UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Timor-Leste

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Project Title: Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste

Project Number: 00126960

Implementing Partner: UNDP

Start Date: 24 June 2020 **End Date: 31 May 2022** **PAC Meeting date: 22 June 2020**

Brief Description

Since the beginning of the country, decentralization has been considered a tool for the nation's development. Initial steps towards this process began nearly 10 years ago with the territorial administrative division of Timor-Leste and the initiation of the deconcentrating process.

In 2016, progress was seen with the establishment of four Municipal Authorities (Baucau, Bobonaro, Ermera, and Dili) and eight Municipal Administrations (Aileu, Ainaro, Cova Lima, Lautem, Liquica, Manatuto, Manufahi, and Viqueque) in the country. This was further reinforced by the adoption of a new Suco Law in 2016 and the Decree Laws 4/2014 and 3/2016. In 2019, with the Government Resolution N 11/2019, the government reaffirmed its "commitment and determination to implement the Strategy for Decentralization". To make this process possible and further consolidate local development in the country, new skills and capacities need to be built, particularly in the areas of finance, administration, procurement, management, transparency, as well as data collection and analysis.

In order to address the abovementioned challenges, the project will promote informed policy development and capacity building of municipal public servants. The overall objective of the project is to contribute to Timor-Leste's sustainable development. More specifically, it aims to support the deconcentration and decentralization process, bringing governance, public administration and services closer to people, for both women and men, giving special attention to the needs and priorities of people living in vulnerable situations.

The project activities were designed around three different components which will contribute to three main expected results:

- Result 1: Strengthened capacity of the National Parliament in Timor-Leste.
- Result 2: Improved capacity of municipal public servants to deliver services at local level.
- Result 3: Improved capacity of local institutions to collect, analyse and use reliable and timely socio-environmental disaggregated data (development of a Municipal Portal).

Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDAF Outcome 4: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups

Indicative Output(s) with gender marker: GEN1

Total resources required:	USD 3,986,050	
Total resources allocated:	USD	
	UNDP TRAC:	400,000.
	Donor (EU):	3,586,050
	Government:	-
	In-Kind:	-
Unfunded:	0.00	

Agreed by (signatures):

Government (Ministry of State Administration)	UNDP
Print Name: **Mr. Miguel Pereira De Carvalho** **Minister of State Administration, Ministry of State Administration, RDTL**	Print Name: **Mrs. Munkhtuya Altangerel** **Resident Representative, UNDP Timor-Leste**
Date: 02/07/2020	Date: 02/07/2020

I. DEVELOPMENT CHALLENGE

The establishment of strong institutions and capacities at all levels to ensure the delivery and quality of public services has been at the focus of the government and political agenda of Timor-Leste since 2002. Although a lot of progress has been made towards enhancing the governance process of public service delivery through improved efficiency, accountability, and transparency, a lot of challenges and opportunities lie ahead.

Timor-Leste is a village-based society with over sixteen distinct language groups, characterised by geographic isolation and local cultural traditions. A Small Island Developing State, the rural population of Timor-Leste faces the joint challenge of remoteness and geographically challenging natural environment. The majority of the population is currently living in rural areas with very little access to communication services. These factors contribute to limited knowledge and awareness amongst citizens of their rights, responsibilities and available state and non-state support services.

A large number of the population in Timorese society still have minimal access to services – namely citizens living in the most remote villages as well as in the urban areas. Those who belong to the most vulnerable social groups, including persons living with disabilities, women (e.g. particularly domestic violence survivors and single mothers), youth, children, the elderly, and the mentally ill have the most serious of challenges in accessing services. It is for these people that the need for government support and services is much needed. These groups, and the females within these groups, also need to be included in the planning and needs identification processes so that their voices are heard and their priorities are considered when municipal plans and budgets are prepared.

Since the beginning of the country, decentralization has been considered a useful tool to promote the nation's development. Initial steps towards this process started nearly ten years ago with the national administrative division. Recently deconcentration efforts have begun to pay dividends with Municipalities being rolled out across the country to improve governance at the local level.

In 2016, progress was seen in deconcentrating government administration, with the establishment of four Municipal Authorities (Baucau, Bobonaro, Ermera, and Dili) and eight Municipal Administrations (Aileu, Ainaro, Cova Lima, Lautem, Liquica, Manatuto, Manufahi, and Viqueque) in the country. The process was further reinforced by the adoption of a new Suco Law in 2016 and the Decree Laws 4/2014 and 3/2016. To make this process possible and further consolidate the local development in the country, new skills and capacities need to be built particularly in the areas of finance, administration, procurement, transparency, management and data creation and analysis.

In 2019, with the Resolution number 11/2019, the national government reaffirms its "commitment and determination to implement the Strategy for Decentralization". The calendar described in the Resolution reiterates the commitment of the government to establish in 2020 a new legal framework for the implementation of the decentralization process. Additionally, the government is preparing to hold municipal elections in 2021.

Challenges of decentralization

Despite the increased role of municipal authorities and municipal administrations (12 municipalities) in Timor-Leste to deliver public services, they are still facing considerable challenges to implement their competencies and monitor the impact and progress of their actions. Due to a lack of skilled human resources and technical knowledge, municipalities are facing difficulties to carry out finance, procurement and other administrative responsibilities that would allow them to use their resources. Additionally, municipalities have a large number of responsibilities and functions compared with the small team and resources they receive. This generates a gap between expectations of "what they have to do" and "what they actually can do". Another challenge is that the participation of women and young people in local governance remains low. Finally, the current legal framework should be improved to provide a clear competency framework for the local authorities.

Poverty reduction and local development

Despite all the progress already achieved by the country and its efforts since its independence to develop its economy and enhance public service delivery and infrastructure, a lot of challenges and opportunities lie ahead. To date, some of the most pressing issues affecting communities in rural settlements, particularly among young people and women, are poverty, social exclusion, unemployment, low participation in decision-making, ineffective service delivery and lack of capacities.

Although income poverty in the country has fallen considerably since 2007, there is a significant variation in the levels of poverty rates across all the 12 municipalities. For instance, the poverty rate in the municipality of Bobonaro is 52 per cent, while 30 per cent of the population in Dili lives below the national poverty line (42 per cent in 2014). This is measured by calculating the costs of meeting the basic needs in relation to food, shelter, and non-food items in Timor-Leste. If we take the multidimensional poverty, then 46% of the population are multidimensionally poor.

Poverty is also a highly rural phenomenon, and the rate of poverty in rural areas is 47 per cent compared to 28 per cent in urban areas. In all municipalities, except for Dili, the majority of the population live in rural areas, representing 70%[1] of the total population of the country. For all these reasons, the current governance and institutional setup require a renewed focus in order to meet Timor-Leste's Strategic Development Plan (2011 – 2030) and SDG objectives by 2030.

Additionally, women in rural areas are less likely to be employed and are less likely to own or run a business[2]. Data from the 2015 census show that there are significant disparities in the country in terms of accessing public services. While electricity is accessible to 76.5%[3] of the sucos in the country, communities in rural areas still have difficulties in accessing to clean water, sanitation, health and adequate education.

Problem Analysis

The project will address some of the most pressing challenges that the current authorities are facing for the efficient implementation of the decentralisation process in the country. Namely:

Problem 1 Informed discussions at the National Parliament require technical support.	▪ Parliamentarians have limited technical support to review and promote informed debate for the approval of bills. ▪ Information about the legal framework for decentralization is not accessible to citizens. ▪ Need for informed debate and cross-sectorial collaboration.
Problem 2 Low capacities of the municipal public servants	▪ Low capacities at the municipal level to apply procurement and finance SOPs, local economic development, planning, among other areas. ▪ Limited cross-sectorial interventions or joint interventions between institutions; ▪ Face to face training has a high cost involving travels from the municipal public servants to the training centre; ▪ No standardization on skills development of public servants.
Problem 3 Reduced access to information for planning, monitoring and effective investment at municipal level	▪ Lack of easy access to data at the municipal level; ▪ Lack of capacity to create and use the data for policy and investment planning; ▪ Lack of reliable information to allow identifying territorial gaps in accessing public services and recognising most vulnerable population. ▪ Poor municipal-level data is available. Sectorial fragmentation and minimal cross-sectorial approach in the analysis of data.

[2] Ministry of Finance, National Directorate of Statistics, and World Bank (2014). Poverty in Timor-Leste, I. N. Poverty in Timor-Leste 2014. 2014.

[3] Census 2015

II. STRATEGY

The Government of Timor-Leste, with the support of EU, has launched a national programme on Deconcentration and Decentralization called **"Supporting Programme to Deconcentration and Decentralisation process in Timor-Leste (SPDD-TL)."** This project, also supported by EU, is a component of that national programme whereby UNDP will facilitate to provide technical support in specific areas outlined in this project document.

Theory of Change

The Theory of Change that guides the results logic of this project is that if institutional capacities at the municipal level, ministerial level, and the parliament level are enhanced, appropriate legal framework and regulations will be in place, and public servants will have sound understanding of many technical areas to manage and implement decentralized programmes. It also maintains that if municipal data is made available and accessible and capacities to use the data is strengthened, it will promote a culture and system of evidence-based inclusive and gender-responsive planning from the bottom up informed by people's needs. To solve the problems above, this project will have three components that respond and address to each problem (Appendix 1. Theory of Change table)

To address **Problem 1**, the project will equip the Parliament with consultants and knowledge related to decentralization, local finance policy, transparency and other related topics. Additionally, the project will promote public awareness on decentralization by implementing radio programmes, workshops and television debates. Project will focus on promoting informed discussions at the National Parliament, particularly the Commission A for Legal and Justice and Commission C for Public Financial Management. Through this support, the project aims to achieve the **Output 1 "Enhanced capacity of Commission A and C at the National Parliament to perform informed discussions and increase awareness of the Timorese population of the decentralization process".**

To address **Problem 2,** the project will carry out a comprehensive capacity and needs analysis in the municipalities in coordination with the central government. The project will also develop and deliver a computer-based training module in coordination with the INAP (National Institute of Public Administration) to promote capacity building and skills development of local male and female public servants. Through these activities, the project aims to achieve the **Output 2 "Improved capacity of the local authorities to deliver public services including the development and implementation of computer-based modular courses for public servant."**

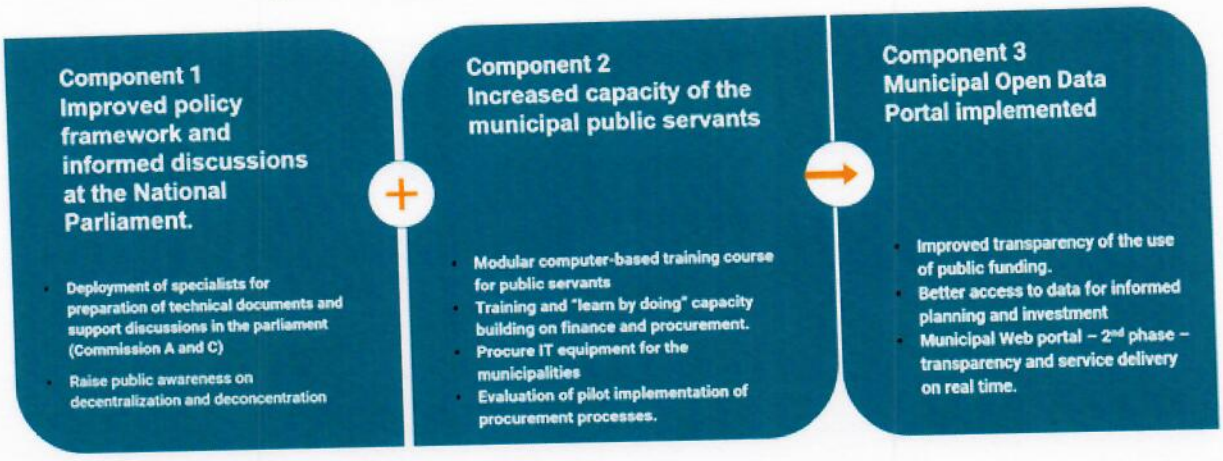
Finally, the project will strengthen the Municipal Portal to support municipalities to monitor performance and sex-disaggregated data collection which will address **Problem 3**. The project will support the development and implementation of the Municipal Portal, while equipping local government buildings with the required IT equipment. The project will provide training on the use of the Portal to local CSOs, male and female youth, women's groups, NGO, etc. and ensure improved participation of women and young people in local development. Through these activities, the project aims to achieve **Output 3 "Local authorities have improved access to municipal data for planning, monitoring and better service delivery by using ICT tools."**

By accomplishing all three outputs, the project is expected to contribute to the following Components/Expected Results:

- **Component/Expected Result 1: "Improved policy framework and informed discussions at the National Parliament"**
- **Component/Expected Result 2: "Increased capacity of the municipal public servants to promote better service delivery"**
- **Component/Expected Result 3: "Better access to data for the informed decision-making process"**

In the end, the project aims to contribute to Timor-Leste's sustainable development by 1) supporting the deconcentration and decentralization process, 2) bringing governance, public administration and services closer to people, for both women and men, and 4) giving special attention to the needs and priorities of people living in vulnerable situations.

Figure 1. Project Results organized between 3 Components



Contribution to the achievement of the UNDAF and SDGs

Access to services and responsive public institutions are a priority under the United Nations Development Assistance Framework (UNDAF, 2015-2020) in Timor-Leste, as well as under the UNDP Country Programme Document. In this regard, the project will contribute to the achievement of UNDAF Outcomes 2 and 4.

- UNDAF Outcome 2: People of Timor-Leste, especially the rural poor and vulnerable groups, derive social and economic benefits from improved access to and use of sustainable and resilient infrastructure.

  SO2.1: Improved capacity for the planning, constructing and maintaining of climate-resilient infrastructure for rural development and local service delivery by national and sub-national bodies, with improved institutional frameworks and increased gender-equitable citizen participation.

  SO2.3: Women and men in Timor-Leste, and in particular school children and people living in rural areas, have increased access and use –of safe and reliable water and improved sanitation and hygiene services, equitably and sustainably.

- UNDAF Outcome 4: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.

  SO4.3: Decentralized institutions provide more efficient, accountable and accessible services to citizens, particularly for the rural poor and other disadvantaged groups.

  SO4.4: Relevant state institutions have improved capacity to collect, analyse and use reliable and timely socio-demographic disaggregated data for evidence-based planning, budgeting, monitoring, reporting and decision-making targeting disadvantaged groups.

The project is also closely linked and contributing to the achievement of UNDP Strategic Plan, particularly the **B. Accelerate structural transformations for sustainable development**, by "addressing inequalities and exclusion, and building more effective governance systems that can respond to megatrends such as

globalization, urbanization and technological and demographic changes. Inclusive and accountable governance is a key driver of structural transformations."

Additionally, Timor-Leste's Roadmap for the Implementation of the 2030 Agenda and the SDGs highlights some of the reforms implemented and the importance of these enablers to meet the SDGs and explain how Timor-Leste intends to use 'Decentralisation', in a phased approach, to localise the SDGs at the municipal level. Timor-Leste is an active promoter of the 2030 Agenda and advocates for strong 'governance goals' (SDG 16).

The objectives outlined in this project document are linked directly to the Sustainable Development Goal No. 16: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels." The project also contributes to other Sustainable Development Goals, namely:

- Goal 1 "End extreme poverty in all forms by 2030";
- Goal 2 "End hunger, achieve food security and improved nutrition and promote sustainable agriculture";
- Goal 5 "Achieve gender equality and empower all women and girls";
- Goal 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"; and
- Goal 17 "Strengthen the means of implementation and revitalise the global partnership for sustainable development."

Alignment with national priorities: decentralization and local development policy framework in Timor-Leste

The project is also aligned with the Government of Timor-Leste's priorities. The Constitution of the Democratic Republic of Timor-Leste observes the principle of local Self-Government through the decentralisation of public administration to ensure citizen participation in decision-making at the sub-national level[4]. In this context, the Government has been taking continuous steps to fulfil this constitutional requirement and to increase citizen participation in decision-making, especially in rural areas - home to over 70 per cent of Timor-Leste's population[5]. The following laws and strategies have been approved in support of a decentralized public administration:

- Decree-Law No. 2/2004 on the Election of Suco Chiefs and Suco Councils;
- Decree-Law No. 3/2009 on Community Leadership and Their Election;
- Law No. 11/2009 on Territorial Administrative Division;
- Timor-Leste Strategic Development Plan 2011 – 2030;
- Decree-Law No. 4/2012 on the Integrated District Development Planning;
- Decree-Law No. 8/2013 on the set-up of PNDS;
- Decree-Law No. 4/2014 on the Pre-Deconcentration Structure;
- Law No. 9/2016 on the Statute of Sucos;
- Decree-Law No. 3/2016 on the Structure of the Administrative Municipalities, Municipal Authorities, and Inter-Ministerial Technical Groups for the Administrative Decentralization.

The project will contribute to the Strategic Development Plan 2011-2030 (SDP) that identifies the strengthening of the institutional framework as a key pillar for the social and economic development of Timor-Leste. The SDP outlines that only through the development of transparent, accountable and competent institutions, can the country achieve stability, security, the rule of law enforcement and access to justice for all citizens. According to the National Strategic Development Plan, there are four objectives for the Decentralization of Public Administration[6]: 1. The private sector development in rural areas; 2. The promotion of strong state institutions

[4] Constitution of the Democratic Republic of Timor-Leste, article 5.

[5] United Nations Development Assistance Framework: Timor-Leste 2015-2019.

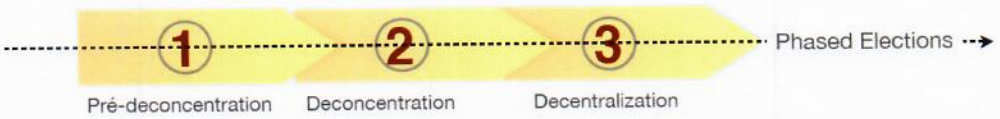
[6] RDTL (2011) Timor-Leste Strategic Development Plan 2011-2030

in all the territory; 3. The creation of new opportunities for democratic participation; 4. To ensure the effective and efficient provision of public services.

The Strategy for Decentralization[7] developed by the Ministry of State Administration in 2019 defines three stages of decentralisation, namely:

a) Pre-deconcentration
b) Deconcentration
c) Decentralization (including election at the local level)

Figure 1. Stages of administrative decentralization in Timor-Leste



Source: MSA[8]

The project will be supporting not only the implementation of the National Strategic Development Plan but also the Decentralization Strategy[9] developed by the MSA in 2019 through improving local development by building capacities within local administrations and strengthening economic competitiveness at the local level by developing local economic strategies and policies that foster inclusive and sustainable growth.

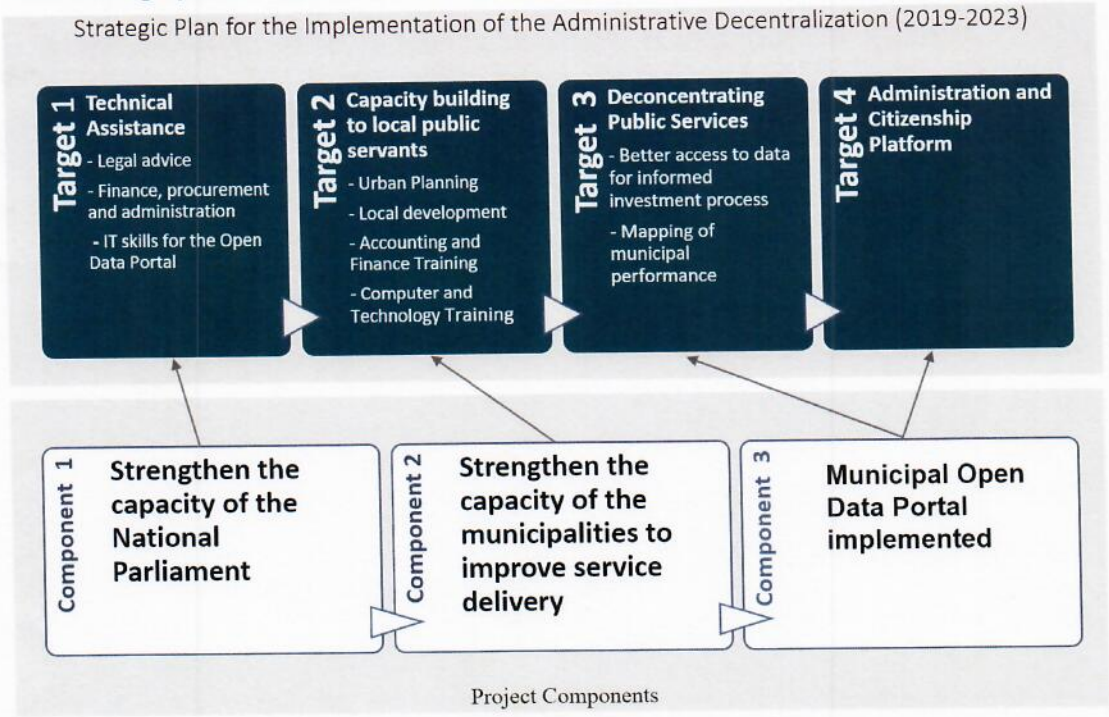
The deconcentration process has already started, currently with the application of the Free Balance software (part of the Integrated Financial Management Information System - IFMIS) at the local level. Planning and procurement processes have been developed at local levels (with the EU PFMO budget support targeting capacity assessment of 12 districts, as well as their training needs on PFM matters including budget process, procurement, payments, internal controls).

The three objectives of this project will contribute to the four objectives of the plan, namely:

[7] "Implementation Strategy of the Administrative Decentralization and Setting up the Representative Bodies of the Local Power in Timor-Leste". Ministry of State Administration, Timor-Leste. VIII Constitutional Government. 2019

[8] "Implementation Strategy of the Administrative Decentralization and Setting up the Representative Bodies of the Local Power in Timor-Leste. Ministry of State Administration, Timor-Leste. VIII Constitutional Government. 2019

Figure 2. Project contribution to the Implementation Strategy of the Administrative Decentralization and Setting up the Representative Bodies of the Local Power in Timor-Leste (2019-2023)



Project components and link to EU's Support to District Development Programme (SDDP) Induced Outputs

Additionally, the three components will supplement the budget support that the EU Delegation in Timor-Leste will provide to the Ministry of State Administration, with a particular focus on **Induced Output 1** ("Improved deconcentration and decentralisation policy, institutional and legal framework and inclusion of gender balance and women empowerment") and **Induced Output 3** ("Mechanisms for improving local governance (e-procurement) and public services delivery ('loja do cidadão – Uma Sidadaun') established"), and to some extent to **Induced Output 2 and 4**[10].

This project will also contribute through its three components to **Direct Output 2** (Improved policy performance and assessments), **Direct Output 3** (Improved policy dialogue and coordination) and **Direct Output 4** (Strengthened capacities conducive to the improvement of the deconcentration and decentralisation policy, institutional and legal framework). Ultimately, the three components of the project will help Timor-Leste municipalities improve their core capacities to plan, implement efficiently, and manage competently. Building on the current work from MSA, this project aims to strengthen capacities at the municipal level to effectively fulfil their competences and bring public services closer to the people.

UNDP experience supporting decentralization in Timor-Leste

The project draws on a series of lessons learned from past experiences and processes from UNDP in Timor-Leste and similar countries, where strengthening capacities of civil servants, improving access to data for informed decision making and engaging women and young people is seen as the most immediate action for long-term sustainability of development aid.

UNDP has been closely involved in the decentralization process of Timor-Leste since the very beginning in 2005. In 2004-2005, UNDP and UNCDF provided technical support to the Ministry of State Administration's Local Development Programme (LDP) in three pilot districts. The success of this programme resulted in the government's decision to scale up the LDP to all districts in 2010. The LDP, together with another local investment programme of the Ministry of State Administration called Decentralized Development Package

[10] As listed in the Annex I of the project Financing Agreement – Technical and Administrative Provisions section.

(DDP), formed the basis of the Integrated District Development Planning (known as PDID), which aims to facilitate sub-national planning, procurement, and financial management through a set of harmonised and simplified systems and procedures.

UNDP also assisted the development of the Decentralization Strategic Framework, comprising timeframe and milestones for the decentralization reform, as well as the drafting of a package of three laws. In 2018, UNDP signed a new project with the Ministry of State Administration with the aim of promoting local governance using internationally recognised methodologies. The project supported the municipalities of Baucau and Bobonaro in the development of the Strategic Development Plans. Additionally, two multi-suco infrastructure projects have been implemented with the aim of building the capacities of the municipalities to invest and improve the provision of clean water to the population.

III. RESULTS AND PARTNERSHIPS

Expected Results

Overall Objective

The overall objective of the Programme is to contribute to Timor-Leste's sustainable development.

Specific Objective

Its specific objective is to support the deconcentration and decentralization process, bringing governance, public administration and services closer to people, for both women and men, giving special attention to the needs and priorities of people living in vulnerable situations.

The project in Timor-Leste entails a unique integrated area-based development approach to natural resources management and poverty eradication focused on institutional strengthening for better service delivery at the local level. The project deals with a need for inter-sectoral collaboration for the effective functioning of the municipal authorities.

Outputs by Component/Expected Result

The project is organized around three components/expected results, each supporting a specific output. Together, they contribute to the realization of the above mentioned overall and specific objectives. The project is also designed in line with UNDAF Outcome 2 and 4 referring to the benefits of rural poor and vulnerable groups and inclusive and effective democratic governance:

- *UNDAF Outcome 2*: People of Timor-Leste, especially the rural poor and vulnerable groups, derive social and economic benefits from improved access to and use of sustainable and resilient infrastructure.
- *UNDAF Outcome 4*: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups

Component/Expected Result 1: Improved policy framework and informed discussions at the National Parliament.

Output 1: Enhanced capacity of commission A Legal and Justice and commission C Public Financial Management at the National Parliament to perform informed discussions and increase awareness of the Timorese population of the decentralization process

Related Activities

- *Activity 1.1.* Equip the National Parliament with a team of experts to support and promote informed discussions of new bills during all legislative phases, including debate in Committee (A and C) and Plenary;
- *Activity 1.2.* Support the implementation of public consultations for Commission A MP´s, CSOs and citizens to present and discuss the content of the selected bills;
- *Activity 1.3.* Raise public awareness about the decentralization and deconcentration process;
- *Activity 1.4.* Support the National Parliament to maintain Parliament´s business continuity and stronger engagement with the citizens during the state emergency related to the COVID-19 pandemic

The project will enhance the capacity of Members of the National Parliament to discuss and debate the current and new bills, with attention also to the decentralization legislative framework and local finance in an informed, open, participative and transparent way, involving all relevant stakeholders, including Government, public administration, local authorities, CSO´s and groups of citizens, with special focus on vulnerable and underrepresented groups.

The discussion and debate will be guided by the best international principles and practices into bringing governance, public administration and services closer to people, for both women and men, giving special attention to the needs and priorities of people living in vulnerable situations. For this purpose, the Project will form a team of senior experts to support and promote the discussion of the draft bills during all legislative phases, including the debate/discussions and public consultations in Committee (A and C) and Plenary. Along with the technical expertise, the project will also produce contents and materials to assist and assure an informed debate among the Members of Parliament.

Outreach and permanent contact with civil society and citizens will be assured through several initiatives like TV and radio debates, town hall meetings, production of podcasts and booklets, and through the organization of an international seminar to discuss the proposed decentralization framework. All public materials will be produced in Tetun, and when relevant in Portuguese (e.g. legal documentation) to maximize access to information. The engagement of women and youth will be prioritized as a mean to increase their participation in decision-making processes and foster an inclusive governance in Timor-Leste.

In terms of communication and visibility, a book about the legislative preparatory works will be prepared where all the legislative process will be described in detail to be used by scholars and students when studying the Timorese decentralization and other bills approval processes.

Component/Expected Result 2: Increased capacity of the municipal public servants to promote better service delivery

Output 2: Improved capacity of the local authorities to deliver public services including the development and implementation of computer-based modular courses for public servants

- *Activity 2.1.* Carry out a comprehensive capacity and needs analysis within municipalities bodies to understand gaps in key areas (such as finance, procurement, local economic development, planning, etc.), in coordination with the central Government;
- *Activity 2.2.* Development of a set of computer-based courses for municipal employees to ensure effective implementation of its responsibilities covering the following topics: resilient infrastructure, participatory planning, environmental safeguards, administration and procurement, local economic development, among others;
- *Activity 2.3.* Install computer labs and teleconference rooms in the municipalities for public servants to attend the courses;
- *Activity 2.4.* COVID preparedness and response measures implemented in all Municipalities of Timor-Leste (community radios supported, social media monitoring, hand washing stations in public spaces, etc).

This objective aims to increase the capacity of the municipalities to administer and exercise transparent execution of the public funding to promote local governance. The project will develop standard modular computer-based courses that will be accessible online and in-person to all public servants at the municipal level. The courses will cover key areas to ensure effective implementation of its responsibilities: 1) resilient infrastructure, 2) participatory planning, 3) environmental safeguards, 3) finance; 4) procurement, 5) local economic development, etc.

The computer-based platform will allow public servants to have access to specialized training at any time and day during the year. The platform will also allow the exchange of queries with experts identified for each area. The courses will be developed in coordination with INAP and in collaboration with international and national training centres specialized in local and municipal development.

The objective will also include in-person training and "learn-by-doing" capacity building on finance and procurement. National volunteers will be deployed in the municipalities to build their procurement capacities jointly with the support of an international UN volunteer (from UN-V programme).

Modules will include the following topics:

TOPIC	OBJECTIVE
Local development strategies	The module will support the capacity of municipal staff to develop local policies and strategies that lead to inclusive, sustainable economic growth and social development.
Strategic Planning	The module will strengthen capacity of relevant staff to develop an integrated local strategy, in which staff is able to assess needs, identify risks and opportunities, and build a local vision which aligns with national priorities.
Inclusive institutions (women and young people participation)	This module will provide staff with theoretical and practical knowledge on institutional inclusiveness, and how to better involve local populations, and especially the more vulnerable categories, in local policy decision making.
Environmental safeguards	This module will build capacity of relevant staff to assess the potential environment and social risks and impacts of local development projects, and how to mitigate and prepare for these risks.
Procurement	This module will strengthen Municipalities' staff knowledge of Timor-Leste's procurement regulations and procedures.
Finance	This module will reinforce Municipalities' staff knowledge of the basic principles of public finance and of Timor-Leste PFM systems, including accounting, financial reporting, and auditing.

Component/Expected Result 3: Better access to data for the informed decision-making process (Municipal Portal implemented)

Output 3: Local authorities have improved access to municipal data for planning, monitoring and better service delivery by using ICT tools.

- *Activity 3.1.* Support the development and implementation of the Municipal Portal;
- *Activity 3.2.* Equip local government buildings with IT equipment for the use of the Municipal Portal;
- *Activity 3.3.* Provide training on the use of the Portal to local CSOs, youth, women groups, NGOs, etc;
- *Activity 3.4.* Improve participation of women and young people in local development.
- *Activity 3.5.* Support the e-government development at local level in Timor-Leste

As the decentralization reform progresses, Timor-Leste's Municipalities acquire more responsibilities and independence regarding service delivery and public finance management roles. In this context, access to good quality data is fundamental, to ensure fact-based decision-making and decisions that correspond to local realities. An important amount of data already exists in Timor-Leste, produced by the Government, development partners, and civil society, but these data are scattered across sources and often difficult to access. In this context, the need for a unique platform, user-friendly and accessible to all, was identified.

The Municipal Portal will improve transparency and help monitor the performance of the municipalities. It will serve as a national portal to track and monitor the development status of all 12 municipalities and their sucos, based on a series of selected indicators covering sectors that include Health, Education, Socio-Economic, Demography, Infrastructure, Gender, and Agriculture. The Portal will also be addressed to citizens and will provide basic information on each Municipality, including on service delivery and procedures at Municipal level. Finally, the Municipal Portal will provide information on on-going infrastructure projects for a selected number of sectors, to facilitate project monitoring and avoid duplication.

The Portal will be administered by the Ministry of State Administration, and hosted on MSA website, ensuring local ownership of the platform, and facilitating its access and visibility. The data collection process is planned as a continuous process, and staff will be trained both in MSA and in Municipalities to manage regular updates of the data in the future. Overall, the Municipal Portal will equip local actors with tools and skills to make fact-based policy decisions. Additionally, it will contribute to building a culture of policy transparency and budgeting/policy-making based on results and data. The Municipal Portal will contribute to LED by giving municipal decision-makers, social organizations, cooperation partners and the private sector a framework to identify better needs for goods and services.

Finally, the Municipal Portal will improve access to information to all citizens, CSOs and education institutions. It will allow citizens to have access to relevant information about the municipalities, such as future investments, news and campaigns, and municipal services, among others. It will in turn facilitate citizens interaction with the municipal authorities. Providing open data at local level is fundamental for citizen participation and collaboration in local policy decision-making. It opens a communication channel between the Government and the citizens and allow people to not only track but also responds to policies implemented by the Government, both at central and local levels. Through collaboration with local CSOs, training will be provided to youth and women group, to increase the Portal visibility and give citizens the tools to use the information made available to them. Communication campaign will participate to encourage the participation of women and youth groups to local development.

For the sustainability of the Portal, the project will ensure that both MSA and Municipal Authorities are in close consultation throughout the entire project cycle. The MSA, during the pre-consultation, has already expressed its ownership and commitment to continue the Portal after the project, including the budget allocation. Furthermore, both MSA and Municipality staff will be benefited from a solid skill transfer through the deployment of experts and trainings. The project will also produce manuals and SOPs for clear guidelines for them to continue to maintain and update the Portal.

Resources Required to Achieve the Expected Results

The project will use the following staff to facilitate implementation of the project and together, they will ensure on-time delivery of the project activities and timely financial and narrative reporting:

1. **National Project Manager:** The National Project Manager (NPM) will manage the project on a day-to-day basis on behalf of the PMB. S/he will ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified time and cost. In addition, his/her role will be to ensure the coherence and coordination of all project objectives in accordance with project strategy and objectives. The NPM will be responsible for project administration, human resources, finance, procurement, recruitment and timely delivery of the activities and the overall workplan. Additionally, where appropriate, the NPM will be supported by Individual Contractors where a particular service or skillsets is required.
2. **International Chief Technical Adviser (CTA) for local development and decentralisation**: The CTA will overseas Strategic, content, and technical oversight, coordination and supervision of institutional relations with concerned government institutions. Also, coordinate project reporting and

evaluation systems to provide accurate and timely financial and narrative reports. He/she will coordinate with the various technical leads and the project management to ensure timely delivery of project activities and financial and narrative reporting

3. **Six (6) Nationals IT specialists for 6 municipalities**: National IT Specialists will support IT work in municipalities for the development and proper functioning of Municipal Portal including helpdesk, basic programming, networking support and site maintenance. They will also build the capacity of the Municipal staff in this area.
4. **12 National Community mobilization,**: 12 community mobilizers will be allocated in each of the municipalities to support community and local authorities from suco up to municipal level for their inclusive participation in planning process and capacity development.
5. **Monitoring and Evaluation Specialist :** responsible for project monitoring, evaluation and reporting including assistance to the project staff in developing performance monitoring plan and result framework during project implementation. He/she will also use UNDP internal M&E system to contribute to measuring, analysing and reporting project results.
6. **Admin, procurement and finance Officer:** responsible for project administrative matter, procurement, budgeting, financial management and reporting.
7. **National Admin and Finance associate,** responsible for financial management, contractual and support project administration
8. **2 project drivers and logistics clerks:** providing driving and logistics support for projects staff, office, consultants, field missions.

The following positions from the UNDP Country Office will provide implementation support to the project:

1. **Communications Team (consisting of International Communications specialists, national communications officer) providing support to the project to ensure compliance with UNDP Standard Operating Procedures and EU's visibility guidelines with support from the project's team.**
2. **Procurement Team:** responsible for procurement support function for the project to ensure compliance to UNDP standard operating procedures on procurement
3. **HR Associate:** responsible for Human Resource Management for the project ensuring compliance to UNDP standard operating procedures
4. **Finance Associate:** finance support function for the project ensuring compliance to UNDP standard operating procedures
5. **Programme Analyst:** program support function for the project ensuring compliance to UNDP standard operating procedures

6. **Programme Associate:** providing administrative advice and support to project implementation from the Country Office.

The project will have office in Dili and 6 municipalities. The project budget includes the operational costs and other expenses for the project implementation. UNDP Country Office will support in project Quality Assurance, Project Oversight to ensure that the project is on track to achieve its results, Monitoring and Management of Evaluation, Procurement, HR and Finance, IT, etc.

Partnerships

The project will establish multilateral partnerships with government and non-government bodies to promote decentralisation and inclusive governance in Timor-Leste. The project defends an inclusive approach aimed at creating an open and participatory space where all partners and stakeholders are represented, including the most excluded groups.

In accordance with the three main components of the project, direct partnerships will be established at three different levels with the following actors: National Parliament of Timor-Leste, Ministry of State Administration and Municipal Authorities of the 12 municipalities of Timor-Leste. Additionally, the project will place efforts to

facilitate and activate lasting local development partnerships, bringing together representatives from civil society, grassroot citizens groups (including socially excluded and vulnerable citizens), private sector, local institutions, media and academia. Particular attention will be paid to the participation of young people, youth centres and women's organizations.

In this regard, the following key partners will be considered:

Central ministries and national government - Collaboration with Government agencies are central to attaining the objective of managing resources and aligning them with national priorities. Key stakeholders include central ministries and agencies. These ministries and agencies will be provided with the evidence and data produced by the Portal based on project support and, with strengthened capacities and outreach functions, will be able to advocate for improved resource-results linkages. The project will be implemented in coordination with the MSA in order to promote further implementation of the policy for decentralization in the country. A key stakeholder for this project will be the National Institute of Public Administration (INAP), General Director of Decentralisation and the National Directorate for Local Administrative Modernization (DNMAL). Partnerships with Commission A for Constitutional Affairs and Justice and Commission C for Public Finance of the National Parliament will also ensure effective implementation of the identified activities, particularly for component 1 of the project.

Municipal Authorities - The twelve municipalities in Timor-Leste will be key counterpart in the planning and implementation of the project. They will benefit from the training, capacity building, improved planning and procurement, IT equipment and Municipal Portal. Capacity building and skills development of municipal civil servants mean a key tool within the project to achieve empowered local development across all the country. Building capacities of local civil servants will promote transparent and efficient use of public funding, maximizing the impact of decision-making processes at municipal level, and creating a significant impact in rural communities.

Private sector, CSOs and local NGOs – as the source and/or managers of growing shares of development finance, these actors will be engaged in information sharing as well as coordination and monitoring of development impact to identify opportunities for further cooperation based on mutual interest. Other stakeholders engaged throughout the project include local CSOs and NGOs working at the local level to promote better governance and participation of women and young people.

Development partners – development partners investing in the same sector will be engaged through bilateral negotiations and thematic working group for decentralization support.

Academia – Additionally, the activities will ensure engagement of universities and research centres at the national and international level, including UNTL. The project will also benefit and work with the active cooperatives and other potentially affected groups.

Media – National and local media will be engaged as a mean to advance the understanding of decentralisation processes as a tool for local development and to achieve a more effective participation in decision-making processes at both municipal and national levels. Community radio will represent an ideal channel for social change in rural areas. The radio maintains traditional oral forms of communication and enables dialogue with vulnerable and marginalized communities who have no contact with other media technology and/or limited education.

Risks and Assumptions

The primary risk component related to the implementation of the project is delayed of the completion of decentralisation legal framework for the implementation of decentralisation in Timor-Leste. To mitigate this risk with a high impact for the implementation of the project, UNDP will work closely with the National Parliament and Government of Timor-Leste both at the local and national level, to support the actions towards the decentralization of public administration. UNDP will ensure to promote a multi-level and multi-stakeholder platform in which the civil servants and other local actors are capacitated to deliver public services, regardless

any potential political change. Continuous outreach and engagement with government counterparts at the local and national level is key to restate the rationale and benefits of the decentralization process as well as foster local ownership of the project.

Another potential risk is related to the change of leadership at the local level due to municipal elections to be held for the first time in the country. The Ministry of State Administration and UNDP will agree to have one dedicated municipal secretary of each municipality to work full-time for the implementation of the project. This not only mitigate the risk of any potential change in the political leadership, but also contribute to the long-term sustainability of the project.

Environmental risk should also be considered. The risk of COVID-19 Pandemic affect program and service delivery at national and municipal levels. UNDP will work together with MSA and municipal authorities to monitor government program in accordance with COVID-19 protocols. UNDP will recruit and appoint one community mobilisation for each municipality to facilitate the workshops and meetings. In addition, the community mobilisation will ensure that all the local actors, including marginalized communities, etc., are being represented in the working group and other workshops to be held in the framework of this project.

In terms of financial risks, potential delays related to budget allocation and disbursement due to public financial management system and procedures may compromise the implementation of the larger decentralization programme on time which may also impact the pace at which this project will be implemented as there has to be close coordination with the larger national programme. UNDP and the Ministry of State Administration will closely collaborate to identify the appropriate financial modalities to be used for the project's implementation. UNDP will also increase advocacy among national government, municipalities, and other donors, in support of bilateral agreements to upscale similar pilot projects.

Stakeholder Engagement

Communication is key to maintain citizen and government engagement in development cooperation. An engagement strategy will be implemented throughout the different phases of the project aimed at enhancing an effective participation of citizens and stakeholders in local governance and decision-making processes at municipal and national level.

The strategy will include training sessions for public civil servants and local journalists on decentralisation, an awareness raising campaign to promote the use of the Municipal portal by civil servants and the local citizens and engagement initiatives to promote the participation of women and youth in local governance. Several engagement campaigns and initiatives will be developed to encourage commitments, dialogue and active participation, with special focus on youth and women.

Messages and engagement activities will be disseminated through broad range of channels to ensure effectiveness in reaching the project key target groups: online platforms, social media, national and local media, community radio, Municipal Portal, physical communication channels, community-based outreach as facilitated by partners and community leaders... The scope is designed to reach not only those familiar with decentralisation and decision-making processes, but also non-traditional audiences, using traditional and non-traditional communications methods.

Target Groups

1. Directors of Technical Offices within 12 municipalities
2. International and national non-governmental organisation in municipalities
3. Senior Local Government Officials
4. Director of Planning/budget, finance, procurement, and IT in 12 municipalities
5. National government representatives
6. Head of Suco and Suco representatives, as community and religious leaders
7. Civil society and private sector stakeholders
8. Development partners
9. University and other experts
10. Youth, women and other vulnerable population

South-South and Triangular Cooperation (SSC/TrC)

The project will promote south-south collaboration in order to promote capacity building of local public servants. The project will promote south-south cooperation between municipalities in Timor-Leste and similar actors in countries in the south. UNDP will contact other countries offices to select the appropriate country for the exchange. The project objective should be to facilitate a significant increase in the adoption and utilisation of south-south and triangular cooperation opportunities as they are currently deemed to have significant unfulfilled potential.

Triangular cooperation will also be encouraged for the implementation of objective 2 (computer-based modular courses on local development) with international institutions with a large experience in this area. The development of the training courses will require national and international skilled professionals to allow implementing the local approach in the courses.

Knowledge

During the project implementation, several knowledge products will be developed. A best practice document will be created before the end of the project with the aim of providing useful guidance for scaling up the approach. In addition, a number of press releases, media products, posters, banners and videos will be developed during the implementation of the project.

Additionally, the computer-based modular training will allow the transference of knowledge to a larger audience at the national and local level. The system will also allow the creation of new thematic training in the future and to open the portal for non-public servants in order to increase awareness and knowledge of students from the National Parliament Training Center and the Universidade Nacional Timor Lorosa'e (UNTL).

Sustainability and Scaling Up

The project aims at strengthening capacity at all levels of political decisions (Parliament, central government, local government, and civil society), and puts a strong focus on capacity building activities. Furthermore, all components are done in close collaboration with different Government institutions, especially the Ministry of State Administration and the National Parliament. It is expected that international experts will be recruited mainly to develop trainings, curriculums, and legal frameworks and to support the implementation of training activities. Most expert positions are only budgeted for the first two and half years, with the assumption that UNDP's involvement will be progressively decreased, and the management of the activities will pass upon MSA staff, Municipality staff and Parliament staff.

All three components of this project are focused on improving the capacity of public servants, both at central and local government level, as well as increase the understanding and involvement of citizens in local policy decision-making. In particular, one of the main objectives of the project is to help civil servant, and especially municipality staff, to improve their core capacities to plan, implement efficiently, and manage competently public finance in the future, by providing easy access to reliable data (Component 3) and the appropriate skills to allow for solid PFM skills (Component 2). Positions for 12 community mobilizers and 6 Municipal Specialists to be placed in the Municipalities will help ensure a solid skill transfer. This will be particularly critical for Component 3 which project will ensure that both MSA and Municipal authority have the human capacity and financial resources to maintain and update the Portal system.

It is important to highlight that the decentralization process only started recently in Timor-Leste, and that the skill-gap, especially in Municipality, is still very wide. It is likely that Municipality staff will require technical support beyond this programme intervention, although it is expected that the project will help build a solid foundation for basic required skills.

The Municipal Portal will strengthen the national government's connection with citizens by engaging with communities in sub-national/municipal levels for better governance and more reliable and quality services in rural areas. The following are the sustainability measures for the portal: a) the Ministry of State Administration and municipal teams will become the owners of the portal, and by end of the project cycle, will have an established system and SOPs for regular updating of data both for internal use and for external interface (service to citizens), and b) municipalities will utilize the portal for regular decision-making processes, such as evidence-based planning of local investments and expenditures, taking into account integrated data (needs, assets) and citizen feedback.

Additional COVID-19 response interventions have been added in light of the WHO declared pandemic. These interventions will help build municipalities' resilience and capacities to address emerging crises, by helping them develop local level business continuity procedures (BCP)s, citizen sensing and reporting structures for real-time feedback, and other anticipatory governance methods.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Capacity building for better decentralization of public services

Capacity building and skills development are the main tools to equip public servants at the local level with the knowledge to promote transparent and efficient use of public funding. Hence, the project will promote several tools to support local authorities to apply the legal framework regarding finance, procurement and local power. One of these tools will involve the design and implementation of computer-based modular courses on several relevant topics related to local development.

During the project implementation, a comprehensive capacity and needs analysis will be carried out within existing institutional frameworks to understand gaps and propose solutions for intervention. Next, capacity building plans based on the identified needs will be developed and implemented. Finally, in-person training and learning-by-doing approach will be implemented for specific topics to ensure that local institutional knowledge stays at the local level.

Area-Based Development approach to promote decentralization and local development

UNDP will apply the area-based approach in each action, particularly in objectives 2 and 3, while training public servants and implementing the Municipal Portal. The Portal will allow decision-makers and planners to promote an integral approach while budgeting and developing new policies.

As we have seen, countries face different development situations, and regions inside countries have their respective challenges alongside different socio-economical and natural conditions. As a result, the development situations are different and therefore require a special approach. Four types of development situations[11] can be distinguished:

- **Poverty** – Spatial poverty traps due to geographical isolation, climate, terrain, demography, agriculture or industrial restructuring
- **Disasters** – Natural disasters, such as floods, hurricanes, tsunamis, earthquakes, volcanic eruptions, droughts, and man-made catastrophes, such as nuclear disasters, land erosion.
- **Conflicts** – Conflicts between different groups.

[11] UNDP and IDB, "A Practitioner's Guide to Area-Based Development Programming". 2006.

- **Exclusion** – Groups of people that feel or are marginalized and excluded. Lack of social cohesion will be the result of this challenge.

The above-mentioned development situations, which often occur simultaneously, are key factors to consider, to ensure a more holistic, multi-sectoral approach while implementing developing actions. Poverty and marginalization often go together and are exacerbated by disasters and climate change. Therefore, local governments need to be prepared to implement an integrated approach to development investments.

Targeting specific geographical areas in a country, characterised by a particular complex development problem, through an integrated, inclusive, participatory and flexible approach can bring positive results to address each specific context.

Moreover, the area-based approach highlights institutional linkages and integration across sectors for a given territory. Additionally, it stresses the need to improve connections among households and institutions in a given area as well as coordination across areas and sectors to promote cohesive development processes. This is based on a multi-actor and multi-sector approach, where the plurality of actors of a given territory – local authorities, CSOs, academia, the private sector, traditionally excluded groups – work jointly to define priorities, as well as plan and implement sustainable human development strategies. Joint work of different institutions allows greater coherence among those development actors operating in the same space, instead of each actor working in separate sectors.

The area-based development refers to integrated multi-sector development across a specific portion of the territory (municipalities, regions, subregions), guided by a spatial vision for the desired future and supported by strategic investments. Moreover, it is understood as a process of socially constructing a particular area, driven by the interaction between geophysical characteristics, individual and collective initiatives and economic, technological, socio-political, cultural and environmental forces within the territory[12].

Project Management

The project will be operationalized in 12 municipalities and will have offices in Dili and other 6 municipalities.

The overall management of the project will be undertaken by UNDP under the Direct Implementation modality in coordination with Ministry of State Administration. MSA will be the responsible party for the implementation of specific project activities as indicated in the Results and Resources Framework. The Project Management Board will provide strategic guidance and oversight to the project and will be represented by MSA, UNDP and Development Partners.

MSA is the leading institutions in the decentralization reform process. The UNDP senior management has established open communications with the MSA management, who will be the main focal point for this project in all communication with Municipalities, with the inter-ministerial technical group on decentralization, and with other central Government institutions. A Municipal Portal Management team has been established in MSA and will facilitate the implementation of the project's third component on the Municipal Portal. Additionally, the National Directorate for Local Administrative Modernization (DNMAL) under the MSA is in charge of coordinating the training activities in the Municipalities and will be a key collaborator for Component 2.

In combination with the CTA, a National Project Manager (NPM) will ensure that project management and quality assurance are maintained at a high level. The UNDP Country Office will maintain communications with all relevant partners on quality assurance matters and will support development partners in preparing for – and following up – the project board meetings.

A NPM will be assigned by UNDP to be responsible for the day-to-day management of project implementation. Serving as the secretariat, the NPM will inform the Project Board about the progress of the project implementation on a regular basis and present the annual work plan, the results and critical issues of the project implementation for the Board guidance and decisions. Day-to-day supervision of the NPM will be jointly provided by the CTA and the Head of the Governance Unit in the UNDP Timor-Leste Country Office. The NPM

[12] CEPAL, Panorama del desarrollo territorial en América Latina y el Caribe. Agendas globales de desarrollo y planifcación multinivel. 2017.

will closely work with the MSA's focal point and senior management to ensure effective planning and implementation of the project. The NPM will ensure quality and consistency of the activities and results, in line with project document, work plan and Project Board decisions.

V. RESULTS FRAMEWORK[13]

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		Output target			Data Collection Method	Target			
		Value	Year	Year 1	Year 2	Year 3		Year 1	Year 2	Year 3	Final Target
Output 1 Enhanced capacity of the National Parliament members to promote informed discussion regarding the decentralization framework and others.	*# Experts recruited to support informed and transparent parliament discussion*	0	*2020*	*2*	0		*Contracts, delivery reports and monitoring reports.*	Reference material on decentralization based on best international principles and practices is developed and made accessible to National Parliament members	Parliament members are familiar with content of reference materials and their knowledge has improved	Documentation is updated and reviewed to reflect parliamentary progress	*Discussion in Parliament is supported by technical documents aligned with best international principles and practices*
	# TV debates to explain the content and impact of the decentralization legislative package distributed to civil society, scholars and law students	*0*	*2020*	*1*	*2*		*Monitoring reports, documentation on legislative process*	Outreach and permanent contact with civil society and citizens is established to improve involvement of the civil society on decisions related to decentralization, with special attention to youth and women	Parliamentary process on decentralization becomes more transparent, with the content of selected bills discussed by Commission A, CSOs and citizens through public consultations	Public technical understanding of the legal package of decentralization has improved	*Public awareness and understanding on the legislative process around decentralization and deconcentration has increased*
	# radio debates and # self-explanatory	*0*	*2020*	*3*	*5* *1000*		*Radio recording,*		Knowledge of decentralization, local finance	Information about the legal framework for	*Understanding of decentralization has*

[13] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	booklets about inclusive local governance and the new legal framework						*and press releases.*		policy, transparency, inclusive governance and other related topics in Parliament is strengthened	decentralization is accessible and socialized to citizens and civil society in Municipalities, with special attention to youth and women	*increased at local level*
	# reports and technical documents developed to support the parliament debates regarding the decentralization framework and others	*0*	*2020*	*1*	*1*		*Reports.*		Reference material on decentralization based on best international principles and practices is accessible to National Parliament members, especially commissions A and C	Quality of the discussion on decentralization legal framework in the Parliament improves	*Enhanced capacity of Members of the National Parliament to discuss and debate the current and new bills related to decentralization and local governance*
	# Parliament members attending virtual meetings *# Press briefings organized by the Parliamentary Secretariat*	*0*	*2020*	*30* *6*	*6*		*Parliamentary Secretariat meeting minutes and press briefings*	The National Parliament is equipped to maintain Parliament´s business continuity and stronger engagement with the citizens during the State of Emergency related to the COVID-19 pandemic			*Enhanced capacity of the National Parliament in terms of business continuity, crisis management, and engagement with the citizens, particularly during the crisis*
Output 2 Improved capacity of the local authorities to deliver public	*# capacity and needs analysis including gender inclusive within*		2020				*Need assessment*	UNDP and MSA have a solid understanding of capacity gaps	Materials developed are aligned with the needs and	Materials are reviewed where needed based on lesson learned	*Modular training is aligned with Government training curriculum and with*

services including the development and implementation of computer-based modular courses for public servants	*municipalities bodies in order to understand gaps in key areas*							and skills needs at Municipal level to develop appropriate course content, with special attention to the gender dimension	capacity of municipal staff, and with existing Government curriculum		*existing level of local staff capacity*
	# computer-based training module developed	0		*1*			*Reports*		Local public servants have access to modular computer-based training courses in their work place	Local public servants use the modular computer-based course in an autonomous manner	*Public servants have established access to online modular training and use it in autonomy*
	# public servants working at municipal and national level that finalized the courses	0	2020		*120*	*100*	*Monitoring reports, evaluation of results, etc*		Civil servants in pilot Municipalities show improvement in knowledge and skills compared with training baseline	Civil servants in all Municipalities show improvement in knowledge and skills compared with training baseline	*Skills of local civil servants in topics covered by modular training has improved compared to baseline*
	# Municipalities that have a teleconference room	*0*	*2020*	*12*			*Monitoring reports.*	IT equipment is procured for half of the Municipalities	All Municipalities have set up the required equipment for good implementation of the modular training activity	Equipment is maintained by local IT staff	*Each municipality has a well-maintained ICT training room which allows continuous training of the staff*
	# Municipalities that set up hand washing stations and conducted local awareness campaign on COVID-19	*0*	*2020*	*12*			*Municipality reports and project database*	12 municipalities in Timor-Leste have established hand washing stations in public spaces and conducted a COVID-19 awareness campaign			*COVID-19 preparedness and response measures implemented in all Municipalities of Timor-Leste*

								through its community radios			
Output 3 Local authorities have improved access to municipal data for planning, monitoring and better service delivery by using ICT tools.	# *Municipal Portal has been developed including satellite data and imagery.*	0	2020	*1*			*Monitoring reports, evaluation of results, etc*	Municipal Portal is socialized and IT focal points are trained in data management in all Municipalities	Feature including satellite data and imagery is introduced and staff is trained on its use	Municipalities are able to upload and maintain Portal in autonomy under guidance of MSA	*The Municipal Portal is fully run and hosted by the Government, and data is uploaded at Municipal level*
	Equip local government buildings with IT equipment for the use of the Municipal Data Portal							All Municipalities are equipped with ICT equipment allowing access to Municipal Portal, and have two trained IT staff to maintain and upload data	All municipalities have received training on how to access and use the municipal portal for planning, monitoring and better service-delivery	Local authorities are able to upload their own data on the Municipal Portal in alignment with local needs	*Local Government have improved capacity to collect, analyse and use reliable and timely socio-demographic disaggregated data for policy-making*
	# *campaigns to promote the use of the MDP among students, local governments and local organizations*	*0*	*2020*	*1*	*1*		*Monitoring reports, evaluation of results, etc*		Ease of access to information on local development and policy has improved for citizens, CSOs and education institutions	Municipal Portal is used by citizens and CSOs	*Transparency in the use of public funding and policy making process has improved*
	# *campaigns to promote women and youth empowerment at local level*	*0*	*2020*	*1*	*1*		*Monitoring reports.*		Training was provided to youth and women group through collaboration with local CSOs	Communication campaign encourages the participation of women and youth groups to local development and policy decision-making process.	*Participation of citizens in local development and policy-making process, especially disadvantaged groups, has improved*

	# Municipalities equipped with online communication tools, such as Zoom; Webex for efficient coordination with the central government	*0*	*2020*	*12*				All Municipalities equipped with online communication tools for virtual meetings with the Central Government to coordinate their response to COVID-19			*Local Government have improved online communication with the Central Government for coordination*

VI. Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan[14]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date
Mid-term	EU - MSA	A-C	UNDAF outcomes 2 and 4	Dec 2021
Final evaluation	EU - MSA	A-C	UNDAF outcomes 2 and 4	Dec 2024

[14] Optional, if needed

VII. Multi-Year Work Plan [15][16]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR			RESPONSIBLE PARTY	PLANNED BUDGET		
		Year 1 Mar 2020 – Mar 2021	Year 2 Mar 2021 – Mar 2022	Year 3 Mar 2022 – Mar 2023		Funding Source	Budget Description	Amount
Output 1 Enhanced capacity of the National Parliament members to promote informed discussion regarding the decentralization framework	1.1 Equip the National Parliament with a team of experts to support and promote informed discussions of new bills during all legislative phases, including debate in Committee (A and C) and Plenary.	52,500.00	70,000.00		National Parliament, Parliament Project UNDP	00126960	This activity will equip the National Parliament with a team of experts to support and promote informed discussions of new bills during all legislative phases, including debate in Committee (A and C) and Plenary.	122,500.00
		31,500.00	42,000.00					73,500.00
		36,000.00	36,000.00					72,000.00
	1.2 Support the implementation of public consultations for Commission A's MP, CSOs and citizens to present and discuss the content of the selected bills.	5,000.00	5,000.00		National Parliament, Parliament Project UNDP	00126960	This will support the implementation of public consultations and discussion on the selected bills	10,000.00
	1.3 Raise public awareness on decentralization and deconcentration	10,000.00					This is part of the effort to raise public awareness about the decentralization process.	10,000.00
			4,000.00					4,000.00
		5,000.00						5,000.00
		5,000.00						5,000.00
	1.4 Support the National Parliament to maintain	60,000.00			National Parliament,	00126960	Build and equip a new kobe-house in	60,000.00
		15,000.00						15,000.00

[15] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[16] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Parliament´s business continuity and stronger engagement with the citizens during the state emergency related to the COVID-19 pandemic	2,500.00 12,000.00			Parliament Project UNDP		Parliament premises (KNUA KOMUNICASAUN) that will host a) a dedicated room for accredited journalists with internet, printing facilities and furniture; b) a room for press conferences with furniture, lightning and technical connections for TV/Radio and c) facilities for Parliament radio.	2,500.00 12,000.00
	Subtotal Output 1	**234,500.00**	**157,000.00**	-				**391,500.00**
Output 2: Improved capacity of the local authorities to deliver public services through the development and implementation of computer-based modular courses for public servants	2.1 Carry out a comprehensive capacity and needs analysis within municipalities bodies in order to understand gaps in key areas (such as finance, procurement, local economic development, planning, etc.)	32,500.00 7,800.00 6,000.00 9,000.00	65,000.00 15,600.00 4,000.00 6,000.00	48,750.00 11,700.00	MSA, Decentralisation Project UNDP	00126960	Before developing the training, an in-depth capacity assessment will be conducted to tailor the modules to the needs and existing capacity, as well as assess the local conditions for training.	146,250.00 35,100.00 10,000.00 15,000.00
	2.2 Development of a set of computer-based training modules for municipal employees to ensure effective implementation of staff responsibilities covering the following topics: resilient infrastructure,	 20,000.00 30,000.00 	 80,000.00 120,000.00 7,000.00 3,500.00 6,000.00	 3,500.00 6,000.00	MSA, Decentralisation Project UNDP	00126960	This is part of the effort to strengthen local governance. The modular courses will be computer-based and accessible online and in-person to all public	- 100,000.00 150,000.00 7,000.00 7,000.00 12,000.00

	participatory planning, environmental safeguards, administration and procurement, local economic development, among others.						servants at the municipal level. They will focus on core competencies required for municipal civil servants to execute their functions efficiently and transparently. It will also include in-person and learning-by-doing training on some specific topics (procurement and finance). National volunteers will be dispatched in the Municipalities to support this process.	
	2.3 Install computer labs and teleconference rooms in the municipalities for public servants to attend the courses	80,600.00			MSA, Decentralisation Project UNDP			80,600.00
	2.4 COVID preparedness and response measures implemented in all Municipalities of Timor-Leste (community radios supported, social media monitoring, hand washing stations in public spaces, etc)	48,000.00			MSA, Decentralisation Project UNDP	00126960		48,000.00
		60,000.00						60,000.00
	Subtotal Output 2:	**293,900.00**	**307,100.00**	**69,950.00**				**670,950.00**
Output 3: Local authorities have improved access to municipal data for planning,	3.1 Support the development and implementation of the Municipal Portal	32,500.00	65,000.00	48,750.00				146,250.00
		20,500.00	20,500.00		MSA, Decentralisation Project UNDP	00126960	This will allow to keep improving the Portal and improve the existing sotfware, as new data and additional	41,000.00

monitoring and better service delivery by using ICT tools.							opportunities of collaboration arise.	
		10,200.00	20,400.00	15,300.00			This will allow to keep improving the Portal and improve the existing software, as new data and additional opportunities of collaboration arise	45,900.00
		10,800.00	21,600.00	16,200.00				48,600.00
		68,000.00						68,000.00
		45,600.00						45,600.00
		3,000.00	7,500.00	7,500.00				18,000.00
		4,000.00	4,000.00	4,000.00				12,000.00
		5,400.00						5,400.00
		15,000.00	15,000.00					30,000.00
		6,000.00	12,000.00					18,000.00
	3.2 Equip local government buildings with IT equipment for use of the Municipal Data Portal	123,500.00			MSA, Decentralisation Project UNDP	00126960	Equip local government buildings with IT equipment for the use of	123,500.00
		72,000.00	96,000.00	72,000.00				240,000.00
		26,000.00						26,000.00
		15,000.00						15,000.00
		25,000.00						25,000.00
	3.3 Provide training on the use of the Portal to students, CSOs, youth, women groups, NGOs, etc.		9,000.00	6,000.00	MSA, Decentralisation Project UNDP	00126960	This is part of the effort to give citizens the tools to use the information made available to them. Communication campaign will participate to encourage the participation of women and youth groups to local development	15,000.00
			8,640.00	5,760.00				14,400.00
			3,600.00	2,400.00				6,000.00
	3.4 Improve participation of women and young people in local development		12,500.00	12,500.00	MSA, Decentralisation Project UNDP	00126960	Through collaboration with local CSOs, training will be provided to youth and women group, to increase the Portal visibility and	25,000.00
			80,000.00	80,000.00				160,000.00
			7,500.00	7,500.00				15,000.00
			4,200.00	4,200.00				8,400.00

							promote inclusiveness and local participation	
	3.5 Support the e-government development at local level in Timor-Leste		50,000.00		MSA, Decentralisation Project UNDP	00126960		50,000.00
		7,200.00					Working with MSA and 12 municipalities providing online communication and coordination	7,200.00
	Subtotal Output 3:	**489,700.00**	**437,440.00**	**282,110.00**				**1,209,250.00**
Output 4 Effective Project Management	4.1 Project reporting and evaluation systems to provide accurate and timely financial and narrative reports		26,000.00		MSA, Decentralisation Project UNDP	00126960		26,000.00
				35,000.00				35,000.00
	4.2 Project management arrangements ensure on-time delivery of project activities and timely financial and narrative reporting	11,211.36	44,845.44	44,845.44	Decentralisation Project UNDP	00126960		100,902.24
		71,250.00	95,000.00	95,000.00				261,250.00
		81,000.00	108,000.00	54,000.00				243,000.00
		40,500.00	54,000.00	27,000.00				121,500.00
		26,250.00	35,000.00	35,000.00				96,250.00
		48,750.00	65,000.00	65,000.00				178,750.00
		3,500.00	14,000.00	14,000.00				31,500.00
		9,600.00	12,000.00	12,000.00				33,600.00
		18,900.00	42,000.00	42,000.00				102,900.00
		1,907.76	1,907.76	1,907.76				5,723.27
		1,907.76	1,907.76	1,907.76				5,723.27
		572.33	572.33	572.33				1,716.98
		1,739.04	1,739.04	1,739.04				5,217.13
		12,000.00	12,000.00	12,000.00				36,000.00
		1,907.76	1,907.76	1,907.76				5,723.27
	4.3 General expenses	65,000.00						65,000.00
		6,000.00	6,000.00	6,000.00				18,000.00
		13,160.00	13,160.00	13,160.00				39,480.00
		5,400.00	5,400.00	5,400.00				16,200.00
	4.4 Visibility			8,000.00				8,000.00
								-

		15,470.85	15,656.78	11,184.81				42,312.46
	Subtotal Output 4:	436,026.85	556,096.86	487,624.89				1,479,748.60
	Subtotal (output 1-4)	1,454,126.85	1,457,636.86	839,684.89				3,751,448.60
	Total w/o UNDP TRAC	1,299,079.88	1,302,215.63	750,153.09				3,351,448.60
	GMS (7%)	90,935.59	91,155.09	52,510.72				234,601.40
	EU Contribution	1,390,015.47	1,393,370.72	802,663.80				3,586,050.00
	UNDP TRAC	155,046.97	155,421.23	89,531.80				400,000.00
	GRAND TOTAL	1,545,062.44	1,548,791.95	892,195.61				3,986,050.00

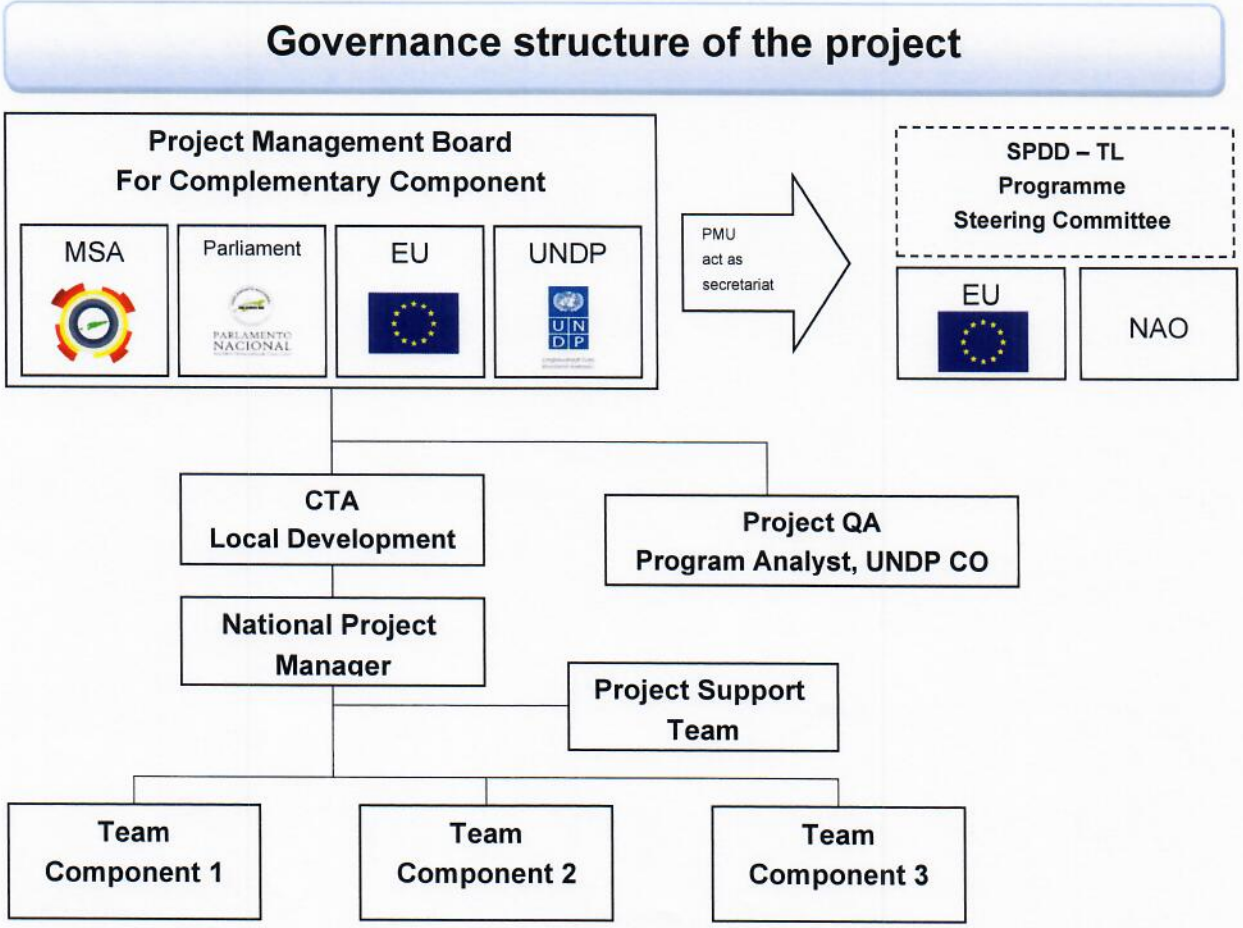
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance, Responsibilities and Organisational set-up

- **Project Management Board**

The Project Management Board (PMB) will be set up and responsible for project oversight and making key decisions on project implementation, to ensure that the project remains relevant and responsive through changing circumstances. The PMB is responsible for: a) reviewing activities and guiding project management on any impending issues; b) approving work plans, budget, and risk log; c) approving project revisions based on changes in the situation. The PMB will meet semi-annually. It will be co-chaired by the UNDP and MSA, and the National Parliament and EU will be invited as a member of the PMB along with other key agencies involved in the implementation of this project such as the Parliament Secretariat and INAP.

MSA will be setting up a Programme Steering Committee (PSC) to oversee the government's overall larger programme on decentralization (State the name of the programme here). This PSC will oversee and validate the overall direction and policy for the implementation of government's overall programme on decentralization. As this EU-UNDP funded project is supporting the larger programme, this project will regularly update the PSC on its progress, and the Project Management Unit (PMU) led by the National Project Manager (NPM) will provide secretariat support to the PSC.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Timor-Leste and UNDP, signed on 20 May 20. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][17] [UNDP funds received pursuant to the Project Document][18] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

[17] To be used where UNDP is the Implementing Partner

[18] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

   Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract

execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

Annex 1. Theory of Change Table

CAUSES	PROBLEM TO BE SOLVED	ACTIVITIES TO SOLVE DEFINED PROBLEMS	OUTPUT	EXPECTED RESULT/COMPONENT	OBJECTIVE
Cause 1.1. Parliamentarians have limited technical support to review and promote informed debate for the approval of bills	***Problem 1***. Informed discussions at the National Parliament require technical support	***Activity 1.1.*** Equip the National Parliament with a team of experts to support and promote informed discussions of new bills during all legislative phases, including debate in Committee (A and C) and Plenary; ***Activity 1.2.*** Support the implementation of public consultations for Commission A MP´s, CSOs and citizens to present and discuss the content of the selected bills;	***Output 1.*** Enhanced capacity of commissions A and C at the National Parliament to perform informed discussions and increase awareness of the Timorese population of the decentralization process	***Component 1.*** Improved policy framework and informed discussions at the National Parliament	***Objective 1.*** Enhance the capacity of Members of the National Parliament to discuss and debate the current and new bills, with attention also to the decentralization legislative framework and local finance in an informed, open, participative and transparent way, involving all relevant stakeholders, including Government, public administration, local authorities, CSO´s and groups of citizens.
Cause 1.2. Information about the legal framework for decentralisation is not accessible to citizens		***Activity 1.3.*** Raise public awareness about the decentralization and deconcentration process;			
Cause 1.3. Need for informed debate and cross-sectorial collaboration					
		(COVID-19 Response) ***Activity 1.4.*** Support the National Parliament to maintain Parliament´s business continuity and stronger engagement with the citizens during the state emergency related to the COVID-19 pandemic			

Cause 2.1. Low capacities at the municipal level to apply procurement and finance SOPs, local economic development, planning, among other areas.	***Problem 2***. Low capacities of the municipal public servants	***Activity 2.1.*** Carry out a comprehensive capacity and needs analysis within municipalities bodies to understand gaps in key areas (such as finance, procurement, local economic development, planning, etc.), in coordination with the central Government;	***Output 2***: Improved capacity of the local authorities to deliver public services including the development and implementation of computer-based modular courses for public servants	***Component 2:*** Increased capacity of the municipal public servants to promote better service delivery	
Cause 2.2. Limited cross-sectorial interventions or joint interventions between institutions					
Cause 2.3. Face to face training has a high cost involving travels from the municipal public servants to the training centre;		***Activity 2.2.*** Development of a set of computer-based courses for municipal employees to ensure effective implementation of its responsibilities covering the following topics: resilient infrastructure, participatory planning, environmental safeguards, administration and procurement, local economic development, among others; ***Activity 2.3***. Install computer labs and teleconference rooms in the municipalities for public servants to attend the courses;			
Cause 2.4. No standardization on skills development of public servants.					
		(COVID-19 Response) ***Activity 2.4.*** COVID preparedness and response measures implemented in all Municipalities of Timor-Leste (community radios supported, social media monitoring, hand washing stations in public spaces, etc).			

Cause 3.1. Lack of easy access to data at the municipal level; ***Cause 3.2***. *Lack of* capacity to create and use the *data for policy and investment planning* ***Cause 3.3***. Lack of reliable information to allow identifying territorial gaps in accessing public services and recognising most vulnerable population. ***Cause 3.4.*** Poor municipal-level data is available. Sectorial fragmentation and minimal cross-sectorial approach in the analysis of data.	***Problem 3***. Reduced access to information for planning, monitoring and effective investment at municipal level	***Activity 3.1.*** Support the development and implementation of the Municipal Portal; ***Activity 3.2***. Equip local government buildings with IT equipment for the use of the Municipal Portal; ***Activity 3.3.*** Provide training on the use of the Portal to local CSOs, youth, women groups, NGOs, etc; ***Activity 3.4.*** Improve participation of women and young people in local development. ***(COVID-19 Response)*** ***Activity 3.5.*** Support the e-government development at local level in Timor-Leste	***Output 3***: Local authorities have improved access to municipal data for planning, monitoring and better service delivery by using ICT tools.	***Component 3:*** Better access to data for the informed decision-making process (Municipal Portal implemented)	

Annex 2. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

For all questions, select the option that best reflects the project

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. **Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.*	3 **2** 1	Project document (pp.5-9) has clearly stated project's Theory of Change and how it is linked and contributing to outcome level change in the UNDAF, SDGs and Government's development priorities.
2. Is the project aligned with the UNDP Strategic Plan?	3 **2** 1	Project document clearly stated the how the project is linked and contributing to the

• **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[19] and adapts at least one Signature Solution[20]. The project's RRF includes all the relevant SP output indicators. *(all must be true)* • **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	achievement of UNDP Strategic Plan.
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	**Yes** / **No**
RELEVANT	
4. Does the project target groups left furthest behind? • **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2:** The target groups are clearly specified, prioritizing groups left furthest behind. • **1:** The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. *Projects that build institutional capacity should still identify targeted groups to justify support*	3 / **2** / 1 The project clearly specified the target groups and prioritizing groups left furthest behind.
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? • **3:** Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • **1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	3 / **2** / 1 Prodoc (pp.9-10) clearly stated UNDP's previous engagements in supporting decentralization and local governance in Timor-Leste.
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and	3 / **2** / 1 Prodoc (pp. 5-8, 15-16) clearly explains how this project contributes to the Government's National Programme on Decentralization and how it is

[19] The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

[20] The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)* • **2:** Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	partnering with relevant national and international stakeholders.
PRINCIPLED	
7. Does the project apply a human rights-based approach? • **3:** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)* • **2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)* • **1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	3 **2** 1 The project takes an accountable, inclusive and participatory approach in local development
8. Does the project use gender analysis in the project design? • **3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)* • **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. *Note: Management Action or strong management justification must be given for a score of 1	3 **2** 1 The RRF includes gender sensitive indicators and implementation approaches includes women's inclusion for greater participation and capacity enhancement as well as integrated gender in the modular trainings.
9. Did the project support the resilience and sustainability of societies and/or ecosystems?	3 **2** 1

• **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true).* • **2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)* • **1:** Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1	The project design integrates sustainability and resilience dimensions in both project activities and management.
10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes / No Yes, SESP test has been conducted and attached as an annex to the Prodoc attached.
MANAGEMENT & MONITORING	
11.Does the project have a strong results framework? • **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)* • **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)* • **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)* *Note: Management Action or strong management justification must be given for a score of 1	3 / 2 / 1 According to the prodoc (pp.3-10 and 21-25), outputs are accompanied by SMART and with target group focused, sex-disaggregated indicators.
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board? • **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true).*	3 / 2 / 1 Prodoc (pp.14-15, 34) clearly defines the project's governance mechanism and lists important

• 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)* • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1	responsibilities of the project board
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk? • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)* • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	3 **2** 1 Prodoc (pp.14-15, 34) clearly defines the project's governance mechanism and lists important responsibilities of the project board
EFFICIENT	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes for this question)*	**Yes (3)** / No (1)
15. Is the budget justified and supported with valid estimates? • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.	3 **2** 1 The project has a multi-year budget and costs are supported with valid estimates

• 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.		
16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	3 / 2 / 1	Budget fully covers all project costs
EFFECTIVE		
17. Have targeted groups been engaged in the design of the project? • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design.	3 / 2 / 1	This project is an outcome of UNDP's long-lasting engagement and consultation with the target group
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3) / No (1)	
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3) / No (1)	The project outputs are marked at GEN 1. The prodoc mentions activities and indicators with the emphasis on gender, however, the project does not seem to be directly addressing the

	gender inequalities.
SUSTAINABILITY & NATIONAL OWNERSHIP	
20. Have national/regional/global partners led, or proactively engaged in, the design of the project? • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners.	3 2 1 National partners have full ownership of the project. Indeed, this project is part of Government's National Programme.
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out.	3 2 1 The project's primary approach to achieve development is through capacity building.
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3) / No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3) / No (1)

Annex 3. Social and Environmental Screening Template

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?[21]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

[21] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant[22] greenhouse gas emissions or may exacerbate climate change?	No

[22] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate changevulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No

5.3 Is there a risk that the Project would lead to forced evictions?[23]	No
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or trans-boundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

[23] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 4. Risk Analysis

Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste **Year: 2020**				
Type of risks (organisational, political, environmental, financial,)	**What are the risk events (e.g. political instability, lack of government budget, natural disasters, epidemic, economic shocks, change in the government structure, etc.)**	**How will the risk impact the project implementation? (e.g. cause significant delays, no government budget contribution, price hikes due to inflation, landslides, floods, etc)**	**Mitigation measures**	**Risk updated on (mention the month and year)—to be updated twice a year.**
Organisational	Lack of Legal Framework	Delay on approving key legislations on decentralisation will delay in decentralisation of local power to municipalities. This will also impact this project's implementation.	Close coordination with the National Parliament and government of local and national level to support decentralisation of public administration. Promote multi-level and multi-stakeholder platform to continue the capacity building of local civil servants in the delivery of public services	May 2020
Political	Change in Leadership due to Municipal Elections	Slowdown of the decentralisation progress in the municipalities.	Advocate with MSA to have all municipalities appoint a staff as the focal point for this project to ensure institutional memory and continuation of the activities implemented in Municipalities.	May 2020
Environmental	COVID-2019 Pandemic	Restriction on community mobilisation due to the State of Emergency could postpone the delivery of key project activities in municipalities	UNDP will work together with MSA and municipal authorities to monitor government program in accordance with COVID-19 protocols. Designation of Community Mobilization Officers in municipalities to facilitate workshop and meetings to get community engaged and informed.	May 2020

Annex 5. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Capacity Assessment is completed and is available in the UNDP Country Office

Annex 6. Project Board Terms of Reference and TORs of key management positions

Terms of Reference for National Project Board (PB)

The National Project Board will serve as the project's decision-making body. It will meet according to necessity, but at least once each year, to review project progress, approve project work plans and budget, and approve major project deliverables. The PB is responsible for providing strategic guidance and oversight to project implementation to ensure that it meets the requirements of the approved Project Document and achieves the stated outcomes. The PB's role will include:

- Provide strategic and overall guidance to project implementation and necessary direction to the project
- Approve annual project work plans and budgets
- Approve any major changes in the approved project plans or programmes and budgets
- Review project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Appraise the project annual review report, including the quality assessment rating report; make recommendations for the workpl

UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information

Job Code Title: National Project Manager for Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste Project Position Number: Department: UNDP-Governance Unit Reports to: Democratic Governance Unit Position Status: Non-Rotational Duty Station: Dili and Pilot Municipalities	Current Grade: Proposed Grade: SB-5 Approved Grade: Position Classified by: Classification Approved by:

II. Organizational Context

Background

Since the beginning of the country, decentralization has been considered a tool for the nation's development. Initial steps towards this process began nearly 10 years ago with the territorial administrative division of Timor-Leste and the initiation of the deconcentrating process.

In 2016, progress was seen with the establishment of four Municipal Authorities (Baucau, Bobonaro, Ermera, and Dili) and eight Municipal Administrations (Aileu, Ainaro, Cova Lima, Lautem, Liquica, Manatuto, Manufahi, and Viqueque) in the country. This was further reinforced by the adoption of a new Suco Law in 2016 and the Decree Laws 4/2014 and 3/2016. In 2019, with the Government Resolution N 11/2019, the government reaffirmed its "commitment and determination to implement the Strategy for Decentralization". To make this process possible and further consolidate local development in the country, new skills and capacities need to be built, particularly in the areas of finance, administration, procurement, management, transparency, as well as data collection and analysis.

In order to address the abovementioned challenges, the Government of Timor-Leste, with the support of EU, has launched a national programme on Deconcentration and Decentralization called "Supporting Programme to Deconcentration and Decentralisation process in Timor-Leste (SPDD-TL)." This project "Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste", also supported by EU, is a component of that national programme whereby UNDP will facilitate to provide technical support.

This project will promote informed policy development and capacity building of municipal public servants. The overall objective of the project is to contribute to Timor-Leste's sustainable development. More specifically, it aims to support the deconcentration and decentralization process, bringing governance, public administration and services closer to people, for both women and men, giving special attention to the needs and priorities of people living in vulnerable situations.

The project activities were designed around three different components which will contribute to three main expected results:

- Result 1: Strengthened capacity of the National Parliament in Timor-Leste.
- Result 2: Improved capacity of municipal public servants to deliver services at local level.
- Result 3: Improved capacity of local institutions to collect, analyse and use reliable and timely socio-environmental disaggregated data (development of a Municipal Portal).

For the management of this project, UNDP is hiring a National Project Manager (NPM). The NPM will manage the project on a day-to-day basis on behalf of the PMB. S/he will ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified time and cost. In addition, his/her role will be to ensure the coherence and coordination of all project objectives in accordance with project strategy and objectives. The NPM will be responsible for project administration, human resources, finance, procurement, recruitment and timely delivery of the activities and the overall workplan. Additionally, where appropriate, the NPM will be supported by Individual Contractors where a particular service or skillsets is required.

III. Functions / Key Results Expected

Summary of key functions:

- Effective project oversight including monitoring and evaluation activities, project reporting and compliance with UNDP rules and regulations;
- Project management and implementation;
- Ensure compliance with UNDP's operational, policies rules and regulations in the implementation of project activities.
- Coordinate efforts for resource mobilization and streamlining of resources under all UNDP decentralization intervention;
- Ensuring gender and vulnerability mainstreaming within the project

Duties and Responsibilities

The Project Manager is expected to assume the following responsibilities:

- **Support project oversight and quality assurance.**
  - Provide strategic advice to Project Management Board (PMB) on Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste oversight and risk management to achieve the project outcomes;
  - Liaise with the Project Management Unit and UNDP Country Office in establishing and regular convening of the PMB;
  - Prepare required working papers/reports/documents requested by the PMB to support project oversight and decision making process;
  - Ensure that appropriate planning, monitoring and reporting mechanisms and tools are in place and completed (Annual Work Plan – AWP & Quarterly/Annual Progress Reports) in time and of the required quality and duly endorsed by the PMB, as necessary;
  - Perform regular progress reporting to the PMB meeting as agreed to with the board;
  - Prepare the annual review report, and submit the report to the PMB and monitor the project risks initially identified and submit new risks to the PMB for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
  - Record PMB decisions, follow-up implementation and keep the PMB informed of the progress or deviations, if any through regular updates;
  - Any other responsibilities assigned by the PMB.

- **Project management and implementation.**
  - Manage day to day project management including operationalization of Annual Work Plans in line with the Project's Results and Resources Framework;
  - Ensure effective and efficient implementation of the project;
  - Plan the activities of the project and monitor progress against the approved work-plan;
  - Mobilize personnel, goods and services, training and other required inputs to initiate activities, including drafting terms of reference and work specifications and overseeing all contractors' work;

- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures), as applicable;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Prepare the annual work plan for the following year, as well as quarterly plans if required;
- Update the Atlas Project Management module;
- Managing assigned resources efficiently. In close collaboration with the Programme Analyst, ensure regular budget revision exercises are completed and contribute to meeting the annual programme resource expenditure targets;
- Responsible for producing monthly financial analysis reports, providing information on the overall programme approval level, outstanding obligations as well as planned and actual expenditure status;
- Build a team spirit by showing examples and leadership skills, manage and supervise assigned project staff;
- Training project support team working in project management unit;
- Prepare TORs for recruitments / evaluation and related missions
- Liaise regularly with the CTA to discuss project progress and provide advice on challenges and further strategies;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard.

- **Ensuring gender and vulnerability mainstreaming within the project**
  - Ensure that gender is effectively mainstreamed throughout the activities of the projects, work plans, budgets, reports, researches and, where specifically relevant, analyzed in detail;
  - Ensure that gender equality and needs of vulnerable groups are mainstreamed throughout team, consultant and staff management activities.

- **Ensure strategic direction of Operations within the project management include:**
  - Manage financial, human resources, procurement and logistical support of the project
  - Ensure full compliance of operations with UNDP rules and regulations
  - Review purchase orders and requisitions to ensure these are in accordance with the AWP;
  - Liaise with UNDP Country Office to ensure that project management unit staff are kept informed of UNDP Policy and Procedures;

IV. Impact of Results

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- The key results will allow the Project Management Unit to further contribute to good governance and stability in Timor Leste through the strengthening of democratic governance in the country. The post will enhance the overall effectiveness and quality of UNDP project implementation by providing the project with efficiency and effectiveness of Project Operations in the use of resources in the implementation of its strategic objectives and initiatives.

V. Competencies

Corporate Competencies:

- ❑ Demonstrates integrity by modeling the UN's values and ethical standards
- ❑ Promotes the vision, mission, and strategic goals of UNDP
- ❑ Displays strong cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Treats all people fairly without favoritism

Functional Competencies:

Technical Expertise

In-depth knowledge and solid theoretical knowledge of the subject-matter and good practical experience in the relevant area, i.e., . Government of Timor-Leste local development process, legal and procedures framework on decentration and decentralization process in Timor-Leste. Working experiences with government Timor-Leste central agencies, such Prime Minister office, Ministry of Finance and most importantly Ministry of State Administration promoting partnership

Knowledge Management and Learning

- ❑ Ability to provide top quality policy advice services on local governance/decentralization
- ❑ In-depth practical knowledge of inter-disciplinary governance and development issues
- ❑ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
- ❑ Actively works towards continuing personal learning and development, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- ❑ Ability to conduct strategic planning, results-based management and reporting
- ❑ Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- ❑ Ability to work with minimal supervision
- ❑ Solid knowledge and ability to manage financial, human resources, contracts, asset and procurement and administration.

- ❑

Management and Leadership

- ❑ Builds strong relationships with government counterparts, civil society organizations, and beneficiaries, focuses on impact and result for beneficiaries and responds positively to feedback
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates good oral and written communication skills
- ❑ Demonstrates openness to change and ability to manage complexities
- ❑ Leads multi-cultural teams effectively and shows mentoring as well as conflict resolution skills
- ❑ Remains calm, in control and good humored even under pressure

Core Competencies:

- ❑ Demonstrating/safeguarding ethics and integrity
- ❑ Demonstrate corporate knowledge and sound judgment
- ❑ Self-development, initiative-taking
- ❑ Acting as a team player and facilitating team work
- ❑ Facilitating and encouraging open communication in the team, communicating effectively
- ❑ Creating synergies through self-control
- ❑ Managing conflict
- ❑ Learning and sharing knowledge and encourage the learning of others. Promoting learning and knowledge management/sharing is the responsibility of each staff member.
- ❑ Informed and transparent decision making

VI. Recruitment Qualifications	
Education:	• Bachelor or master's degree in Business Administration, Public Administration, Public Policy, Political or Social Science/Law, or other relevant subject; a qualification in, or/and experience of development studies/international relations desirable.
Experience:	• Minimum seven (7) years of professional experience for Bachelor degree and 5 years for Master's degree in management or local development, governance and/or institutional development; • Proven programming, operations and project management experience at a senior level required; • Substantial work experience in a government context desirable; • Experience of working in developing and post-conflict country environment and rural areas is highly desirable; • Excellent drafting and communication skills; good editorial capacity; • Experience in staff development preferably in a developing country environment a plus; • Ability to work under pressure in a multicultural and complex environment; • Experience in project management of similar projects, preferably of UNDP ART-Gold or Integrated Local development; • Experience in successful partnership building and resource mobilization.
Language Requirements:	• Excellent command of written and spoken English and Tetun is essential.

VII. Signatures- Post Description Certification		
This ToR was revised on 24st of June 2020 and is approved by: Incumbent *(if applicable)* Name	Signature	Date
Supervisor Head of Democratic Governance Unit	Signature	Date
Chief Division/Section Country Director	Signature	Date

UNITED NATIONS DEVELOPMENT PROGRAMME
GENERIC JOB DESCRIPTION

I. Position Information

Job Code Title: Admin and Finance Associate
Project Title: Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste Project
Project Code:
Job ID:
Pre-classified Grade: SB-3/peg-3
Supervisor: Project Manager

II. Organizational Context

Since the beginning of the country, decentralization has been considered a tool for the nation's development. Initial steps towards this process began nearly 10 years ago with the territorial administrative division of Timor-Leste and the initiation of the deconcentrating process.

In 2016, progress was seen with the establishment of four Municipal Authorities (Baucau, Bobonaro, Ermera, and Dili) and eight Municipal Administrations (Aileu, Ainaro, Cova Lima, Lautem, Liquica, Manatuto, Manufahi, and Viqueque) in the country. This was further reinforced by the adoption of a new Suco Law in 2016 and the Decree Laws 4/2014 and 3/2016. In 2019, with the Government Resolution N 11/2019, the government reaffirmed its "commitment and determination to implement the Strategy for Decentralization". To make this process possible and further consolidate local development in the country, new skills and capacities need to be built, particularly in the areas of finance, administration, procurement, management, transparency, as well as data collection and analysis.

In order to address the abovementioned challenges, the project will promote informed policy development and capacity building of municipal public servants. The overall objective of the project is to contribute to Timor-Leste's sustainable development. More specifically, it aims to support the deconcentrating and decentralization process, bringing governance, public administration and services closer to people, for both women and men, giving special attention to the needs and priorities of people living in vulnerable situations.

The project activities were designed around three different components which will contribute to three main expected results:

- Result 1: Strengthened capacity of the National Parliament in Timor-Leste.
- Result 2: Improved capacity of municipal public servants to deliver services at local level.
- Result 3: Improved capacity of local institutions to collect, analyses and use reliable and timely socio-environmental disaggregated data (development of a Municipal Portal).

III. Functions / Key Results Expected

Duties and Responsibilities:

The Administrative and Finance Associate will be working for the Anti-corruption and Decentralized Public Administration projects under the direct supervision of the Project Manager with oversight by the Programme Officer. The Administrative and Finance Associate will perform the following tasks:

I. Administrative Support

- Provide assistance to the team in the administrative matters related to Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste Project
- Provide assistance in recruitment, procurement, payment and reporting activities.
- Full compliance of administrative management and inventory ensuring that proper asset management is performed in adherence to UNDSS/UNDP rules, regulations, policies and strategies.
- Prepare letters, memos, meeting invitations, and other correspondence.
- Maintain filing system ensuring safekeeping of all records, reports and correspondence.
- Compile and prepare briefing and presentation materials, background information and documentation for meetings and missions.
- Contact with visitors and staff, arrange appointments and meetings take minutes and act as an interpreter when required.
- Manage office supplies and assets including maintenance of stock list, distribution of stationery, keeping a log of asset distribution as a custodian.
- Arrange vehicle transportation, regular vehicle maintenance and insurance.
- Perform any other tasks as required by the NPM or designated programme official.

II. Finance Resources Management

- Prepare and modify budgets in the operational system as per orientation of the PM or UNDP designated Programme Officer.
- Manage financial procedures: following up, resolving problems, and ensuring payments are processed from start to completion.
- Monitor all expenditures through a shadow accounting-tracking mechanism so the precise financial status of the Programme is maintained.
- Support PM to initiate project annual budget, review and perform budget revision and reversal.
- Monitor budget delivery and implementation in order to alert the PM for timely modifications.
- Prepare financial ad-hoc reports upon request of PM or by UNDP Management.
- Ensure all financial and related management of the Programme.
- Review and ensure all requests for payments, requisitions and required vouchers, all payments and receipts are compliance with the UNDP Rules and Regulations.
- Ensure control of supporting documents for payments.
- Maintenance of internal expenditures control system, which ensures that vouchers and all transactions are correctly processed and recorded in Atlas system.
- Ensure that payrolls, travel claims or any other financial entitlement are duly processed and ensure timely correction actions on any financial or budget errors

- Process and monitor petty cash and cash advance management
- Act as focal point for internal and external audits and accounts examinations
- Ensure proper filling and record of all financial transactions.
- Assist all project staff on financial management related issues.
- Undertake the accounting tasks of the projects.
- Prepare quarterly and annual financial reports as per agreed work plan.
- Perform any other tasks as may be required by the Project Manager or programme officer.

IV. Impact of Results

The key results have an impact on the overall project efficiency in administrative and financial resources management and success in implementation of operational strategies. Efficient administrative support to the project team is critical for the smooth project management, and accurate analysis and presentation of financial information enhances UNDP credibility in use of financial resources and proper financial process management. The information provided facilitates decision making of the project management.

V. Competencies and Critical Success Factors

In addition to specific tasks, the associate is expected to carry out work with professional standards demonstrating the skills and behaviors as listed below.

Operational Effectiveness

- Ability to organize and perform a variety of tasks simultaneously related to Results Management, including administrative support to Project Manager to design, planning and implementation of program, managing data, reporting.
- Pro-actively follows up with others to advance tasks.
- Ability to implement policies and procedures. Time management for tasks' deadline.
- Good knowledge of administrative and financial rules and regulations.
- Ability to perform a variety of standard specialized and non-specialized tasks and work processes that are fully documented, researched, recorded and reported.
- Ability to review a variety of data identifies and adjusts discrepancies, identify and resolve basic operational problems.
- Strong interpersonal skills and ability to handle visitors, phone calls with tact and courtesy.

Leadership and Self-Management

- Responsibility for one's own work and actions
- Focusing on results for the project implementation and responding positively to feedback.
- Working with energy and a positive and constructive attitude.
- Good self-control even under pressure.
- Interacting with others in a professional and respectful manner.
- Pro-active, taking initiative and creatively providing solutions to problems.

- Completing tasks efficiently and with minimum supervisory follow up.
- Managing own time and tasks effectively and efficiently.
- Carefully checking own work in terms of accuracy and completeness.
- Highly self-motivated.
- Ability to demonstrate high level of accuracy and attention to detail;
- Ability to work and act under pressure and with discretion in a politically sensitive environment, with a minimum of comfort;
- High moral integrity, sound political judgment, as well as diplomacy, impartiality and discretion and proved capacity of initiative, leadership and autonomy;
- Effective communication skills and ability to establish good working relationships with National and Local authorities, and International interlocutors;

Knowledge Management and Learning

- Sharing knowledge and experience with colleagues.
- Actively working towards continuing personal learning, and applying newly acquired skills
- Demonstrating openness to improve and ability to manage complexities.

VI. Recruitment Qualifications	
Education:	• High school certificate with minimum 7 years of working experience in office management, finance and administration, programme support; University degree with 3 years of relevant working experience
Experience:	• Experience working in a manner that achieves outputs, deliverables and results; • Experience coordinating/managing own work; • Communication and organization skills; • Working experience with an UN organization/agency is desirable; • Knowledge of UNDP Finance system, ATLAS is great advantage; • Specialized training in office management and administration is highly desirable.
Language Requirements:	• Excellent writing and spoken skill of the UN working language (English) and Tetum; Knowledge of Portuguese is advantage.

VII. Signatures- Job Description Certification		
Incumbent (*if applicable)* Name	Signature	Date
Supervisor Name	Signature	Date
Chief Division/Section		

Name	Signature	Date