institutional capacity development in the National Parliament.

In order to assess achievement of the above mentioned objective, the project will measure the following indicators:

- Increase in the number of committee initiatives designed to conduct oversight on the government in general and on budgetary and financial issues in particular;
- Quality of parliamentary debates, including effectiveness of the usage of parliamentary question hour ;
- Increase in the number and quality of the legislation initiated and enacted by the National Parliament.

The above indicators will be verified through the following sources:

- Annual reports on progress of the overall strategic plan implementation;
- Number of laws initiated and enacted by the Parliament;
- Annual national budget reports;
- Reports of Parliamentary oversight committees;
- Reports and Press Releases from Civil Society Organizations and Media on Parliament.

ii. Specific Objective

The project specific objective focuses on enhancing institutional capacity, knowledge of MPs and expertise of staff, which in turn will enhance the Parliament's ability to fulfil its mandate in overseeing the Executive.

3. Outputs / Expected Results

The Project is built around four outputs which contribute to the realization of the above mentioned overall and specific objectives. These outputs are described as follows:

Output 1: Institutional capacities of parliamentary administration to provide non-partisan and professional expertise strengthened.

This output aims at enhancing human resources capacity (administrative and technical) of the National Parliament so as to strengthen parliamentary operations. More specifically the relevance of this result is justified by current inadequate Human Resources Management; limited documentation of the finance, procurement and asset management procedures; as well as limited planning and budgeting capacities.

The below objectively verifiable indicators will be considered to measure achievement of this result:

- Number and quality of advice or material given on request of a MP to be used for the purpose for which it was required;
- Number of trainings conducted and learning material produced;
- Number of National Staff completing skill training courses who say they are using their new knowledge and skills on the job and can give examples;
- Strategic Planning Procedures, drafted, adopted and implemented effectively;
- Manual of administrative procedures updated, adhered to and effectively in place;
- Procurement of Parliament goods and services conducted effectively and according to applicable rules and procedures;
- SOPs for finance management in place and adhered to;
- Inventory software and warehouse management software installed and operational;
- Inventory conducted regularly and following applicable rules and procedures.

Output 2: Legislators, national staff, civil servants and legal experts enabled to perform their functions

The above expected output aims at addressing the limited internal capacity of the National Parliament for initiating and drafting new legislation and for effectively scrutinizing bills proposed by the Government. Moreover, this result aims at addressing the current limited knowledge of Portuguese language and legal Tetum among national staff, particularly national legal advisers and Members of Parliament which, in turn, undermines the effectiveness of the legislative process.

The following objectively verifiable indicators will be taken into account to measure achievement of this result:

- Number of legislations initiated and drafted by the parliament;
- Number of staff and MPs attending Portuguese language classes, acquiring competence level to work in Portuguese;
- Number of sessions transcribed and published (in a given unit of time);

- Reduction/Increase in time lag between the session and the transcription;
- Improvements in the structure, content and timeliness of committee reports;
- Electronic information management system in place.

Output 3: The oversight capacity of the National Parliament is reinforced by improving internal capabilities, contributing to the development of the external institutional and legal environment and mobilizing greater civil society inputs in the Parliament's work.

The above output aims at addressing the current limited capacity and expertise among MPs and Secretariat staff to analyze, debate and approve the national budget as well as to provide continuous oversight of government policies, programmes and financial expenditures.

This output will be measured against the below objectively verifiable indicators:

- Guidelines for oversight are adopted and implemented
- Increase in the number of parliamentary staff with specialized budgetary skills and responsibilities available to assist the Committees and MPs
- Number of recorded requests by the committees for specialized information pertaining to the budget process, the fiscal impact of legislation, or executive oversight;
- Number of public accounts and audit reports considered by the Committee dealing with Public Accounts
- Oversight reports are produced on time and disseminated.

Output 4: Inter-parliamentary relations improved with Portuguese speaking countries and pacific region countries

Through the achievement of this output, the project aims at addressing the current limited exposure of national Secretariat staff and MPs to other Lusophone and Pacific region National Parliaments so as to exchange best practices and learn lessons in the areas of gender mainstreaming, legislative processes and mechanisms, and oversight systems and procedures.

The below mentioned objectively verifiable indicators will be considered when measuring achievement of this output:

- Parliament's Protocol Manual developed and in use;
- Guidelines for study tour in use;
- Number of MPs attending international meetings;
- Content and timeliness of reports submitted by overseas missions/trainings of MPs and NP's Secretariat staff

III. Project components / Activities per result

Output 1: Institutional capacities of parliamentary administration to provide non-partisan and professional expertise strengthened

Activity 1.1 - Improve planning and budgeting processes of the Parliament Administration

This activity is aimed at equipping the National Parliament, and in particular the Secretariat, with the required procedures for the preparation, follow-up and evaluation of strategic and annual plans,

which can ensure a participatory and inclusive approach, and ownership. Procedures will be widely disseminated among MPs and staff. Staff supporting the parliamentary committees will be trained on preparation of strategic plans, annual action plans and budgets for the committees and how to support committees in monitoring and reporting on results. Furthermore, the project will provide technical assistance to the Council of Administration and regular advisory support to the Secretary-General in his role as head of the Secretariat.

Project will assist through: Drafting the procedures; Designing, planning and delivering the training; Producing and printing learning materials; Organising and conducting study tours for staff; training and supporting Committee staff to enable them to provide assistance to Committees in preparing their work plans and budgets.

Activity 1.2 - Strengthen the Secretariat's Administrative procedures

The Project will assist the Parliament to review, update and adopt a Manual on Administrative procedures, in order to make administrative routines and procedures consistent to their needs, standardised, known and applied uniformly by all relevant staff. The Manual will include standard administrative forms and templates, classification/indexation of official documents. The Project will support the Secretariat in the development of rules for the flow of documents to help tracking information and decision-making process. The Project will help the development of rules for internal communication and reporting. The Project will also support the socialisation of the Manual and the Rules to ensure they are well understood through a specific training programme. Moreover the project will support the printing of brochures for dissemination.

The project will provide a Management Consultant responsible for the production of the updated Manual on administrative procedures and will support its printing and socialization costs.

Activity 1.3 - Enhance procurement and asset management systems

Through this activity the Project will assist the Parliament to improve its Asset Management and Procurement Systems. In the field of Asset Management, the Project will support in the setting up of an inventory system and warehouse management. Project will provide and install inventory software and warehouse management software, and train staff in its use. Manuals will be produced and printed for both inventory and warehouse management. This will be carried on through a Management Consultant who will also be responsible for the production of the above mentioned Manual on Administrative procedures. In the field of Procurement, the Project will assist in the setting up of a procurement Cell and its internal operation procedures and/or manuals, including recording and filling requirements and training of national staff. Procedures and protocols are to be adopted by the Council of Administration. Manual will be produced and printed; specialist staff will be trained for the compliance with the applicable rules and Code of Conduct. Aspects of maintenance of assets shall also be addressed.

Project will provide a Management Consultant; Supply and install software; Draft a manual; Print manual; Conduct socialization to Members of the Council of Administration; Train specialist staff; Disseminate through Secretariat staff. Project will also produce a plan for the setting up the Parliament Procurement Cell; Draft procedures, and/or manuals; Draft Code of Conduct; Assist Council of Administration discussing and adopting procedures/manuals and Code of Conduct; Print brochures and/or manual; Train and mentor relevant staff and supervisors.

Activity 1.4 - Improve budgeting processes of the Secretariat

The Project will support strengthening of the budgeting mechanisms and capacities of the Secretariat in order to maximize effectiveness of its financial management. In this regard, this activity will train and develop professional skills on financial management and the Parliament's budget preparation and execution monitoring. The activity will also entail the development of a training and mentoring programme in financial planning, management and reporting; production of learning materials to enhance skills development and job performance of Secretariat staff in budgeting processes; support the development of Standard Operations Procedures (SOP) for financial management. Furthermore, technical assistance will be given on the Parliament budget external audit and, in particular, on the development and review of budgeting and financial management system, procedures, and templates of the Secretariat.

A Budget and Finance Specialist and Trainer will be supported by the project for conducting the above capacity building interventions.

Output 2: Legislators, national staff, civil servants and legal experts enabled to perform their functions

Activity 2.1 - Enhance language skills among MPs and Secretariat Staff

The purpose of this activity is to support the Parliament in devising and executing a strategy and plan to strengthen language knowledge and skills in Portuguese and legal Tétum. This comprises the undertaking of language assessment of Staff and MPs and the development of a comprehensive Portuguese language training programme tailored to the needs of the Secretariat Staff, particularly the national legal advisers and MPs; This activity will also target the translator sector through the development of a glossary of legal and parliamentary terminology in Tetum and Portuguese for the use of translators and interpreters working with and for the Parliament, to ensure that translation of Parliament documents follow a common standard, and through the provision of training and materials for the improvement of technical skill of translators and interpreter. Parliament will be assisted in assessing the need, the feasibility of setting up a translation unit and in its eventual establishment.

The Project will provide for 1 language teacher to assist in the execution of this Activity; Consultancy costs for the development of the Glossary in the two official languages; Printing of Glossary; Translation/Interpretation trainer; and production and dissemination of learning materials.

Activity 2.2 - Enhance capacity of MPs, legal and other sector analysts/researcher, and technical staff to enable them to scrutinize, debate and amend bills, analyze and present policy implications, as well as initiate and draft laws.

This activity encompasses four areas of intervention. *First*, the support of the ongoing long-term training programme for national legal analysts and drafters in cooperation with the Legal Training Centre. Actions in this area are aimed at providing training programme coordination and teaching, and strengthen language skills of the trainees, through Portuguese language courses and exposure of trainees to Lusophone countries to attend training and observe work in Parliaments.

Second, the support for the establishment of a Parliamentary Training Centre, whose national sustainability will be ensured through the National Parliament budget, as also reflected in the National Parliament Strategic Plan. Actions in this area include: the provision of technical advice to the Directorate of Research and Technical Information, for the development of a policy framework for the institutionalization of the training centre; support to the development of management policies of the training centre; development and implementation of capacity building initiatives for

the staff of the training centre. Furthermore, it is expected that the project will provide assistance for: the formulation, coordination and implementation of capacity development initiatives under the new Centre; Provision of learning materials for the Centre, and; Development of training material and resources.

Third, the support to development and implementation of a specialized training programme for a selected staff of the Secretariat to undertake a specialized training programme from a foreign university, preferably in a Portuguese speaking country. Criteria for the selection of the staff will be presented to and endorsed by the Project Steering Committee.

Fourth, this activity will also entail provision of regular advice and on-the-job training to Committee and *Mesa* members in initiating, drafting, scrutinizing and amending laws. In this regard, the project will contribute to the strengthening of legal capacity, knowledge and expertise of the National Parliament in exercising both its legislative and oversight functions. This will entail: provision of legal analytical and research support to the National Parliament; provision of legal and technical guidance to Committees in conducting public hearings and in following-up on the recommendations stemming from them; technical support to Committees and legal drafters of the Secretariat in analyzing and drafting bills; development of skills of Committees' support staff; provision of legal support to all aspects related to Parliament's oversight function; and legal assistance in the analysis of budget proposals, budget execution reports and audit reports. Furthermore, the project will provide support for the deployment of eminent experts and/or scholars for the conduction of specific and high-level thematic lecturers or discussions for the MPs, Committees and the Secretariat staff.

Project will carry on this activity through:

First - provision of a Capacity Building Specialist & Coordinator, one Portuguese Language teacher and one law teacher, at a time, to teach public law, legal drafting and parliamentary law. The project will also organise and conduct overseas training for the legal trainee-analysts to Lusophone countries. This Specialist & Coordinator will also provide support for the institutionalization of the Parliament Training Centre, the development of its policy framework and the production of relevant training programmes and resources to be coordinated by the new Centre. (S)he will also develop and conduct a capacity building programme for the staff to be recruited by the National Parliament and assigned to the new centre. Successful operationalization of this output would depend on timely appointment of national counterpart staff and provision of space by Parliament for the establishment of the Centre.

Second – financing the specialized training programme, through scholarships correlated costs (tuition fees, air tickets, health insurance, and living allowance).

Third – provision of 4 legal advisers to Committees and a pool of eminent experts and/or lecturers to conduct thematic and/or specialized lectures.

Activity 2.3 - Support the development and implementation of an effective transcription system

The activity comprises the establishment of an effective transcription system and service, on one hand, and the transcription of records from the Constituent Assembly (2001-2002), the 1st Parliament (2001-2007) and the 2nd Parliament (2007-2012), as way of preserving the memory of country's Parliament's work and provide its citizens and any interested person with a valuable and irreplaceable research source.

The Project will assist by recruiting a specialist to conduct an assessment and submit recommendations on the establishment of the transcription services (management, operations, staff requirement, software and equipment). The Project will assist in sub-contracting a specialized

company to provide transcription services including design, implementation and training. The project will also support the production of required procedures and manuals for management and operations; the draft of job descriptions for staff; and the design and execution of training programme for staff.

This activity is estimated to last for at least three years and during the course of its duration the specialist will return to Timor-Leste to conduct follow-up missions.

Activity 2.4 - Strengthen information management services for legislation

Through this activity the Project intends to contribute to the establishment of an electronic parliamentary information management system.

The Project will also recruit an Information Management Specialist for the establishment of an electronic parliamentary and legislative information system.

Output 3: The oversight capacity of the National Parliament is reinforced by improving internal capabilities, contributing to the development of the external institutional and legal environment and mobilizing greater civil society inputs in the Parliament's work

Activity 3.1 - Support the operationalization of the Supreme Audit Court

This activity is intended at enabling the National Parliament to perform its legislative and policy-making role in relation to the establishment of a Supreme Audit Institution (SAI) in the country. A bill, under preparation by the Government will be submitted before the Parliament for scrutiny and adoption. Through this activity, the Project will assist, by recruiting a SAIs short-term specialist (nominated with the collaboration of INTOSAI – International Organisation of Supreme Audit Institutions), to raise MPs awareness on the role and mandate of Supreme Audit Institutions and their relations with Parliaments. Project will assist MPs to have an insight on the institutional arrangements, appointment of members of the SAI, and staffing profile, by exposing them to international comparative experiences, through presentations by the specialist. The Project will provide advice to MPs before and during the bill's debate in the Parliament (the SAIs specialist, the legal advisers –Activity 2.2 - and the budget and public finance advisers – Activity 3.4 - as available at the time of the debate.

Activity 3.2 – Improve mechanisms and capacities for Parliamentary oversight

Through this activity the Project aims at technically training the parliamentary Committees to draft reports on the oversight activities. Relevant advisers (legal and sector-substantive, included budget sector) working under the Project will support the conduction of these trainings and will support the parliamentary Committees in developing a template or format for the oversight report. These advisers will also train national staff in the drafting of quality oversight reports. Having recognised the dynamism of the committees in conducting site visit and inspections, as part of their oversight activity, CSOs have been critical of the inexistence of dissemination of committee findings and follow up with the Government (*apud* Parliament's draft Strategic Plan 2010-2014). The Project will also support Committees in the printing and dissemination of the oversight reports through CSOs, media organisations, community radios, in the Parliament Portal/Website etc.

Besides, through this activity the Project will support the dissemination, the awareness and the understanding among MPs of the existing oversight tools (political, legislation and public finance),

through discussion sessions for MPs and publication of explanatory notes and briefs on the different tools and respective procedures. This activity is to be conducted by the Legal advisers to the Committees.

On the other hand this activity is aimed at training the Parliament and the relevant Committee in exerting the oversight over the Executive legislation, as mandated by Section 98 of the Constitution, through the establishment of an adequate mechanism to monitor the legislative production of the Government and exert effective oversight. The Project will assist in the devising of such mechanisms and other means, through the legal advisers to the Committees.

An additional aspect of this activity is the assistance to the Parliament in assessing the gaps and weaknesses and to define the required reforms or improvements for greater effectiveness of the existing tools and committee inquiry system. The Project will recruit a specialist in parliamentary procedures/oversight. The Project will plan and conduct a study visit for MPs to observe and learn comparative experiences.

Furthermore, through the short-term consultants foreseen under activity 2.2, it is expected that the Project contributes to the improvement of journalists' knowledge on the mandate, role and work of the National Parliament. The Project will support the Parliament to plan and execute a training course for 10 national journalists. Beside the substantive matter above mentioned the training will also cover journalistic approach to Parliament's work coverage and related techniques and skills.

Activity 3.3 - Strengthen in-house capacity for budget analysis to support regular budget discussions and reports

This activity is directed to the professional development of budget analysts (currently 4 analysts), and other relevant staff, as appropriate, through the design and implementation of a medium-to-long term training programme on subjects such as budget, public finance, macro-economics, public accounts and the role of Parliament in public finance. Apart of the above mentioned training course, the budget analyst will be exposed to other parliament's experience, through a study tour tailored to their technical needs. Moreover, the Project will train on-the-job the national budget analysts and train/coach/mentor the MPs, through discussion and awareness sessions.

Furthermore, the recent reform of the budget execution and public accounts oversight mechanisms and procedures, through the amendment to the Parliament Rules of Procedure/Standing Orders (end of 2009) lead to the need of reviewing the current committee system to make effective the performance of the public finance scrutiny by the Parliament. It is in this regard that the Project will assist the Parliament to establish a committee on Budget and Public Accounts. Project will recruit an adviser specialist in parliamentary procedures/committee systems and work to assist the Parliament in carry on this task. The adviser will draft and submit a proposal concerning the jurisdiction of the new Committee, develop internal operations procedures and train MPs and staff on Committee management.

The Project will undertake the above mentioned interventions by recruiting one International Finance and Budget Specialist with relevant academic and professional macro-economic and public finance expertise. This Specialist will also undertake capacity building interventions on budget formulation, budget and public policies and budget performance. Furthermore (s)he will look at subjects such as fiscal policy, budget sustainability, public sector financial management and reporting. The Specialist will thus be responsible for the development and implementation of the training course, and will be responsible for providing analysis for the relevant committees and perform on-the-job training for Committee Members, particularly the ones of Committee C, and national analysts.

Output 4: Inter-parliamentary relations improved with Portuguese speaking countries and pacific regions countries

Activity 4.1 - Provide advisory support to protocol and international relations unit

This activity is intended at supporting the institutional development and functioning of the Protocol and International Relations Division. The project will assign to it the Senior Parliamentary Administration Specialist already envisaged in activity 1.1. The Specialist will thus be responsible to support the production of the Parliament's Protocol Manual, train the relevant staff and raise awareness of MPs in relation to the Manual contents. The Manual will be printed and distributed, upon formal adoption by the competent Parliament body. Furthermore, the Specialist will support in the setting up the required internal regulations for the operational procedures of protocol organisation and functioning. This/these regulations will be published and distributed. In order to maximize and contribute to the effectiveness of diplomatic relationships held by the National Parliament, the Specialist will also develop criteria for selection and retention of Members for informed performance of diplomatic work. Within this framework, the Specialist will also assist the National parliament in reviewing and disseminating to Committees the draft guidelines for study tours, which provide guidance in matters such as how to assess the relevance and impact of study tours, how to develop Terms of Reference for the study tours, how to select accompanying staff, and how to report back and disseminate the lessons learned.

Moreover, the Project will make use of the services of the Senior Parliamentary Administration Advisor (already foreseen in activity 1.1) to support the institutional development of the Protocol and International Relations Division. The Advisor will thus be entrusted with drafting the Parliament's Protocol Manual, train the relevant staff and raise awareness among Secretariat staff and MPs in relation to the Manual contents. The Manual will then be printed and distributed, upon formal adoption by the competent Parliament body.

Activity 4.2 - Assist the GOPAC National Chapter in international exchange and knowledge events

MPs have created a caucus of Parliamentarians Against Corruption, which has already been affiliated as the National Chapter of the SEAPAC- South East Asian Parliamentarians Against Corruption and the GOPAC- Global Organisation of Parliamentarians Against Corruption. This Activity is to provide support in terms of substantive preparations and funding to the national group to enable them to participate in international events for knowledge and experience sharing.

Activity 4.3 – Support participation of Women MPs` caucus in regional and international fora

The Project assistance through this activity is aimed at (a) Exposing women parliamentarians to international environment for exchange and knowledge. To this purpose the Project will support the organisation of study tours for members of GMPTL - Women Parliamentarians Group - and staff of the GRC – Gender Research Centre so as to exchange on best-practices in gender mainstreaming into legislative work; (b) Expanding the GMPTL networking, through the establishment of partnership and coordination mechanisms with government ministries, civil society and academic institutions on issues related to gender equality; and (c) Strengthening the capacity of GMPTL and the parliamentary committee with the gender portfolio to influence government policies. To this purpose the Project will assist in the promotion of regular dialog with the Executive in view to contribute inputs into policies.

The Project will assist, through the support to relevant study tours and the attendance of international meetings. Selection of MPs and/or Staff for the participation in these overseas visits will be established by the Project Management and approved by the Project Steering Committee.

Activity 4.4 – Support strengthening of parliamentary relations with ACPLP

This activity is directed at supporting primarily the participation of Timor-Leste in parliamentary block, such as the Parliamentary Assembly of the Portuguese Speaking Countries Community (the acronym in Portuguese is AP-CPLP) in order to further regional and south-south integration and cooperation. Timor-Leste is going to hold the presidency of the AP-CPLP for two years starting from the next meeting to be hosted by Timor-Leste in 2011. This meeting is the third meeting of the AP-CPLP and the first one where the recently created standing committees will function.

The Project will support the National Parliament in organising and hosting the AP-CPLP meeting in Dili and the follow-up meetings and initiatives resulting from its 2 years tenure. The final plan is still under preparation. It could not be finalised earlier because the AP-CPLP National Group has just been recently constituted. However for budget approval reasons a tentative budget was adopted and subsequently approved. The National Parliament will be provided technical and financial support to organize major international and prestigious events, such as the AC-CPLP, the first of its kind in its short history.

Specifically, the Project will support the transcription and publication of the AP-CPLP proceedings, which will become its first ever published proceedings.