



JOINT PROGRAMME DOCUMENT

Cover Page

Country: Timor-Leste

Programme Title: SUB-NATIONAL GOVERNANCE AND DEVELOPMENT PROGRAMME

UNDAF Outcome: By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.

UNDAF Sub-Outcome 3: Decentralized institutions provide more efficient, accountable and accessible services to citizen, particularly for the rural poor and other disadvantaged groups.

Joint Programme Goal: Poverty reduction and local development in Timor-Leste through support to strengthening institutions for decentralised governance, improved participation and enhanced local capacities to deliver services, particularly to the most vulnerable groups in poor communities.

<p>Programme Duration: 2014-18</p> <p>Anticipated start/end dates: 1 July 2014 – June 30 2018</p> <p>Fund Management Option(s): Parallel & Pass-through and Government Cost-Sharing</p> <p>Managing or Administrative Agent: UNDP Multi-Partner Trust Fund (MPTF)</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px 5px;">Total estimated budget:</td> <td style="text-align: right; padding: 2px 5px;">\$ 17,510,405</td> </tr> <tr> <td colspan="2" style="padding: 2px 5px;">Out of which:</td> </tr> <tr> <td style="padding: 2px 5px;">1. Funded Budget:</td> <td style="text-align: right; padding: 2px 5px;">\$ 8,000,000</td> </tr> <tr> <td style="padding: 2px 5px;">2. Unfunded budget:</td> <td style="text-align: right; padding: 2px 5px;">\$ 9,510,405</td> </tr> </table> <table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="padding: 2px 5px;">Sources of funded budget:</td> </tr> <tr> <td style="padding: 2px 5px;">• Government CSA</td> <td style="text-align: right; padding: 2px 5px;">\$ 0.75 million</td> </tr> <tr> <td style="padding: 2px 5px;">• Government Parallel</td> <td style="text-align: right; padding: 2px 5px;">\$ 2.25 million</td> </tr> <tr> <td style="padding: 2px 5px;">• UNDP GEF</td> <td style="text-align: right; padding: 2px 5px;">\$4.6 million</td> </tr> <tr> <td style="padding: 2px 5px;">• UNDP</td> <td style="text-align: right; padding: 2px 5px;">\$0.4 million</td> </tr> <tr> <td style="padding: 2px 5px;">• UNCDF</td> <td style="text-align: right; padding: 2px 5px;">_____</td> </tr> </table>	Total estimated budget:	\$ 17,510,405	Out of which:		1. Funded Budget:	\$ 8,000,000	2. Unfunded budget:	\$ 9,510,405	Sources of funded budget:		• Government CSA	\$ 0.75 million	• Government Parallel	\$ 2.25 million	• UNDP GEF	\$4.6 million	• UNDP	\$0.4 million	• UNCDF	_____
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Names and signatures of national counterparts and participating UN organizations

UN organizations	National Coordinating Authorities
<p><i>Noura Hamladji, Resident Representative a.i.</i></p> <p><i>Signature</i> <i>United Nations Development Programme</i> <i>Date</i></p>	<p><i>HE. Jorge da Conceição Teme, Minister</i></p> <p><i>Signature</i> <i>Ministry of State Administration</i> <i>Date</i></p>
<p><i>Kim Bolduc, Executive Secretary a.i. UNCDF</i></p> <p><i>Signature</i> <i>UN Capital Development Fund</i> <i>Date</i></p>	

ACRONYMS AND ABBREVIATIONS

AA	Administrative Agent
ADN (Tetum)	National Development Agency
CD	Capacity Development
CPAP	Country Programme Action Plan
DIM	Direct Implementation
DP	Development Partner
GoTL	Government of Timor-Leste
ICT	Information and Communications Technology
ILO	International Labour Organisation
IMTWG	Inter-Ministerial Technical Working Group on Local Development
IMWG	Inter-Ministerial Working Group on Local Development
ISD	Infrastructure & Service Delivery
ITA	International Technical Adviser
JAR	Joint Annual Review
LDCF	Least Developed Countries Fund
LDP	Local Development Programme
LGSP	Local Governance Support Programme
LoA	Letter of Agreement
M&E	Monitoring & Evaluation
MCIE	Ministry of Commerce, Industry and Environment
MDG	Millennium Development Goal
MoF	Ministry of Finance
MoH	Ministry of Health
MPoCoM	Ministry of the Presidency of the Council of Ministers
MSA	Ministry of State Administration
MTR	Mid-Term Review
NAPA	National Adaptation Programme of Action
NPM	National Programme Manager
NSDP	National Strategic Development Plan
O&M	Operations and Maintenance
PB	Project Board
PF	Petroleum Fund
PDD (Tetum)	District Development Programme
PDID (Tetum)	Integrated District Development Planning
PF	Petroleum Fund
PFM	Public Financial Management
PMF	Project Monitoring Framework
PMU	Programme Management Unit
PNDS (Tetum)	National Suco Development Programme
PO	Programme Officer
R4D	Roads for Development
RRF	Results & Resources Framework
SAA	Standard Administrative Agreement
SEDA	Secretary of State for Administrative Decentralisation
SEDL	Secretary of State for Local Development
SEFI	Secretary of State for Institutional Strengthening
SEPI	Secretary of State for Gender Equality
SEE	Secretary of State for Environment
SNGDP	Sub-National Governance and Development Programme
SSRI	Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government Systems to Climatic Variability and Risk
ToT	Training of Trainers
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers

1. Executive Summary

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to: (i) providing the Government with support to develop and implement decentralization policies and strategies¹; and (ii) consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes.

SNGDP will initially provide support for the implementation of Timor-Leste's recent Decree Law(No. 4/2014, 22nd January 2014) on administrative pre-deconcentration, as and when the Government's decentralisation policies and reforms evolve, SNGDP will continue to provide appropriate support for their formulation and implementation. Support will include essential capacity development, aimed at establishing administrative pre-deconcentration structures. In addition, SNGDP will provide the Government with flexible, demand-driven, but focussed technical assistance in order to further develop and refine policies related to sub-national governance and services. The second component of the programme will focus on strengthening sub-national investment planning and implementation, on piloting the financing of and planning for local-level infrastructure, and on piloting improved public financial management at the sub-national level. The third component of the programme will address some of the challenges associated with climate change and its consequences and on climate-proofing small-scale infrastructure, with the clear aim of increasing climate-related resilience among rural communities.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries and key central agencies (such as the Secretary of State for Institutional Strengthening (SEFI), Secretary of State for Environment – Ministry of Commerce, Industry and Environment and a range of donor-supported programmes to deliver the following main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented
- Outcome 2: Sub-national investment delivery is more efficient, effective, accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through support to strengthening institutions for decentralised governance, improved participation and enhanced local capacities to deliver services, particularly to the most vulnerable groups in poor communities.

SNGDP will engage in a range of capacity development, financing and technical assistance activities to deliver its intended Outcomes. Part of the funding for this will be provided by the Government, out of its State Budget.

The programme will be implemented by UNDP and UNCDF over the period of 2014-2018. The Government has signalled its commitment to SNGDP by making a significant contribution of \$ 3 million to the programme budget from its own State Budget resources. A Cost Sharing Agreement of \$750,000 of this amount was signed between the Government of

¹ This programme document uses the term "decentralization" to cover deconcentration, delegation and devolution.

Timor-Leste and UNDP on March 2014 to support decentralization, while the \$2,250,000 will be to support maintenance grants in three pilot districts through parallel funding modality.

2. Situation Analysis

National development context

Timor-Leste became independent in 2002. It ranks 134th out of 166 countries in the Human Development Index. Despite progress towards achieving some of its MDG targets, Timor-Leste is unlikely to reach all of its MDG targets by 2015. Progress has been made in certain areas, including reductions in under-5 and infant mortality. But living conditions for most Timorese remain difficult. Life expectancy remains low at an average of 62 years, and although both infant and maternal mortality rates show a relative improvement, 44 per 1,000 live births in 2009 and 308 deaths per 100,000 live births in 2010, respectively, the figures remain high compared to other countries in the region. Women die frequently due to complications related to pregnancy: 42% of all deaths of women aged 15 to 49 are related to pregnancy. Malnutrition rates among children are high although they declined recently. Adult literacy rates remain low and only 58% of adult Timorese can read and write. There have been important improvements in the education sector – but primary school dropout rates remain high and the quality of education is a cause for major concern. There is clearly a great deal of room for improving basic service delivery and small scale infrastructure, especially in rural areas.

The Constitution stipulates that men and women must be treated equally and also provides protection against any discrimination based on sex, as well as equal rights for both sexes. In practice, however, gender inequalities remain entrenched. Although there have been improvements, gender disparities remain prevalent in many spheres of daily life. The adult female illiteracy rate (32%) is substantially higher than that for men (21%). For every 100 male students enrolled in further education, there are only 87 women. Despite legislation, gender-based violence is common: nearly 40% of women in Timor-Leste over the age of 15 have experienced physical violence and, of women who have been married, 34% have experienced physical violence from their husbands and few have been able to obtain justice and redress for their grievances

While female representation in the National Assembly and on Suco Councils is relatively high (due to a quota which means that two out of five Suco council representatives must be women) only 2.4% of Suco Council Chiefs are women and only 1.6% of Aldeia chiefs are women. Beyond formal and “symbolic” political representation, women have considerable difficulties in “voicing” themselves in public affairs: despite quotas for women representatives on LDP-supported local assemblies, women have usually been passive participants in assembly discussions and deliberations.

A further pressing set of issues faced by Timor-Leste is that of environment and climate change. The main climate change related threats are posed by the increasing incidence of dry periods, together with a higher variability with less frequent but more intense rainfall. This progressively stresses the fragile ecosystems of Timor-Leste and has resulted in soil erosion and the incidence of landslides and flash-flood events, especially affecting the livelihoods of vulnerable rural communities.

Although high levels of poverty and other indicators of under-development have persisted, public expenditure in Timor-Leste has been growing rapidly in recent years. This has been driven entirely by a substantial growth in petroleum revenues since 2004 and by the use of funds from the country’s Petroleum Fund (PF). The annual State Budget has increased

significantly over the last few years: the 2009 State Budget was a little over \$0.6 billion; by 2012, it reached a little under \$1.7 billion. The rationale for such increases in public expenditure is clear: the need to respond to major social and developmental challenges, to respond to security concerns and political instability (particularly evident in the aftermath of the 2006 crisis), and the imperative of stimulating the private sector and employment. In line with its Strategic Development Plan (SDP 2011-2030), Government spending programmes have focused on three pillars: (i) social capital, covering human development, gender, environment and social inclusion; (ii) infrastructure development; and (iii) economic development for a non-oil economy. Annual capital spending now stands at around \$1 billion, in marked contrast with the years prior to 2007, when capital spending averaged only around \$55 million. Recurrent expenditure has also increased dramatically – with the payroll for a greatly expanded civil service accounting for a good deal of this increase in recurrent expenditure. While such increases in government expenditures are understandable, they have been achieved by drawing twice the estimated sustainable income from the Petroleum Fund – which may slow down the growth of the PF and thus compromise overall fiscal sustainability.

Sub-national governance and decentralisation

The constitution of Timor-Leste provides for a decentralized public administration and the topic has been on the political agenda since 2003. An options study was prepared in 2003 and has been the basis for subsequent policy discussions. Since then, two policies (2006 and 2008) on decentralization and local government were approved, a set of three local government laws were submitted to the National Parliament of which one was approved (Law on Territorial and Administrative Division), in addition to the approval of a Decentralization Strategic Framework to guide the policy and legislative process and subsequent implementation. In April 2010, however, a decision was taken by the Government to postpone municipal elections (originally scheduled to take place in 2010) until after national elections (held in mid-2012).

With the newly elected Government sworn in during August 2012, decentralization is once again on the reform agenda. In early 2013, the Prime Minister held consultations with the citizens and key stakeholders of all 13 districts of Timor-Leste and identified serious shortcomings in the delivery of basic services to rural populations. The 5th Government now proposes to start its decentralization process with what it calls “administrative pre-deconcentration”. A district level structure is proposed and a Decree Law No. 04/14, January 2014 for its implementation has been approved and enacted.

The new Decree Law proposes to establish district level pre-deconcentration structures, led by a District Manager selected through by a permanent panel and appointed by the central government. District Managers will be given the responsibility to manage a portfolio of services and an associated budget to be determined by line ministries in consultation with districts. The district management team under the District Manager will have an administrative team with capacity in finance, administration, logistics and procurement, a technical team (agriculture, health, education, etc.), a planning unit and an inspection/monitoring unit. A Secretary to the District Manager will report to the District Manager and will be responsible for supervising the administrative sectors and the sub-districts. All the above personnel are to be recruited out of the civil service or in some cases (such as the District Managers) also from outside the civil service cadre. The District Manager will report to the Council of Ministers through the Ministry of State Administration but will also consult a District Assembly composed of line departments and local stakeholder groups that participated in the recent government district consultations on decentralization (line departments, village representatives, traditional leaders, veterans, civil society, private sector, women and youth groups, intellectuals).

The plans beyond this proposed structure for administrative pre-deconcentration have yet to be fully defined, but the Decree Law implies that there will eventually be municipal elections, thus marking a move towards eventual decentralisation. However, details have yet to be worked out. UNDP is working with Secretary of State for Institutional Strengthening (SEFI) to design and implement capacity building initiatives for the administrative pre-deconcentration structures, for which the Government of Timor-Leste has provided funding to UNDP.

Sub-national development

There has been considerable progress in establishing and rolling out a local development agenda, largely focused on sub-national infrastructure and service delivery (ISD) through a bottom-up planning and budgeting process at the district and sub-district levels. The first step in this was the establishment, in 2004/2005, of the Local Development Programme (LDP), implemented by the Ministry of State Administration (MSA) with technical support from UNDP and UNCDF, and financial support from Irish Aid and Norway. The LDP set out to pilot District block grants, participatory District planning, implementation and monitoring arrangements, and to do so through representative Assemblies established at District (and, initially, also at Sub-District) level. LDP grew from an initial outlay of \$ 200,000 for Bobonaro District in 2005, to \$ 6.3 million (provided entirely by the Government) for all 13 Districts in 2012. The initial LDP pilot was later expanded in 2006/2007 to become the Local Governance Support Programme (LGSP I and LGSP II), which included both a local development component and a policy support component aimed at providing the Government with technical assistance for decentralization. MSA is responsible for LGSP implementation, with support being provided by UNDP, UNCDF, Irish Aid and Norway.

In 2010, the Government established the District Development Programme (DDP – but better known as PDD, the programme’s Tetum acronym). PDD should be seen as a sub-national investment programme, initially providing budgetary resources to finance infrastructure and service delivery in all 13 of Timor-Leste’s districts. PDD, which was rolled out over the period 2010-2012, was based partly on a local level planning process, but also on more orthodox “top-down” planning by line ministries. At its start, PDD was very much an MSA programme – although this was changed once the National Development Agency (NDA/ADN) was established in 2011. In total, almost \$130 million has been spent on PDD-financed investments over three years – all of it coming from the State Budget. Investments have been largely limited to infrastructure projects (such as water supply, schools, health posts, etc.), individually costed at less than \$0.5 million.

In 2012, it was decided to merge PDD and LDP and establish a single and harmonised sub-national investment planning and budgeting process (known by its Tetum acronym, PDID). A new PDID Decree Law, enacted in early 2012, established an over-arching planning and budgeting framework – this time much more clearly based on participatory (or bottom-up) principles (as successfully tested out in the LDP) and also providing districts with substantially more control over the proportion of PDD resources allocated to them for investment planning purposes. A total of almost \$120 million has been allocated for PDID for 2013 and 2014, of which 85% is earmarked for district level investment planning and the remaining 15% to line ministries to finance district level infrastructure investments. In addition, PDID provides the over-arching framework for the National Suco Development Programme, which will provide Sucos with over \$20 million per year to finance community development initiatives, as well as significant technical support.

In general, sub-national investment planning processes have been relatively “bottom-up”, with Sucos being able to articulate and express their priorities to sub-districts and districts and have them met through funding. However, and although there are legal provisions for a minimum number of women to participate in sub-national planning processes, women have been much less active than men in sub-national investment planning processes, reducing

the extent to which planning has been genuinely participatory. While women may be “represented” in sub-national planning bodies, traditional ways of thinking inhibit them from voicing themselves in public – with the result that a good deal of what passes for women’s representation is “silent”.

Climate change and local development

Small scale infrastructure is particularly vulnerable to extreme rainfall events, causing erosion, landslides and flash floods as a result of the physical context and non-climate resilient designs, poor construction, and limited investment in operations and maintenance. Communities frequently become isolated when roads and bridges are damaged by localized extreme events and in the water sector many rural communities are dependent on unprotected wells or springs, as well as other surface water features such as rivers, lakes and streams.

Climate induced threats are further affected by the slowly decreasing protective and water storage functions of ecosystems, caused by drivers such as over-exploitation of forest and coastal areas resulting in rapid deforestation. The combination of climate variability-related pressures and other drivers means that village water supply systems dry out more often, and that baseline physical infrastructure, which is not protected from irregular and intense water flows, is degrading more rapidly.

Underlying causes contributing to this situation include basic geological and geographical factors (soil type, bedrock type, topography and land use practices), poor application of infrastructure construction standards and maintenance practices, and a social and institutional context that increases the vulnerability of the poor and women to climate risks. The desired situation that the project seeks to bring about is that the genuine needs of communities vulnerable to climate variability and change are fully reflected in local planning and budget processes so that the development prospects of these communities are secured in face of increasing climate risks.

In Timor-Leste, barriers to improving this situation include weaknesses in climate risk analysis, knowledge management and planning at sub-national level, financial constraints in resourcing the additional costs of building greater redundancy into rural infrastructure, a silo approach to local planning whereby ecosystem functions and services are not taken into account, and the limited incentives that exist to encourage local officials and decision makers to address climate related risks. These types of threat, vulnerability and challenge are all common to Timor-Leste – but are not being addressed as effectively as possible. At the same time, and as noted earlier, infrastructure spending in Timor-Leste has been increasing rapidly, fuelled by oil and gas revenues and an ongoing infrastructure deficit.

3. Strategies, including lessons learned and the proposed joint programme

LGSP II will draw to a close by mid-2014. This document provides a descriptive framework for the Sub-National Governance and Development Programme (SNGDP), which is intended to start up in July 2014 and end in June 2018.

Background/context

Broadly speaking, SNGDP is consistent with the draft UNDAF (2015-19). The draft UNDAF’s Governance and Institutional Development Outcome is as follows:

- By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.

This UNDAF Outcome includes Sub-Outcome 3, with which SNGDP is very closely aligned:

- Decentralized institutions provide more efficient, accountable and accessible services to citizen, particularly for the rural poor and other disadvantaged groups.

SNGDP is also closely aligned with UNDP's draft Country Programme Document Output 3.3:

Capacities and systems of sub-national institutions developed to provide more efficient, accountable and accessible services to citizens, particularly for the rural poor and other disadvantaged.

At a policy level, SNGDP is committed to supporting and strengthening the Ministry of State Administration's policies and approaches to sub-national governance and development, specifically those related to administrative decentralization and to sub-national planning and budgeting processes.

Lessons learned

Since 2004/2005, UNDP and UNCDF have accumulated a great deal of experience in providing support to local development and to decentralization processes in Timor-Leste. Key lessons learned have included the following:

- In a recently independent nation such as Timor-Leste, changes in policy have been and are frequent. Approaches to decentralisation and sub-national investment financing, planning and implementation have frequently changed. SNGDP thus needs to be realistic and flexible but also support policy stability and a coherent and consistent approach to sub-national governance and local development issues.
- As conditions, resources, capacities and needs are diverse across and within districts, actions need to be adapted, realistic and practical. Good results from past practice as well as lessons from actions that have not fared well should be understood and used as a source of planning and implementation. Prioritization, sequencing and pacing of actions by district administration and line departments is important to build capacity and confidence and to ensure that the principles and values being promoted in decentralization are respected. Capacity assessments are recommended to ensure that capacity development strategies and activities are tailored to respond to specific capacity needs. Capacity development approaches will also need to be comprehensive, addressing the need not only for individual skills-building, but also the strengthening of systems to enable institutions at all administrative levels to perform their mandated roles as related to service delivery and development.
- One challenge is to manage the expectations of all 13 districts that have been raised by the recent district consultations to prepare for decentralization and where in effect a competition has been triggered among districts to be the first to become municipalities. Amidst this competition, there is probably a trade-off in spreading support to all districts and ensuring quality preparations given limited central government capacities and the diversity of conditions and needs across districts. A phased approach starting with districts with more capacity or proximity to the capital is prudent, more manageable and quicker to start. In this case, a strategy for the other districts will also need to be thought

through to manage the expectations of other districts that are not selected in the initial phase.

- Given that Timor-Leste's approach to local development is still evolving, it is perhaps not surprising that there has been a rapid evolution in the institutional framework that governs sub-national development issues. Care must be taken to ensure that new institutions will not duplicate the tasks being carried out by existing institutions and to fully use existing capacities. SNGDP assist the Government in thinking through policy and institutional changes in a coherent way.
- In a country like Timor-Leste, where oil revenues have significantly increased the capacity of Government to spend, development partners (and the Government) need to think very strategically about how best to use external funding. Unlike in many other developing countries, levels of public expenditure in Timor-Leste are not dependent on donors. SNGDP must therefore use its limited resources in ways that enable lessons to be learned, generate leverage and inform wider policies.
- Sub-national governance and local development are multi-sectorial process and require coordination across a wide range of sectors. For a programme such as SNGDP, this implies the need to engage actively with many stakeholders, at both the national and sub-national levels – its “parent” institution (MSA), the Ministry of Finance, line ministries, ADN, local administrations, local communities, to name but a few.
- Mainstreaming gender and social inclusion issues in Timor-Leste is challenging. Experience gained during the implementation of LGSP I and II has shown that women and other marginalised groups (such as the physically disabled) do not traditionally enjoy much in the way of “political voice” to influence decision-making processes. A great deal more work needs to be done to empower women and the disadvantaged and to ensure that they are able to participate actively and meaningfully in sub-national governance and local planning processes – as well as to enjoy benefits that are specific to their needs.
- Finally, it is all too easy to “lose sight of the forest for the trees”. In a young country such as Timor-Leste, this is especially easy, when policies and procedures change frequently, and when public spending increases dramatically SNGDP thus needs to retain a “big picture” and medium term approach, consistently providing the Government with technical advice and support based on sound principles.

The proposed joint programme

Programme approach and overview

In the light of lessons learned in the past and given the evolving nature of policies for sub-national governance and development, SNGDP will adopt an iterative and flexible strategy – but also focus on concrete and tangible actions where it is clear that this makes sense. Thus capacity development for administrative pre-deconcentration will be rolled out based on sound capacity assessments and a capacity development strategy agreed with national institutions, while support to policy processes will need to be designed flexibly and incrementally, based on emerging options and needs. Programme support will be provided through the Ministry of State Administration and specifically for the capacity building programme the Secretariat of State for Institutional Strengthening that will in turn reach out and coordinate with district actors and other line ministries.

In line with the principles of the New Deal, the project will be led by national institutions. Technical assistance provided through the project will advise and support national counterparts with the objective of policy implementation and capacity building. In this regard, the mobilization of adequate numbers and quality of civil servants at the national and district levels to fully engage in the process is a critical condition for success. International advisors, consultants and UNVs will be mobilized for expertise or roles not available in the country. National advisors can bring in Timorese expertise to complement civil service capacities and may form a useful bridge between international technical assistance and civil servants but should be selectively used with sustainability strategies and not replace or demotivate existing civil servants. The project will pursue arrangements with other active development partners to pool technical assistance or project implementation support personnel for more coordinated support to national institutions.

SNGDP will be a four-year programme (2014-2018).

The over-arching goal of SNGDP is to contribute towards poverty reduction and local development in Timor-Leste through support to strengthening institutions for decentralised governance, improved participation and enhanced local capacities to deliver services, particularly to the most vulnerable groups in poor communities.

The programme will contribute towards achieving its goal through the delivery of three key Outcomes:

Outcome 1: Decentralisation policies are formulated and implemented

Within the context of the Government's new law on administration pre-deconcentration, SNGDP will focus – initially – on two key areas. Firstly, the programme will support effective decentralization policy and planning, implementation, coordination, monitoring and evaluation at central level. Secondly, SNGDP will provide national and sub-national actors and institutions with access to capacity development services, aimed at strengthening capacities to implement administrative pre-deconcentration. Overall, this Outcome is forward-looking in nature, and is intended to support the Government's policy actions and orientations with respect to decentralisation.

In order to deliver this Outcome, SNGDP will initially support MAE/SEDA in policy and programme development and in the implementation of administrative pre-deconcentration, in addition to providing capacity development support at the sub-national level. This support will consist of assisting in the preparation and establishment of the tools and units that will under-pin the new administrative pre-deconcentration structure, including functional assignments, recruitments, monitoring and evaluation tools. It will also support systems of accountability and transparency, including stronger citizens' voice and engagement in local decision-making processes. This type of institutional and policy support will need to evolve over time and will need to be flexible - but nonetheless highly focussed on the provision of technical assistance² for purposes of advancing the Government's decentralisation agenda – so as to respond to implementation challenges and the emerging policy context.

SNGDP will also support SEFI in designing and implementing administrative pre-deconcentration capacity building under two pillars. Pillar One constitutes the immediate training programme for administrative pre-deconcentration: for the managers and civil servants in the new district/sub-district pre-deconcentrated structures, as well as for the

² Technical assistance is defined as the use of qualified human resources to advise on, assist with, support and implement policies, reforms, and regulatory frameworks.

relevant staff in the central level ministries who will be supporting deconcentrated service delivery. Pillar Two consists of a more comprehensive capacity development strategy aimed at strengthening individual-level skills and competencies through on-the-job training and learning activities, focusing as well on the systems, organizations, and policies which “enable” individuals and institutions to perform their role effectively.

These two pillars of support for decentralisation will be implemented hand-in-hand to synergetically result in the newly established pre-administrative deconcentration structures performing their delegated functions effectively and to the satisfaction of relevant local citizens and stakeholders. Performance criteria will be elaborated as part of the planning of the structures’ establishment and capacity building and assessment of results will be an inherent strategy for the implementation of deconcentration, leading towards decentralization.

SNGDP’s overall technical assistance package for this area of work will combine full-time and part-time advisors: national advisors and consultants, short-term international training specialists and consultants (provided on a demand-driven and flexible basis), with technical backstopping from UNDP’s Asia Pacific Regional Centre. The support will go to the Secretariat of State for Institutional Strengthening (SEFI) for the capacity building component and the Ministry of State Administration and its Secretariat of State for Administrative Decentralization for broader policy functions and for implementing decentralization.

SNGDP will offer further advice and inputs, tapping into UNDP’s network of development policy advisors and Country Offices to bring in knowledge, experience and resource persons that would be relevant for Timor-Leste. SNGDP will also provide managerial and technical supervision and financial and administrative services, including coordination with concerned Government institutions and development partners, quality assurance and coherence of technical assistance and reports.

The combined assistance aims to advise respective Government institutions on policy and implementation of decentralization and through on-the-job training enhance the required knowledge and skills on the part of Government counterparts to develop policies and programmes, manage implementation towards results and coordinate development partners. In this regard, national ownership is critical and national institutions are expected to take decisions and to lead the work as SNGDP performs a support role. In order to facilitate communication and knowledge and skills transfers, national advisors will work closely together with international advisors and consultants and the national counterparts.

Outcome 2: Sub-national investment delivery is more efficient, effective, accountable and sustainable

Through Outcome 2, SNGDP will continue support activities previously provided under LGSP II to GoTL’s PDID (District Integrated Development Planning). Core support will be structured around the three main phases of the sub-national infrastructure and service delivery (ISD) cycle: (i) budget envelope and spending policy; (ii) investment planning; and (iii) investment implementation. In addition, SNGDP will provide support for capacity development related to PDID, as well as for overall monitoring and evaluation of PDID. SNGDP will also provide capacity development support for improving the design, costing, preparation of tender documents, and on-site supervision of works³. This specific support would be for designing training courses and providing training for trainers (ToT). In addition,

³ Annex 1 of this document includes a detailed description of an appropriate training programme.

the programme will seek to improve the sustainability of sub-national infrastructure investments by: (i) piloting maintenance planning, financing and implementation in three districts; and (ii) scaling up tried and tested approaches to infrastructure maintenance. Finally, SNGDP will explore ways in which arrangements for deconcentrated public financial management can: (i) be made more appropriate; (ii) provide the level of discretion needed at the sub-national level to ensure responsiveness and thus meet local needs; and (iii) be streamlined and harmonized so as to ensure a high degree of fiduciary risk management. This element of Outcome 2 will strongly complement and inform outputs envisaged under Outcome 1, and vice versa.

This Outcome will seek to strengthen “core” and ongoing PDID processes and activities. The rationale underlying this is relatively straightforward. PDID provides a framework for the delivery of almost all sub-national capital investments in Timor-Leste and currently amounts to about \$80 million annually (if Suco grants through PNDS are included). It is a fusion of two earlier programmes (LDP and PDD). As such PDID is a “hybrid” instrument for local development – and needs to be made more consistent and improved so as to bring it into line with what is established good international practice, as well as the proposed structures for administrative pre-deconcentration. In all, SNGDP’s focus on strengthening PDID is justified by the need to improve performance and procedures – but without promoting yet more ad hoc and inter-annual changes which create confusion.

Outcome 2 is also aimed at testing out and then mainstreaming ways of improving the financing, planning and implementation of infrastructure maintenance at the sub-national level. GoTL public expenditure on infrastructure has increased dramatically over the last few years. The stock of local-level infrastructure is thus being rapidly expanded. For this stock of local-level infrastructure to remain in a useable state, it will need to be properly maintained. If infrastructure is not maintained, then its ability to provide services will be compromised or diminished; beyond a certain point, unmaintained infrastructure items will need to be rehabilitated or entirely replaced, at considerable expense. The general consensus is that infrastructure maintenance in Timor-Leste, whether at the local or national levels, is inadequate.

Despite a highly centralised PFM system, Timor-Leste has nonetheless found delegation of certain public financial management (PFM) functions to sub-national levels unavoidable. In education, for example, schools manage roughly \$15 million per year – with spending aimed at feeding programmes, paying for operational costs (such as stationery) and for “volunteer” teachers. Other sectors also engage in sub-national public financial management. In all cases, there are currently issues/concerns about: (i) the accountability/transparency of such delegated or devolved management; (ii) the effectiveness and efficiency of local public financial management; (iii) fiduciary risks; and (iv) “capacities” to manage public expenditures at the local level. These issues/concerns underlie GoTL’s reluctance to delegate any further spending responsibilities to the sub-national level and its tendency to centralise PFM tasks and functions. SNGDP will therefore address some of these issues and will aim to test out improved accountability/transparency and better financial management with regard to local expenditure responsibilities in line with the provisions of recent decree law on administrative pre-deconcentration. As, if and when the pilot delivers promising results, they will be scaled up and used to inform national PFM policies and procedures.

Outcome 3: Sub-national investment delivery increases communities’ resilience to climate change and variability

This Outcome will contribute to securing the long term viability and sustainability of PDID projects by factoring climate risk into local infrastructure planning. The Outcome will be delivered by the newly established SSRI programme (Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government Systems to Climatic Variability and Risk),

which is funded through the Least Developed Countries Fund (LDCF). Grants will be given out to three initial focus districts where climate change adaptation was identified as being especially acute, namely the Districts of Liquica, Ermera and Baucau. Most of the planning activities and the actual physical investment component will take place within the existing PDID framework, while a broader range of climate variation and risk research and advocacy will be carried out and supported across a wide spectrum of stakeholders and actors.

The newly established SSRI programme will be the first dedicated climate change adaptation initiative in Timor Leste that aims at integrating eco-system based design and management approaches with small-scale infrastructure development from the planning phase onwards. In line with GoTL's National Adaptation Programme of Action (NAPA) on Climate Change, the SSRI will eventually scale-up its activities nation-wide and support the capacity development of the Ministry of Commerce, Industry and Environment (MCIE) in becoming the key actor in climate change issues at the national level. Furthermore, the experience of the SSRI can serve as a reference point for other actors involved in local infrastructure delivery, with whom close cooperation will be sought through the MCIE.

Outcome complementarities

All three SNGDP Outcomes complement each other in a number of ways. SNGDP support for administrative pre-deconcentration and future decentralisation reforms will strengthen the framework for sub-national investment planning and for incorporating climate resilience into sub-national infrastructure delivery. Increased administrative and other capacities at the sub-national level will result in better investment planning, budgeting and implementation. Outcomes 2 and 3, in turn, will provide new and deconcentrated administrative structures with improved and better adapted investment planning and delivery processes, thereby strengthening their ability to respond to local priorities and needs. Moreover, activities related to Outcomes 2 and 3 will provide new, deconcentrated, administrative structures with opportunities for "learning by doing".

Cross-cutting issues

a. Gender Equality and Social Inclusion

As has been described above, gender equality and social inclusion (GESI) remain major issues in Timor-Leste. To address these, SNGDP will ensure that proper and full consideration is given to providing women and other disadvantaged groups with greater opportunities to participate in and benefit from programme activities. The text box below provides an outline of some of the approaches that will be adopted in order to mainstream GESI concerns and improve the extent to which women and other disadvantaged groups participate in and benefit from SNGDP.

Gender equality and social inclusion – SNGDP approaches

SNGDP will undertake the following types of activity (among others) in order to improve the extent to which women and other disadvantaged groups are involved in local governance and development:

- Strengthening affirmative action policies that ensure women's representation in district assemblies and local planning bodies;
- Ensuring that there is a gender balance in the recruitment and deployment of personnel;
- Strengthening and empowering District Gender Working Groups (formally established through the Government's Resolution No. 27/2011 of 14 September 2011);
- Making institutional arrangements and procedures for sub-national investment planning as gender equitable and socially inclusive as possible, by strengthening the participation of women and disadvantaged groups in decision-making and other activities;

- Revising PDID guidelines and tools so that gender equality and social inclusion issues are as fully mainstreamed into regular planning and investment prioritization processes as possible;
- Establishing technical norms and templates for infrastructure that ensure access on the part of disabled persons;
- Ensuring that MSA's monitoring and evaluation systems are able to disaggregate data on the basis of gender;
- Identifying opportunities for women and disadvantaged groups to participate in maintenance activities and to thus benefit from appropriate employment opportunities and higher incomes;
- Providing women representatives in sub-national planning bodies with special training in leadership, in gender and the like, so as to enable them to more actively engage in discussions;
- Linking up women representatives in sub-national planning bodies with national gender networks in an effort to enhance their political empowerment;
- Provide support to sub-national levels to design, to enhance local levels performance on gender equality, unlocking barriers for women's and men's economic opportunities and access to local economic opportunities.

This will be done in close collaboration with SEPI (Secretary of State for Gender Equality), UNWomen and the Global UNCDF. UNDP and UNWomen Initiative on "Inclusive and Equitable Local Development (IELD).

b. Environment and Ecosystem Health

According to NAPA (2010), majority of Timorese, especially in the rural areas, directly depend on the environment and natural resource base for their livelihoods. However, many sources of livelihoods are under threat by the alarming rate of environmental degradation caused by a combination of climate change induced impacts, poverty, and poor environment management practices. Intrinsically, the deteriorating quality and quantity of environment and natural resource base in rural areas further exacerbates climate change induced risks to rural infrastructure as well as increased vulnerability of rural communities to climate change impacts. Moreover, rural infrastructure rely on healthy ecosystems such as watersheds and landscapes for their increased resilience to climate change through reduced climate change induced risks such as flash floods and landslides.

In order to safeguard against and mitigate negative impacts on the environment while undertaking infrastructural development, the project will work with SEA-MCIE to operationalise Environmental Impact Assessments (EIAs) to mitigate any environmental impacts while planning and implementing infrastructural projects. This will increase environmental and ecosystems health, a key factor in increasing the resilience of both the infrastructure and local communities to climate change induced risks.

Sustainability of results

In terms of its support for decentralization and administrative pre-deconcentration, SNGDP will deliver sustainable results. The programme will be providing support to a Government-led policy initiative, which is clearly owned by the Government. However, SNGDP will also work to make such policies as coherent and well-constructed as possible – thus making it easier for them to be implemented. In addition, the programme's capacity building activities will provide civil servants and others with transparent systems and procedures, as well as knowledge and skills – all of which will make for enduring results.

SNGDP is also designed to make local infrastructure and service delivery more sustainable. Support for PDID is aimed at ensuring that infrastructure investments and maintenance are local priorities and thus more likely to foster local ownership. In addition, SNGDP will provide capacity development support to improve the quality of investment delivery, partly to make sure that what is eventually designed and implemented maximizes the appropriateness of infrastructure (and thus its likely use), as well as its physical quality and resilience to climate

risks (thus extending its useful “life”). SNGDP’s focus on maintenance is explicitly intended to improve the sustainability of infrastructure investments – by ensuring that they are regularly maintained, thus avoiding the need for costly rehabilitation or replacement. This is also closely linked to strengthening the fiscal sustainability of public expenditure, by reducing the need to spend heavily on new investments or on rehabilitation. Finally, SNGDP’s integration of climate change and variation adaptation measures into local infrastructure delivery will contribute to the goal of improving the sustainability of infrastructure works.

Finally, there is a clear commitment on the part of the Government to the implementation of this programme, as evidenced by the very significant funding contribution of \$ 3 million - \$750,000 under the Cost-Sharing Agreement with UNDP signed in March 2014 and its commitment of \$2,250,000 to support the maintenance grants in three pilot districts through parallel funding modality providing. This augurs well for the sustainability of programme results.

UNDP and UNCDF roles

This joint programme will be implemented by UNDP and UNCDF. Both UN agencies have considerable experience in the Asia-Pacific region, in general, and in Timor-Leste, in particular, in the implementation of decentralisation and local development programmes and projects. Globally and throughout the Asia-Pacific region, UNDP is engaged in a wide range of interventions in the area of decentralisation and local governance; UNCDF, for its part, has an ongoing portfolio of local development finance programmes in a number of countries in the Asia-Pacific region. In Timor-Leste, UNDP and UNCDF have worked together for a decade in implementing the Local Development Programme (LDP) and its two successor programmes, LGSP I and LGSP II.

Although UNDP and UNCDF will be jointly responsible for SNGDP implementation, each of them will focus on aspects for which its own expertise and experience are best established and for which it has a distinctive and recognized organizational mandate. Thus UNDP will take the lead on overall capacity development and policy support for decentralisation (Outcome 1). This will include preparing national and local stakeholders to fully implement the 2014 decree law for administrative pre-deconcentration and using it as a basis for continued decentralisation reforms, ultimately leading to fiscal and political decentralization. UNDP will also take the lead in the implementation of the Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government Systems to Climatic Variability and Risk (SSRI – Outcome 3). UNCDF will take the lead to provide technical support for sub-national investment delivery (Outcome 2), which includes support to PDID, for piloting an approach to financing, planning and implementing infrastructure maintenance at the sub-national level, and for strengthening local public financial management.

SNGDP is fully consistent with UNCDF’s overall approach to local development finance and thus takes full advantage of UNCDF’s institutional strengths and comparative advantage. Through Outcome 2, SNGDP will mobilise funds from the Government and then assist the Government in allocating and investing them through an improved PDID process and through enhanced capacities to design/cost, implement and manage sub-national public investments which will ensure improved overall increased *accountability* of local resources. Core improvements to PDID will include greater transparency, citizen engagement and participation, and better systems of accountability. These approaches will inform similar interventions under Outcome 1 to support implementation of decentralization. Outcome 2 will also focus on piloting innovations in the financing, planning and implementation of infrastructure maintenance – SNGDP will mobilise externally-funded maintenance grants and test out ways in which sub-national investments can be made more sustainable as a result of according much greater importance to routine and regular maintenance. SNGDP will assist the Government and sub-national bodies in allocating and investing funds that are

earmarked for the maintenance of local –level infrastructure. Outcome 3 – which will pilot small-scale infrastructure planning that fully takes into account climate change adaptation imperatives – will enable the programme to do much the same as Outcome 2, but with a focus on making local infrastructure investments more resilient and better adapted to the consequences of climate change.

4. Results Framework

The following table provides a summary of SNGDP’s results framework.

Table 1: Summary of SNGDP objectives, outcomes and outputs

TIMOR-LESTE SUB-NATIONAL GOVERNANCE AND DEVELOPMENT PROGRAMME (SNGDP) SUMMARY OF OBJECTIVES, OUTCOMES AND OUTPUTS	
UNDAF Outcome: By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.	
UNDAF Sub-Outcome 3: Decentralized institutions provide more efficient, accountable and accessible services to citizen, particularly for the rural poor and other disadvantaged groups.	
SNGDP Goal: poverty reduction and local development in Timor-Leste through support to strengthening institutions for decentralised governance, improved participation and enhanced local capacities to deliver services, particularly to the most vulnerable groups in poor communities.	
JP Outcomes and Outputs	Indicative activities
Outcome 1: Decentralisation policies are formulated and implemented	
Output 1: Effective decentralization policy and planning, implementation, coordination, monitoring and evaluation at central and sub-national levels	1.1. Assist in development and adoption of decentralisation plan and associated regulatory framework
	1.2. Disseminate information on policies to and support dialogue with citizens and institutional stakeholders
	1.3. Facilitate central government support for implementation of deconcentration reforms at the sub-national level
	1.4. Provide support for monitoring & evaluation of administrative pre-deconcentration
	1.5. Support sub-national institutions, including the private sectors) in the implementation of decentralization and in managing and delivering services in an accountable, transparent, efficient, gender responsive and inclusive manner

	1.6. Assist MSA-SEDA in conducting Functional Assignment Assessments on services, functions, roles and responsibilities conducted at both central ministries to delegate authority and sub-national government to attribute authority
	1.7. Assist the Sub-national governments to establish systems, processes and Standard Operational Procedures (SOPs) for the functioning of the sub-national structure
	1.8. Provide technical assistance to ensure citizen understanding and participation in planning, implementation and monitoring of service delivery by Sub-national Governments
Output 2: Capacities of key actors responsible for operationalizing deconcentration plan identified and systematically developed to enable effective implementation of deconcentration	2.1. Mobilise key actors for design and implementation of capacity development programme
	2.2. Provide support for design and implementation of capacity development strategy and programme
	2.3. Organise training programmes
	2.4. Provide support for capacity development at national and sub-national levels
Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable	
Output 3: Institutional framework, policies and procedures for sub-national investments are updated and improved	3.1. Support development of a fiscal and budgetary framework for sub-national investment planning and implementation
	3.2. Provide incentives for improved sub-national performance
	3.3. Clarify spending responsibilities (or expenditure assignments)
	3.4. Provide support for improvements in sub-national Investment planning procedures
	3.5. Clarify the overall sub-national investment planning framework
	3.6. Review and revise institutional framework for sub-national investments
	3.7. Establish system for Investment pipelines and calendars
	3.8. Mainstream pro-poor, inclusion and gender issues into the sub-national investment process
	3.9. Improve investment implementation processes
	3.10. Review and streamline the technical process for infrastructure project preparation
	3.11. Review procurement regulations and

	procedures for sub-national investments
	3.12. Prepare an overall sector diagnostic/assessment
Output 4: MSA national and sub-national capacities to implement PDID are strengthened	4.1. Establish and support a robust PDID monitoring system
	4.2. Build capacities of women and disadvantaged groups
	4.3. Improve the capacities of MSA and other agencies to design/cost infrastructure, to supervise works and to undertake effective contract management
	4.4. Undertake information and communications
Output 5: Improved maintenance and public financial management procedures piloted and rolled out at the sub-national level	5.1. Identify maintenance “protocols” and templates
	5.2. Establish asset inventories and assessments
	5.3. Support for the repair and rehabilitation infrastructure
	5.4. Train GoTL staff on maintenance of sub-national infrastructure
	5.5. Support maintenance planning and budgeting
	5.6. Disburse district maintenance grants
	5.7. Integrate maintenance planning and budgeting into the PDID framework,
	5.8. Scale up capacity building in all districts
	5.9. Allocate budget envelopes for maintenance
	5.10. Review and upgrade current sub-national PFM arrangements
	5.11. Test out upgraded PFM arrangements and procedures
	5.12. Deconcentrate PDID financial management
	5.13. Support MoF initiatives to deconcentrate Treasury operations
Outcome 3: Sub-national investment delivery increases communities’ resilience to climate change and variability	
Output 6: Policy makers and the public in Timor-Leste are aware of climate risks to rural infrastructure development and are being informed systematically on climate hazards	See SSRI project document for detailed description of activities
Output 7: Local Administrations integrate climate risks into participatory planning, budgeting and standards of small scale rural infrastructure development	
Output 8: Small scale rural infrastructure is made resilient against climate change induced risks in three focal districts	

The table on the following page provides a more detailed Results and Resources Framework (RRF) for SNGDP.

Table 2: SNGDP Results & Resources Framework

<p>UNDAF Outcome: By 2019, state institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups.</p> <p>UNDAF Sub-Outcome 3: Decentralized institutions provide more efficient, accountable and accessible services to citizen, particularly for the rural poor and other disadvantaged groups.</p>
<p>Joint Programme Outcome: Poverty reduction and local development in Timor-Leste through support to strengthening institutions for decentralised governance, improved participation and enhanced local capacities to deliver services, particularly to the most vulnerable groups in poor communities.</p>
<p>Outcome 1: Decentralisation policies are formulated and implemented</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Decree Law No. 04/2014 - District administrations and line departments constitute basic framework for service delivery <p>Indicators:</p> <ul style="list-style-type: none"> - Decentralisation Law enacted by parliament - Regulatory framework for decentralized/deconcentrated institutional arrangements in place - X municipal assemblies elected
<p>Outcome 2: Sub-national investment delivery is more equitable, efficient, effective, accountable and sustainable</p> <p>Baseline:</p> <ul style="list-style-type: none"> - % of District-level PDID investments that are delivered on time - % of approved District-level PDID investments identified and prioritised by women - No systematic tracking of regular/routine infrastructure maintenance - Sub-national PFM is of poor and variable quality <p>Indicators:</p> <ul style="list-style-type: none"> - 90% of District-level PDID investments that are delivered on time - 25% of approved District-level PDID investments identified and prioritised by women - Regular/routine maintenance of infrastructure is reported on by at least 5 Districts - Standardised sub-national PFM procedures for key service delivery Ministries (MSA, MoH, MoEd) are endorsed by MoF - At a policy level, MoF opts to deconcentrate Treasury functions
<p>Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability</p> <p>SEE SSRI PROGRAMME DOCUMENT</p>

JP Outcomes and Outputs	Indicative activities	Responsible Party	Line item	Resource allocation and indicative timeframe				
				2014/15	2015/16	2016/17	2017/18	Total
Outcome 1: Decentralisation policies are formulated and implemented								
Output 1: Effective decentralization policy and planning, implementation, coordination, monitoring and evaluation at central and sub-national levels								
<i>Implementation arrangements:</i> Baselines: - SEDA implementation unit not operational - No operational strategy for implementation of decentralization reform - No deconcentrated administrative structures in place Indicators: 2014 - SEDA implementation unit operational - Medium-term decentralization strategy developed - Pre-administrative deconcentration plan	1.1. Assist in development and adoption of decentralisation plan and associated regulatory framework	UNDP	International consultant consultant	102,000	102,000	102,000	102,000	408,000
		UNDP	National consultant	68,000	68,000	68,000	68,000	272,000
	1.2. Disseminate information on policies to and support dialogue with citizens and institutional stakeholders	UNDP						
	1.3. Facilitate central government support for implementation of deconcentration reforms at the sub-national level	UNDP	Coordinator of Outcome 1/ National Decentralisation Adviser	31,500	31,500	31,500	31,500	126,000
	1.4. Provide support for monitoring & evaluation of administrative pre-deconcentration	UNDP						
	1.5. Support sub-national institutions in the implementation of decentralization and in managing and delivering services in an accountable,	UNDP						

formulated	transparent, efficient and inclusive manner							
- X district managers and teams recruited/established 2015+	1.6. Assist MSA-SEDA in conducting Functional Assignment Assessments on services, functions, roles and responsibilities conducted at both central and sub-national government to attribute authority	UNDP	Technical Support to SEDA	50,000				50,000
- SEDA implementation unit capacity progressively strengthened (indicators and targets to be set through capacity assessment) - Functional analysis for each district - Minimum conditions and performance - ToRs for District Assemblies finalized - Guidelines for anti-corruption, gender equality, inclusion of poor and marginalized developed - Operational procedures for deconcentrated district structures are formulated and disseminated to 13 districts - 13 district managers and teams recruited/established - 13 districts have annual plans and budgets drawn up in accordance with provisions of Decree Law No.4/2014 <i>Communications:</i> Baselines:	1.7. Assist the Sub-national governments to establish systems, processes and Standard Operational Procedures (SOPs) for the functioning of the sub-national structure	UNDP	International TA (P3) and 4 nat'l professional (1 per region)	288,450	288,450	288,450	288,450	1,153,800
	1.8. Provide technical assistance to ensure citizen understanding and participation in planning, implementation and monitoring of service delivery by sub-national governments	UNDP						

- No communications strategy in place								
<p>Indicators: 2014</p> <ul style="list-style-type: none"> - Communication plan formulated <p>2015+</p> <ul style="list-style-type: none"> - development partner coordination mechanism (DPCM) activated - Feedback/enquiry mechanism established at central level <p><i>Monitoring:</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - No comprehensive monitoring framework for implementation of decentralization reforms <p>Indicators:</p> <ul style="list-style-type: none"> - Monitoring plan and indicators elaborated - Monitoring and reporting guidelines developed - Citizen feedback guidelines and tools developed - Web-based management dashboard developed 								
			SUB-TOTALS	539,950	489,950	489,950	489,950	2,009,800
Output 2: Capacities of key actors responsible for operationalizing deconcentration plan identified and systematically developed to enable effective implementation of deconcentration								
<p>Baselines:</p> <ul style="list-style-type: none"> - No comprehensive capacity development strategy in place <p>Indicators:</p>	<p>2.1. Mobilise key actors for design and implementation of capacity development programme</p>	UNDP	Workshops & training	30,000	500,000	500,000	500,000	1,530,000
	<p>2.2. Provide support for finalisation of capacity development</p>	UNDP	Int'l CD Specialist (short term)	69,629	50,000	50,000	50,000	285,000

2014 - Capacity development plan finalised - Training material produced 2015+ - Training programme implemented in X districts - # of district level staff trained - % of trainees whose performance is evaluated as satisfactory		UNDP	International Short-term Training Specialist	9,396				9,396
		UNDP	International Short-term Specialist	55,000				55,000
	2.3. Organise training programmes	UNDP	National CD Advisers (4x)	70,405	120,000	120,000	120,000	430,405
		UNDP	National short term TA		100,000	100,000	100,000	300,000
		UNDP	International Institutional Strengthening Consultants	50,000				50,000
		UNDP	Trainers	28,800	-	-	-	28,800
		UNDP	Equipment	139,200	-	-	-	139,200
		UNDP	Travel	23,000	-	-	-	23,000
		UNDP	Admin. assistant and drivers	38,950	-	-		38,950
		UNDP	Miscellaneous	26,250	-	-	-	26,250
		UNDP	UNDP Regional Centre backstopping	15,000	15,000	15,000	15,000	60,000
			SUB-TOTALS	555,630	785,000	785,000	785,000	2,976,001
Outcome 2: Sub-national investment delivery is more equitable, efficient, effective, accountable and sustainable								

Output 3: Institutional framework, policies and procedures for sub-national investments are updated and improved									
<p>Baselines:</p> <ul style="list-style-type: none"> - 2012 PDID Decree Law - Existing PDID guidelines and planning tools (2013) - No performance-based incentives for Districts - No investment pipelines <p>Indicators:</p> <ul style="list-style-type: none"> - Performance-based PDID allocations to districts are piloted - PDID allocations to Districts are announced prior to the start of the annual sub-national planning process - PDID Decree Law revised to include PNDS and to demarcate districts and suco level investments - PDID guidelines and planning tools revised to increase gender sensitivity in sub-national planning - PDID procurement regulations and practices reviewed (2016) and amended if necessary 	3.1. Support development of a fiscal and budgetary framework for PDD	UNCDF	International short tem TA	60,000	50,000	40,000	40,000	190,000	
								-	
			UNCDF	National short tem TA	20,000	20,000	20,000	10,000	70,000
									-
			UNCDF	Workshops & training	5,000	5,000	5,000	-	15,000
		3.2. Provide incentives for improved sub-national performance	UNCDF						
		3.3. Clarify spending responsibilities (or expenditure assignments)	UNCDF						
		3.4. Provide support for improvements in sub-national Investment planning procedures	UNCDF						
		3.5. Clarify the overall sub-national investment planning framework	UNCDF						
		3.6. Review and revise institutional framework for sub-national investments	UNCDF						
	3.7. Establish system for Investment pipelines and calendars	UNCDF							
	3.8. Mainstream pro-poor, inclusion and gender issues into the planning process	UNCDF							
	3.9. Improve investment implementation	UNCDF							

(2017)	processes							
	3.10. Review and	UNCDF						
	streamline the technical process for infrastructure project preparation							
	3.11. Review procurement regulations and procedures for sub-national investments	UNCDF						
	3.12. Institutional and economic diagnostic/ assessment of the local level (possible apply LOOKING tool)	UNCDF	Int'l & Nat'l consultancy		30,000			
	3.13. Technical Support Staff	UNCDF	National Policy & Innovations Coordinator	28,000	28,000	30,000	30,000	116,000
								-
		UNCDF	National planning, finance & proc. advisor	18,000	18,000	20,000	20,000	76,000
								-
UNCDF	National planning adviser	14,000	14,000	-	-	28,000		
	SUB-TOTALS		145,000	165,000	115,000	100,000	495,000	
Output 4: MSA national and sub-national capacities to implement PDID are strengthened								
Baselines: - % of initial design/costing for District-level investment projects that are approved by ADN (2013)	4.1. Establish and support a robust PDID monitoring system	UNCDF	International short term TA	40,000	30,000	-		70,000
	4.2. Build capacities of women and disadvantaged groups	UNCDF	Workshop & training	10,000	10,000	10,000		30,000
								-
	4.3. Improve the capacities of MSA and other agencies	UNCDF	International	40,000	30,000	-	-	70,000

- No guidelines or harmonized standards	to design/cost		short tem TA						-
approved	infrastructure and to supervise works and to undertake effective contract management								-
for the PDID project design and BoQ	4.4. Undertake information and communications	UNCDF	National short tem TA	20,000	20,000	20,000	-	-	60,000
- Existing MSA monitoring system for PDID is not in place	4.5. Technical Support Staff	UNCDF	National M&E officer	18,000	18,000	-	-	-	36,000
- Existing MSA monitoring does not disaggregate information on basis of gender		UNCDF	National engineers (1x) for ToT	18,000	18,000	18,000	18,000	-	72,000
Indicators:									-
- 95% of initial design/costing for District level		UNDP	LoA engineers (x13) District	22,500	45,000	-	-	-	67,500
investment projects are approved by ADN (2018)		UNDP	LOA engineers (National	5,000	10,000	-	-	-	15,000
- Harmonized guidelines and standards approved and fully implemented									
- Fully operational monitoring system that captures processes and investment outcomes (2017)									
- Monitoring system disaggregates information on basis of gender (2016)									
			SUB-TOTALS	173,500	181,000	48,000	18,000		420,500
Output 5: Improved maintenance and public financial management procedures piloted and rolled out at the sub-national level									

Maintenance pilots:	5.1. Identify maintenance “protocols” and templates	UNCDF	Workshops & training	5,000	5,000	5,000	-	15,000
Baselines:	5.2. Establish asset inventories and assessments	UNCDF	International short term TA	60,000	45,000	45,000		150,000
- No pilots	5.3. Support for the repair and rehabilitation infrastructure	UNCDF	National short term TA	20,000	20,000	20,000		60,000
Indicators:	5.4. Train GoTL staff on maintenance of sub-national infrastructure	UNCDF						-
- Maintenance planning piloted in 3 Districts (2016)	5.5. Support maintenance planning and budgeting	GoTL (Parallel)	Maintenance grants (3 districts x 250,000)	-	750,000	750,000	750,000	2,250,000
- Maintenance grants disbursed in 3 pilot Districts (2017)								-
- List of District assets in place in 3 districts	5.6. Disburse district maintenance grants	UNCDF						-
Maintenance scale-up:	5.7. Integrate maintenance planning and budgeting into the PDID framework	UNCDF	Workshop & training	-	-	30,000	30,000	60,000
Baselines:	5.8. Scale up capacity building in all districts	UNCDF		-	-	-	-	-
- No maintenance planning or finance included in PDID (2013)	5.9. Allocate budget envelopes for maintenance	UNCDF						-
Indicators:								
- Provisions for regular/routine infrastructure maintenance (planning, finance) are made in PDID procedures and guidelines								
- 5% of District PDID allocations is earmarked for regular/routine maintenance								
- New PDID infrastructure projects foresee mandatory maintenance plans before approval								
Sub-national PFM procedures:	5.10. Review and upgrade current sub-national PFM arrangements	UNCDF	International short term TA	30,000	30,000	-	-	60,000

Baselines:		UNCDF	National short term TA	10,000	10,000	-	-	20,000
- Sub-national PFM procedures vary from Ministry to Ministry	5.11. Test out upgraded PFM arrangements and procedures	UNCDF	Workshops & training	5,000	5,000	5,000	5,000	20,000
Indicators: - Standardised sub-national PFM procedures for key service delivery Ministries (MSA, MoH, MoEd) tested out in at least 3 Districts								
Payment processes: Baselines: - Government payment processes for PDID are centralised in Dili Indicators: - District-level PDID payment processes are established at least 5 Districts (2018)	5.12. Deconcentrate PDID financial management	UNCDF	Workshops & training	-	3,000	3,000	3,000	9,000
	5.13. Support MoF initiatives to deconcentrate Treasury operations	UNCDF	International short term TA	45,000	45,000	-		90,000
		UNCDF	National short term TA	20,000	15,000	-		35,000
	5.14. Technical Support Staff	UNCDF	National maintenance adviser	15,000	15,000	17,000	17,000	64,000
		UNCDF	National PFM adviser	18,000	18,000	18,000	18,000	72,000
				SUB-TOTALS	228,000	961,000	893,000	823,000
PROGRAMME SUPPORT								
		UNCDF	ITA	250,000	250,000	-	-	500,000
		UNDP	DPC	39,000	39,000	39,000	39,000	156,000
		UNCDF	National project officer	26,000	26,000	26,000	26,000	104,000
		UNDP	National Programme Manager	-	26,000	26,000	26,000	78,000

		UNCDF	Policy & legal adviser (ITA)	200,000	200,000	220,000	220,000	840,000
		UNCDF	M&E specialist (International UNV)	60,000	60,000	60,000	60,000	240,000
		UNCDF	Communications specialist (International UNV)	-	-	60,000	60,000	120,000
		UNCDF	National Communication Officer Support staff	15,000	15,000			30,000 -
		UNCDF	- Operations Manager	21,000	21,000	22,000	22,000	86,000
		UNCDF	- Admin Asst	13,000	13,000	13,000	13,000	52,000
		UNDP	- Drivers	30,000	30,000	30,000	30,000	120,000
		UNDP	- Other support staff	5,000	5,000	5,000	5,000	20,000
			Operations					-
		UNDP	- Office costs	30,000	30,000	30,000	30,000	120,000
		UNDP	- O&M vehicles	25,000	25,000	25,000	25,000	100,000
		UNDP	- Travel costs	25,000	25,000	25,000	25,000	100,000
			Equipment					-
		UNCDF	Equipment (2 vehicles)	84,000				84,000
		UNCDF	Other equipment	10,000	5,000	5,000	-	20,000

			Other					-
		UNCDF	Reviews and miscellaneous	25,000	25,000	25,000	25,000	100,000

			SUB-TOTALS	858,000	795,000	611,000	606,000	2,870,000
			TOTALS	2,500,080	3,376,950	2,941,950	2,821,950	11,676,301
			GMS + AA MANAGEMENT	200,006.40	270,156	235,356	225,756	934,104
			GRAND TOTAL	2,700,086	3,647,106	3,177,306	3,047,706	12,610,405

60.7%

	UNDP	UNCDF	GoTL (Parallel)	Total
Output 1	2,009,800	-	-	2,009,800
Output 2	2,976,001	-	-	2,976,001
Output 3	-	495,000	-	495,000
Output 4	82,500	338,000	-	420,500
Output 5	-	655,000	2,250,000	2,905,000
Programme Support	694,000	2,176,000	-	2,870,000
Programable Amount	5,762,301	3,664,000	2,250,000	11,676,301
GMS + AA Management 8%				934,104

5. Management and Coordination Arrangements

The project will be executed through Direct Implementation (DIM), which is the principal implementation modality under the 2015-19 Country Programme Document of Timor-Leste.

The SNGDP will be institutionally housed in the Ministry of State Administration (MSA) and will be directly accountable to the Project Board under the guidance of the Minister of MSA. For the purposes of broader stakeholder consultation, planning, decision making and monitoring of activities within the results framework, the project will align with the institutional framework established under the Government's decentralization and local development policies, which includes the respective Permanent Technical Groups and Inter-ministerial Technical Working Groups.

A Programme Management Unit (PMU), based in the offices of MSA in Dili, will be responsible for SNGDP implementation. During the first two years (2014-2015) of the programme, the PMU will be headed by an International Technical Adviser (ITA), following which the head of the PMU will be a National Programme Manager (NPM). The NPM will be recruited in the second year of the programme so as to ensure that s/he is able to overlap with the ITA for a full year.

In addition to the core PMU, which will have overall responsibility for programme implementation as well as important cross-cutting and policy analysis functions, further implementation support will be provided by a technical team for each Outcome.

The following table summarises the composition of the PMU and the technical teams responsible for Outcomes 1 and 2 and provides a brief description of the broad responsibilities of PMU and technical team members. The technical team for Outcome 3 is not included here because its composition and functions are already covered in the SSRI project document.

Table 3: SNGDP – summary of full-time national and international technical assistance and support staff

Team members	Responsibilities
PMU team members:	
ITA/NPM	Coordination and leadership of SNGDP activities
Policy and Legal Adviser (international)	Coordination of policy-related SNGDP activities and provision of advice on legal/regulatory issues
M&E specialist (International UNV)	Overall M&E for SNGDP and backstopping to MSA M&E functions
Communications specialist (International UNV)	Management of SNGDP communications and backstopping to MSA communications functions
National Communication Officer	Management of SNGDP communications and backstopping to MSA communications functions
Project Officer (national)	LGSP M&E, reporting, liaison with UN agencies
Operations Manager	Financial and administrative management of SNGDP operations
Administrative Assistant	Provision of support to Operations Manager
Drivers (5 national staff, including one driver/coordinator)	Provision of logistical support to Operations Manager
Outcome 1 technical team members:	
SNGDP Outcome 2 Coordinator & Adviser (national)	Design and Coordination of Outcome 1 activities and input to decentralisation policy dialogue

Decentralisation adviser/specialist (national)	Provision of technical support for Output 1 activities
Capacity Development Coordinator (national)	Design and implementation of Output 2 activities
Capacity Development advisers/specialists (four, national)	Provision of support for implementation of Output 2 activities
Outcome 2 technical team members:	
Policy and Innovations Coordinator (national)	Coordination of Outcome 2 activities
Planning, Finance and Procurement Adviser (national)	Support to Output 3 activities (including their coordination, starting from year 3)
Planning Adviser for 2 years (national)	Strategic planning and investment pipelines (Output 3)
Civil Engineer for 4 years (national)	Training of GoTL civil engineers (Output 4)
M&E Officer for 2 years (national)	Support PDID M&E framework (Output 4)
Maintenance Adviser (national)	Coordination of Output 5 maintenance activities
PFM Adviser (national)	Coordination of Output 5 PFM activities
Outcome 3 technical team members:	
See SSRI project document	

The Terms of Reference for these positions are provided in Annex 2.

On a day-to-day basis, the PMU and technical teams will work closely with the Secretary of State for Local Development, the Secretary of State for Administrative Decentralisation and the Secretary of State for Institutional Strengthening and their respective DGs and other Directors for their respective project outcome areas.

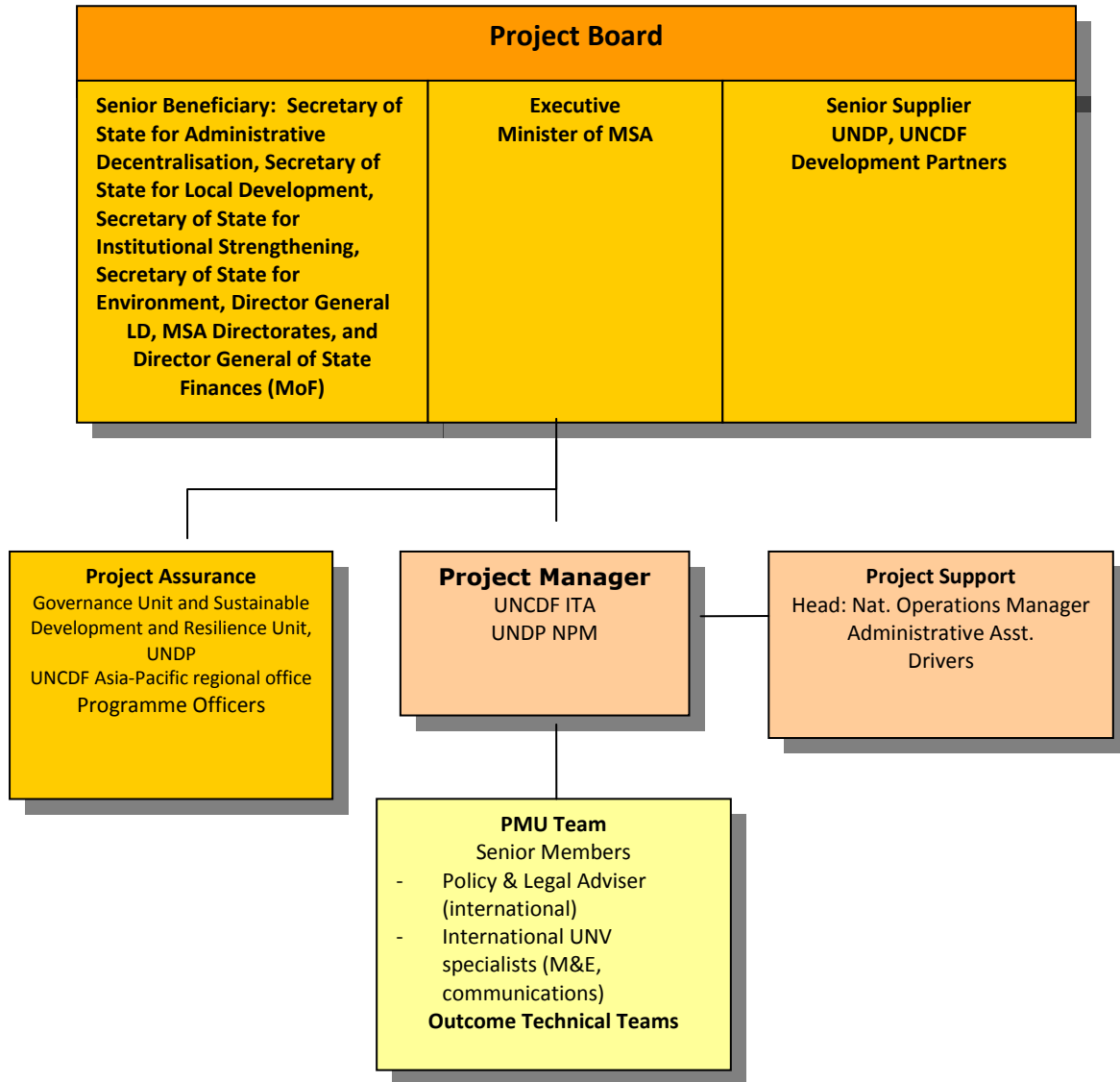
The PMU will benefit from technical backstopping by UNCDF and UNDP regional advisers and technical consultants as needed, as well as programme support from UNDP/UNCDF in the form of two Programme Officers (PO).

A Project Board (PB) will be established to oversee overall programme activities. The Project Board will meet twice a year to discuss SNGDP progress and endorse programme orientations. It will be responsible for providing oversight to the implementation of SNGDP. The Project Board will be responsible for endorsing the annual work plan, and mid and annual progress reports. The Project Board will be chaired by the Minister of MSA. The PB will consist of:

- Minister of MSA (Chair)
- Secretary of State for Administrative Decentralisation
- Secretary of State for Local Development
- Secretary of State for Institutional Strengthening-Ministry of the Presidency of the Council of Ministers RDTL
- Secretary of State for Environment-Ministry of Commerce, Industry and Environment
- senior MSA officials directly involved in the programme;
- a representative from MoF;
- a representative from ADN;
- a UNCDF representative;
- a UNDP representative;
- one representative from each participating development partner organization (Programme donors)

The PB structure is shown in the diagram below (this structure does not include SSRI, for which the organisational structure is described in the SSRI project document).

Project Organizational Structure



Project Assurance: Delegated by the PB, the Project Assurance role will be ensured by Democratic Governance Unit and Sustainable Development and Resilience Unit UNDP CO and the UNCDF Asia-Pacific Regional team. Project assurance will ensure that the project management delivers planned results as per the Results and Resources Framework and Annual Work Plans and reporting on the basis of the quarterly and annual progress reports.

The UNCDF International Technical Advisor (ITA) and the UNDP National Programme Manager will report to the Project Board and be accountable to UNDP and UNCDF for day to day activities and provide feedback on any project issues, as and when

required. S/he will also be responsible for overall coordination between the project and UNDP and UNCDF and among different Outcome teams in achieving planned outputs, producing progress and financial reports and for the effective implementation of the project. The ITA will be responsible for delivering the project work plans.

Programme Communication: For all of its knowledge management and promotional materials, the programme will include Government, UNDP and UNCDF as well as contributing donors' logos, in compliance with relevant national and corporate standards and requirements. All programme-related publications (documents, brochures, press releases, websites, newsletters, results-reporting, banners etc.) and events (press conferences, programme seminars, public events and visits) will bear the names of all partners (with the appropriate logo of the organization). UNDP and UNCDF, in consultation with the MSA and relevant Government Agencies (Secretary of State for Institutional Strengthening RDTL, Secretary of State for Environment-Ministry of Commerce, Industry and Environment RDTL shall take appropriate measures to publicize the joint programme and give due credit to the participating UN organizations and contributing donors. Information given to the press, to the beneficiaries of the joint programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the Government of Timor-Leste, UNDP, UNCDF, contributing donors and any other relevant parties. In particular, the Administrative Agent will include and ensure due recognition of the role of Government of Timor-Leste, UNDP and UNCDF in all external communications relating to the joint programme.

Resource Mobilization: Resource mobilization will be an integral part of the LGSP's ongoing work, and will be led by the Government with support from UNDP and UNCDF. The SNGDP Joint Programme is being initiated with an unfunded budget of **US\$ 9.2 million**, which needs to be addressed through efforts of the Programme and partners. The SNGDP Joint Programme will devote specific attention during its regular planning exercise to ensure relevant activities that will help effectively mobilize required support from strategic partners and donors. SNGDP allows for key activities to move ahead independently of the present funding gap. The SSRI programme constitutes an exception, being already funded completely by the LDCF, UNDP and GoTL up to and including 2016. (See SSRI project document for detailed funding arrangements).

Partnerships: The programme will rely on partnerships and cooperation with a wide range of international and national stakeholders to maximize the programme impacts and to ensure that its interventions are harmonized with and complement the efforts of other partners.

6. Fund Management Arrangements

The Joint Programme financing arrangements will be the Parallel and the Pass-Through modalities.

For the pass-through portion, the Participating UN Organizations have selected UNDP (through the Multi-Partner Trust Fund Office) to act as Administrative Agent (AA) for the Joint Programme. The Administrative Agent will enter into a Memorandum of Understanding (MoU) with the Participating UN Organizations based on the portfolio of activities that have been mutually agreed in line with the common work plan, and a Standard Administrative Agreement (SAA) with each donor that will set out the terms and conditions governing the receipt and disbursement of funds.

The Administrative Agent will:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant the Administrative Arrangement. This Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest;
- Make disbursements to Participating UN Organizations from the Joint Programme Account based on instructions from the Programme Board, in line with the budget set forth in the Joint Programme Document.

The Participating UN Organizations will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA.
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Each UN organization is entitled to deduct their indirect costs on contributions received according to their own regulations and rules, taking into account the size and complexity of the programme. Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency.

The Administrative Agent is entitled to receive 1% of the amount contributed by donors, for the costs of performing the functions described above. The rate will be stipulated in both the MoU and the SAA.

If necessary, UNCDF will negotiate a separate MoU with government that governs the use and management of pilot district maintenance funding that ensures fiduciary accountability whilst enabling the funds to be integrated within the government public financial management framework.

With regard to financial management, all UNDP and UNCDF-funded expenditures will be managed and audited in accordance with standard UNDP and UNCDF procedures.

7. Monitoring, Evaluation and Reporting

Monitoring: Regular monitoring of the Programme will be conducted through a Programme Monitoring Framework (PMF). All stakeholders will be encouraged to be involved in this process. SNGDP's M&E framework will provide information on progress against assigned outputs and activities.

The following table sets out the Monitoring Framework for SNGDP.

JOINT PROGRAMME (SNGDP) MONITORING FRAMEWORK
[Outcome 4 not included]

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<p>Outcome 1: Decentralisation policies are formulated and implemented</p>	<p>Baselines: - Decree Law No. 04/2014 - District administrations and line departments constitute basic framework for service delivery</p> <p>Indicators: - Decentralisation Law enacted by parliament - Regulatory framework for decentralized/deconcentrated institutional arrangements in place - X municipal assemblies elected</p>	<p>- Official Gazette - STAER reports - Ministerial instructions</p>	<p>2018 end of programme from MSA</p>	<p>MSA Support from UNDP</p>	<p>- Continued high-level political commitment to decentralization reforms, including the changes in the Government -</p>
<p>Output 1: Effective decentralization policy and planning, implementation, coordination, monitoring and evaluation at central and sub-national levels</p>	<p><i>Implementation arrangements:</i></p> <p>Baselines: - SEDA implementation unit not operational - No operational strategy for implementation of decentralization reforms - No deconcentrated administrative structures in place</p> <p>Indicators: 2014 - SEDA implementation unit operational - Medium-term decentralization strategy developed - Pre-administrative deconcentration plan formulated</p>	<p>- Official Gazette - MSA reports</p>	<p>Annually Information to be collected from MSA</p>	<p>MSA Support from UNDP</p>	<p>- Inter-Ministerial coordination proves ineffective -</p>

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	<ul style="list-style-type: none"> - X district managers and teams recruited/established 2015+ - SEDA implementation unit capacity progressively strengthened (indicators and targets to be set through capacity assessment) - Functional analysis for each district available - Minimum conditions and performance criteria defined - ToRs for District Assemblies finalized - Guidelines for anti-corruption, gender equality, inclusion of poor and marginalized developed - Operational procedures for deconcentrated district structures are formulated and disseminated to 13 districts - 13 district managers and teams recruited/established - 13 districts have annual plans and budgets drawn up in accordance with provisions of Decree Law No.4/2014 				
	<p><i>Communications:</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - No communications strategy in place <p>Indicators:</p> <p>2014</p> <ul style="list-style-type: none"> - Communication plan formulated <p>2015+</p> <ul style="list-style-type: none"> - development partner 	<ul style="list-style-type: none"> - DPCM minutes - MSA reports 	Annually	MSA Support from UNDP	- Need for an effective communications strategy is recognized by MSA

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	<p>coordination mechanism (DPCM) activated</p> <ul style="list-style-type: none"> - Feedback/enquiry mechanism established at central level <p><i>Monitoring:</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - No comprehensive monitoring framework for implementation of decentralization reforms <p>Indicators:</p> <ul style="list-style-type: none"> - Monitoring plan and indicators elaborated - Monitoring and reporting guidelines developed - Citizen feedback guidelines and tools developed - Web-based management dashboard developed 	<ul style="list-style-type: none"> - MSA reports 	<p>Annually</p>	<p>MSA Support from UNDP</p>	
<p>Output 2: Capacities of key actors responsible for operationalizing deconcentration plan identified and systematically developed to enable effective implementation of deconcentration</p>	<p>Baselines:</p> <ul style="list-style-type: none"> - No comprehensive capacity development strategy in place <p>Indicators:</p> <p>2014</p> <ul style="list-style-type: none"> - Capacity development plan finalised - Capacity assessments conducted in all districts - Training team mobilized - Training material produced <p>2015+</p> <ul style="list-style-type: none"> - Training programme implemented in X districts - # of district level staff trained - % of trainees whose performance is evaluated as 	<ul style="list-style-type: none"> - MSA reports - SEFI reports 	<p>Annually</p>	<p>MSA Support from UNDP</p>	<ul style="list-style-type: none"> - Availability of funding - Availability of competent trainers

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	satisfactory				
Outcome 2: Sub-national investment delivery is more equitable, efficient, effective, accountable and sustainable	<i>Investment planning and implementation:</i> Baselines: - % of District-level PDID investments that are delivered on time - % of approved District-level PDID investments identified and prioritised by women Indicators: - 90% of District-level PDID investments that are delivered on time - 25% of approved District-level PDID investments identified and prioritised by women	<ul style="list-style-type: none"> - General State Accounts - Budget Execution Reports - Official Gazette - Ministry of Finance Reports 	2018 – end of programme Information to be collected from MSA and MoF	MSA Support from UNCDF	PDID in place until 2018
	<i>Maintenance:</i> Baselines: - No systematic tracking of regular/routine infrastructure maintenance Indicators: - Regular/routine maintenance of infrastructure is reported on by at least 5 Districts	<ul style="list-style-type: none"> - District Financial Reports 	Annually Information to be collected from district administrations and line departments	MSA Support from UNCDF	Maintenance line items are included in line ministry budgets
	<i>Public financial management:</i> Baselines: - Sub-national PFM is of poor and variable quality Indicators: - Standardised sub-national PFM procedures for key	<ul style="list-style-type: none"> - Decree Laws and other regulations - Local PFM guidelines and tools - National State Budget - Budget Execution Reports - Official Gazette 	Annually Information to be collected from MoF and line ministries	MSA Support from UNCDF	MoF does not implement district level treasury functions

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	service delivery Ministries (MSA, MoH, MoEd) are endorsed by MoF - At a policy level, MoF opts to deconcentrate Treasury functions				
Output 3: Institutional framework, policies and procedures for sub-national investments are updated and improved.	Baselines: - 2012 PDID Decree Law - Existing PDID guidelines and planning tools (2013) - No performance-based incentives for Districts - No investment pipelines Indicators: - Performance-based PDID allocations to Districts are piloted - PDID allocations to Districts are announced prior to the start of the annual sub-national planning process - PDID Decree Law revised to include PNDS and to demarcate District and Suco level investments - PDID guidelines and planning tools revised to increase gender sensitivity in sub-national planning - PDID procurement regulations and practices reviewed (2016) and amended if necessary (2017)	- Decree Laws and other regulations - PDID guidelines and planning tools - Reports on performance-based allocation system	Annually Information to be collected from MSA and MoF	MSA Support from UNCDF	PDID regulations are not fully complied with by the Government Institutional relations and cooperation between MSA and other Ministries degrade
Output 4: MSA national and sub-national capacities to implement PDID are strengthened	Baselines: - % of initial design/costing for District-level investment projects that are approved by ADN (2013) - No guidelines or harmonized	- ADN reports - Design and BoQ analysis - PDID monitoring indicators framework	Annually Information to be collected from MSA and ADN	MSA Support from UNCDF	Harmonised guidelines and standards for design and BoQ are not approved by Government

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	<p>standards approved for the PDID project design and BoQ</p> <ul style="list-style-type: none"> - Existing MSA monitoring system for PDID is not in place - Existing MSA monitoring does not disaggregate information on basis of gender <p>Indicators:</p> <ul style="list-style-type: none"> - 95% of initial design/costing for District-level investment projects are approved by ADN (2018) - Harmonized guidelines and standards approved and fully implemented - Fully operational monitoring system that captures processes and investment outcomes (2017) - Monitoring system disaggregates information on basis of gender (2016) 				Operational monitoring system not implemented
Output 5: Improved maintenance and public financial management procedures piloted and rolled out at the sub-national level	<p><i>Maintenance pilots:</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - No pilots <p>Indicators:</p> <ul style="list-style-type: none"> - Maintenance planning piloted in 3 Districts (2016) - Maintenance grants disbursed in 3 pilot Districts (2017) - List of District assets in place in 3 districts 	Local maintenance planning and implementation guidelines and tools	Annually Information to be collected from MSA and districts	MSA Support from UNCDF	Availability of finding for pilots
	<p><i>Maintenance scale-up:</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - No maintenance planning or finance included in PDID 	PDID legislation, guidelines and tools Official Gazette	Annually Information to be collected from MSA and districts	MSA Support from UNCDF	Revised PDID legislation is not approved by Government

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	<p>(2013)</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Provisions for regular/routine infrastructure maintenance (planning, finance) are made in PDID procedures and guidelines - 5% of District PDID allocations is earmarked for regular/routine maintenance - New PDID infrastructure projects foresee mandatory maintenance plans before approval 				
	<p><i>Sub-national PFM procedures:</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - Sub-national PFM procedures vary from Ministry to Ministry <p>Indicators:</p> <ul style="list-style-type: none"> - Standardised sub-national PFM procedures for key service delivery Ministries (MSA, MoH, MoEd) tested out in at least 3 Districts 	Local PFM guidelines and tools		MSA Support from UNCDF	Government does not approve local PFM guidelines
	<p><i>Payment processes</i></p> <p>Baselines:</p> <ul style="list-style-type: none"> - Government payment processes for PDID are centralised in Dili <p>Indicators:</p> <ul style="list-style-type: none"> - District-level PDID payment processes are established in at least 5 Districts (2018) 	PDID legislation, guidelines and tools General State Accounts Budget Execution Reports Official Gazette Ministry of Finance Reports		MSA Support from UNCDF	Government (MoF) does not approve District level payments

The Joint Programme M&E system will track progress against output indicators for each output defined in the Results and Resources Framework. In addition to day-to-day monitoring by the SNGDP team, annual review mechanisms will be put in place to assess progress against planned activities and achievement of key results.

Joint Annual Review: A Joint Annual Review (JAR) will take place each year. The review team will include the Government, UN agencies and development partners. The JAR will examine progress against Programme objectives and make recommendations to the PB to provide consistent guidance.

Mid-term Review: The programme will be subject to a mid-term review (MTR). The JAR at the end of the second year will provide the platform for the mid-term review which will focus on assessing programme relevance, efficiency, effectiveness, and likely sustainability of results and make recommendations in response to the findings. An external evaluator and two internal UNDP Asia Pacific Regional Center and UNCDF Asia Pacific Regional advisor from will be deployed to conduct the mid-term review of the programme.

Final Review: A final review of SNGDP will take place at the end of the final year of the programme. . An external evaluator and two internal UNDP Asia Pacific Regional Center and UNCDF Asia Pacific Regional advisor from will be deployed to conduct the mid-term review of the programme.

Participating UN Organizations

Each Participating UN Organization will prepare the following reports on its contribution in accordance with its financial rules and regulations:

- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) of the year following the financial closing of the Joint Programme. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme;
- Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) of the year following the financial closing of the Joint Programme.

The Administrative Agent (MPTF UNDP) will:

- Prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Lead Agency and the financial statements/ reports submitted by each of the Participating UN Organizations;
- Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.
- Provide the donors, Steering Committee and Participating UN Organizations with:
 - ✓ Certified annual financial statement (“Source and Use of Funds” as defined by UNDG guidelines), to be provided no later than five months (31 May) after the end of the calendar year;

- ✓ Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

8. Legal Context or Basis of Relationship

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and this document.

UNDP and UNCDF as the Implementing Partners shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP and UNCDF will undertake all reasonable efforts to ensure that none of the [project funds] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and UNCDF 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/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

9. Work plans and budgets

A. First Six Month (July-December 2014) Work Plan

PLANNED ACTIVITIES	RESPONSIBLE PARTY	TIME FRAME				PLANNED BUDGET		TOTAL AMOUNT
		2014		2015		SOURCE OF FUND	BUDGET DESCRIPTION	
		Q3	Q4	Q1	Q2			
OUTPUT 1: Effective decentralization policy and planning, implementation, coordination, monitoring and evaluation at central and sub-national levels								
1.1. Assist in development and adoption of decentralisation plan and associated regulatory framework	UNDP	X	X				71200 International short term TA	51,000
	UNDP	X	X				71300 National short term TA	34,000
1.2. Disseminate information on policies to and support dialogue with citizens and institutional stakeholders	UNDP							
1.3. Facilitate central government support for implementation of deconcentration reforms at the sub-national level	UNDP	X	X			GOTL CSA (11139)	71300 National Decentralisation Adviser	31,500
1.4. Provide support for monitoring and evaluation of administrative pre-deconcentration	UNDP							
1.5. Support sub-national institutions in the implementation of decentralization and in managing and delivering services in an accountable, transparent, efficient and inclusive manner	UNDP							

1.6.	Assist MSA-SEDA in conducting Functional Assignment Assessments on services, functions, roles and responsibilities conducted at both central ministries to delegate authority and sub-national government to attribute authority	UNDP	X	X			GOTL CSA (11139)	71200	Technical Support to SEDA	50,000
1.7.	Assist the Sub-national governments to establish systems, processes and Standard Operational Procedures (SOPs) for the functioning of the sub-national structure	UNDP					GOTL CSA (11139)	71200	International TA (P3)	
		UNDP					GOTL CSA (11139)	71300	4 National Professional (1 per region)	
1.8.	Provide technical assistance to ensure citizen understanding and participation in planning, implementation and monitoring of service delivery by Sub-national Governments	UNDP								
TOTAL OUTPUT 1								SUB-TOTALS		166,500
OUTPUT 2: Capacities of key actors responsible for operationalizing deconcentration plan identified and systematically developed to enable effective implementation of deconcentration		UNDP								
2.1.	Mobilise key actors for design and implementation of capacity development programme	UNDP	X	X			GOTL CSA (11139)	75700	Workshops and training cost	30,000
2.2.	Provide support for finalisation of capacity development programme	UNDP	X	X			GOTL CSA (11139)	71200	International CD Specialist (short term)	69,629
2.3.	Organise training programmes	UNDP	X	X			GOTL CSA (11139)	71300	National CD Thematic Coordinators (x4)	70,405
		UNDP	X	X			GOTL CSA (11139)	71200	Short Term Training Specialists (International)	9,396
		UNDP	X	X			GOTL CSA (11139)	71200	International specialist for Institutional	50,000

							Strengthening	
	UNDP	X	X			GOTL CSA (11139)	71200 International Short term consultant	25,000
	UNDP	X	X			GOTL CSA (11139)	75700 Workshop Resource person cost	28,800
	UNDP	X	X			GOTL CSA (11139)	72200 Equipment	139,200
	UNDP	X	X			GOTL CSA (11139)	71600 Travel	23,000
	UNDP	X	X			GOTL CSA (11139)	71400 Admin and Finance Associate	11,250
	UNDP	X	X			GOTL CSA (11139)	61300 Direct Project Cost	35,000
	UNDP	X	X			GOTL CSA (11139)	71600 UNDP Regional Centre backstopping	15,000
	UNDP	X	X			GOTL CSA (11139)	Translation, communication and stationary and printing	29,000
TOTAL OUTPUT 2							SUB-TOTALS	535,680
OUTPUT 3: Institutional framework, policies and procedures for sub-national investments are updated and improved								
3.1.	Support development of a fiscal and budgetary framework for PDD	UNCDF					71200 International short term TA	-
		UNCDF					71300 National short term TA	-
		UNCDF					75700 Workshops and training	-
3.2.	Provide incentives for improved sub-national performance	UNCDF						
3.3.	Clarify spending responsibilities (or expenditure assignments)	UNCDF						
3.4.	Provide support for improvements in sub-national investment planning procedures	UNCDF						

3.5.	Clarify the overall sub-national investment planning framework	UNCDF							
3.6.	Review and revise institutional framework for sub-national investments	UNCDF							
3.7.	Establish system for Investment pipelines and calendars	UNCDF							
3.8.	Mainstream pro-poor, inclusion and gender issues into the planning process	UNCDF							
3.9.	Improve investment implementation processes	UNCDF							
3.10.	Review and streamline the technical process for infrastructure project preparation	UNCDF							
3.11.	Review procurement regulations and procedures for sub-national investments	UNCDF							
3.12.	Institutional and economic diagnostic/assessment of the local level (possible apply LOOKING tool)	UNCDF					71200	Int'l/Nat'l consultancy	-
3.13	Technical Support Staff	UNCDF	X	X			71300	National Policy and Innovations Coordinator	14,000
		UNCDF	X	X			71300	National planning, finance & proc. advisor	9,000
		UNCDF	X	X			71300	National planning adviser	7,000
TOTAL OUTPUT 3								SUB-TOTALS	30,000
OUTPUT 4: MSA national and sub-national capacities to implement PDID are strengthened									
4.1.	Establish and support a robust PDID monitoring system	UNCDF	X	X			71200	International short term TA	-
4.2.	Build capacities of women and disadvantaged groups	UNCDF	X	X			75700	Workshops & training	-

4.3.	Improve the capacities of MSA and other agencies to design/cost infrastructure, to supervise works and to undertake effective contract management	UNCDF	X	X				71200	International short term TA	20,000
4.4.	Undertake information and communications	UNCDF	X	X				71300	National short term TA	-
4.5.	Technical Support Staff	UNCDF	X	X				71400	National M&E officer	9,000
		UNCDF	X	X				71400	National engineers for ToT	9,000
		UNDP						71300	LoA engineers (x13) District	32,000
		UNDP						71300	LoA engineers (National)	7,500
TOTAL OUTPUT 4								SUB-TOTALS		77,500
OUTPUT 5: Improved maintenance and public financial management procedures piloted and rolled out at the sub-national level										
5.1.	Identify maintenance “protocols” and templates	UNCDF						75700	Workshops & training	-
5.2.	Establish asset inventories and assessments	UNCDF						71200	International short term TA	-
		UNCDF						71300	National short term TA	-
5.3.	Support for the repair and rehabilitation infrastructure	UNCDF						72600	Maintenance grants	-
5.4.	Train GoTL staff on maintenance of sub-national infrastructure	UNCDF						75700	Workshops & training	-
5.5.	Support maintenance planning and budgeting (3 districts x 250,000)	UNCDF						72600	Maintenance grants	-
5.6.	Disburse district maintenance grants	UNCDF						72600	Maintenance grants	-
5.7.	Integrate maintenance planning and budgeting into the PDID framework	UNCDF						75700	Workshops & training	-
5.8.	Scale up capacity building in all districts	UNCDF						75700	Workshops & training	-

5.9.	Allocate budget envelopes for maintenance	UNCDF						72600	Maintenance grants	-
5.10.	Review and upgrade current sub-national PFM arrangements	UNCDF	X	X				71200	International short term TA	30,000
		UNCDF	X	X				71300	National short term TA	5,000
		UNCDF	X	X				75700	Workshops & training	5,000
5.11.	Test out upgraded PFM arrangements and procedures	UNCDF						75700	Workshops & training	-
5.12.	Deconcentrate PDID financial management	UNCDF						75700	Workshops & training	-
5.13.	Support MoF initiatives to deconcentrate Treasury operations	UNCDF						71200	International short term TA	45,000
		UNCDF						71300	National short term TA	10,000
5.14.	Technical support staff	UNCDF						71300	National maintenance adviser	-
		UNCDF						71300	National PFM adviser	9,000
TOTAL OUTPUT 5									SUB-TOTALS	104,000
PROGRAMME SUPPORT									Technical staff	
		UNCDF	X	X				61300	ITA	125,000
		UNDP	X	X				71400	DPC	19,500
		UNCDF	X	X				71400	National project officer	13,000
		UNCDF						71400	National Programme Manager	-
		UNCDF	X	X				61300	Policy & legal adviser (ITA)	100,000
		UNCDF						71500	M&E specialist (Int'l UNV)	-
		UNCDF						71500	Communications specialist (Int'l UNV)	-
		UNCDF	X	X				71400	National Communication Officer	7,500
									Support staff	
		UNCDF	X	X				71400	- Operations Manager	10,500
		UNCDF	X	X				71400	- Admin Asst	6,500

	UNCDF	X	X				71400	- Drivers	15,000
	UNCDF						71400	- Other support staff (Cleaner)	1,900
								Operations	
	UNCDF	X	X				72500	- Office costs	15,000
	UNCDF	X	X				73400	- O&M vehicles	12,500
	UNCDF	X	X				71600	- Travel costs	12,500
								Equipment	
	UNCDF	X	X				18081	Equipment (2 vehicles)	84,000
	UNCDF	X	X				72200	Other equipment	5,000
								Other	
	UNCDF	X	X				74500	Other and miscellaneous	12,500
								SUB-TOTALS	440,400
	PROGRAMMABLE AMOUNT								1,354,080
	<i>GMS + AA MANAGEMENT</i>								<i>126,240</i>
	GRAND TOTAL								1,480,320

Budget Distribution by Implementing Agency	
UNDP	761,180
UNCDF	592,900
Programmable Amount	1,354,080
<i>GMS + AA Management 8%</i>	<i>126,240</i>
TOTAL BUDGET	1,480,320

Annex 1: Complementary information to outcome 2 programme description

Outcome2: Sub-national investment delivery is more equitable, efficient, effective and accountable

To achieve this outcome, SNGDP will deliver three outputs.

Output 3: PDID's institutional framework, policies and procedures are updated and improved.

Through Output 3, SNGDP will provide institutional, policy and technical support to GoTL's PDID (District Integrated Development Planning). Activities will be structured around the three main phases of the sub-national infrastructure and service delivery (ISD) cycle. Given that many institutional and policy issues are likely to continue to evolve, SNGDP will take a flexible approach to this Output, identifying activities that correspond to Government priorities.

As a first step in this process of strengthening PDID's overall institutional and procedural framework, SNGDP will undertake a review of existing arrangements and processes⁴. This will enable SNGDP to identify key challenges and bottlenecks – and thus validate the overall approach proposed for Output 3.

Budget envelope and spending policy

As part of this dimension to sub-national ISD, SNGDP will undertake a number of indicative activities. Most of these will be focused on policy issues and will be carried out in conjunction with MSA, MoF and relevant line ministries. Although some of the indicative activities described here could also be included in output 5 (which focusses on public financial management), they have been included under output 3 because they are seen as being important underpinnings to the PDID investment planning process. However, these PFM-related activities will be undertaken in close collaboration with relevant MoF directorates and departments (such as the DG State Finance, the Budget Directorate, the Deconcentration Directorate and others).

- Development of a fiscal and budgetary framework for PDID

At the moment, the total PDD funding pool (out of which allocations are made to Districts and line departments) is not determined on the basis of any formula or predictable process. This is in stark contrast to the PNDS funding pool, which is calculated as an average annual allocation of \$50,000 to each Suco that will increase over time up to \$75,000. Nor are PDD allocations to Districts and local line departments known prior to the start of the annual planning and budgeting process – this lack of a hard budget ceiling increases uncertainty and makes it difficult to establish clear, and locally determined, priorities. SNGDP, working with MSA, MoF and line ministries will try to establish a transparent and simple way of estimating total PDD budget allocations – and also to determine a total funding pool that is consistent with sub-national absorptive capacities and overall fiscal sustainability. Linked to output 4 (see below), this activity will also include the inclusion of funding options (within the PDID framework) for sub-national infrastructure maintenance.

⁴ This review will draw heavily on the World Bank's recent and comprehensive analysis of sub-national investment planning in Timor-Leste.

- Providing incentives for improved sub-national performance

Insofar as sub-national responsibilities for investment delivery are clear, there are good reasons to provide Districts with tangible budgetary incentives to improve their performance. Drawing on experience from other countries, SNGDP will therefore explore ways of assessing sub-national ISD performance and providing District-level institutions with incentives for doing better. Indicators of District performance might include compliance with PDID procedures, delivery rates, and (at a later stage) maintenance of existing infrastructure. These would need to be discussed among all stakeholders. A mixture of institutional and individual incentives will be explored.

- Clarifying spending responsibilities (or expenditure assignments)

The current allocation of spending responsibilities across different levels (national, district and Suco) is largely based on a mix of “investment ceilings”, procurement arrangements, and more orthodox expenditure (or functional) assignments. This needs to be thought through more carefully so that it is much clearer who is responsible for what functions. PDID, for example, would be best focused on financing sub-national responsibilities, and not expected to finance line ministry “administrative” investments simply because these are costed at less than \$0.5 million.

Other activities related to budget envelope and spending policy issues will be identified over time.

Investment planning

Planning is about the ways in which infrastructure investments are identified, prioritised and then budgeted. Here, SNGDP will undertake a number of indicative activities, which will need intensive collaboration between MSA, ADN and line ministries.

- Clarification of the overall sub-national investment planning framework

PDID, as defined by the 2012 Decree Law, provides an overall framework for sub-national investment planning and implementation. As such, PDID includes both District and Suco level investment planning processes. These, however, need to be harmonised and unified so as to ensure that there is only one local planning process and which thus avoids the risks of bottom-up planning becoming fragmented and thus transaction costly. This will require SNGDP to assist MSA in drawing up a single set of planning guidelines for the sub-national level, such that Sucos identify PNDS and PDD investments at the same time, and not separately.

- Coherent institutional framework

Since 2010, PDID and PDD (and their various predecessors) have evolved in a relatively ad hoc way. It is now time to consolidate the over-arching institutional framework, with a view towards clarifying processes and ensuring that all stakeholders are “on the same page”. This will probably require a somewhat more coherent institutional framework that should govern planning/budgeting, procurement and financial management. One important area that will be looked at is with respect to the planning approval process: here, SNGDP will work together with MSA (including its PNDS Secretariat), ADN and other stakeholders to ensure that approval procedures are streamlined and made as

consistent as possible with ongoing GoTL deconcentration and decentralization initiatives⁵.

- Investment pipelines and calendars

Part of the process of consolidating PDID will include the integration of three-year investment “pipelines” and a more considered planning calendar. Moving towards three-year investment “pipelines” will help cut down on “participation fatigue”, whereby communities are consulted every year about their infrastructure priorities, sometimes without those priorities being subsequently addressed. It will also reduce the amount of time spent on identifying investment priorities and thus give more time to preparing, designing and costing infrastructure projects. This activity will build upon and go beyond LGSP II’s earlier work on strategic planning at the district level in Liquica..

- Mainstreaming social inclusion and gender issues into the planning process

Although the PDID process does try to factor pro-poor, social inclusion and gender issues into the sub-national planning process, there is clearly more that can be done to improve the extent to which marginalised, poor and disadvantaged citizens can both engage more actively and benefit more clearly from investments. SNGDP will therefore work to enhance the participation of such groups in PDID planning processes and to mainstream this into regular annual and multi-year investment planning. This will entail building upon LGSP’s earlier work on strategic planning at the district level, revising planning guidelines, and ensuring that investment prioritisation processes given sufficient weight to inclusive and pro-poor considerations.

Investment implementation

Current procedures for the implementation of sub-national infrastructure investments give ADN a major oversight role – not only in terms of approving procurement, but also in terms of certification and payment authorisation. Preparation of investments involves a large number of agencies – and considerable duplication of effort, particularly by engineers. Sub-national procurement will also change significantly in the next few years, as GoTL moves away from a sole-sourcing modality to a much more competitive tendering process, albeit with pre-qualification of bidders. To improve investment implementation, SNGDP will work closely with MSA, ADN and others to undertake several indicative activities, including:

- Reviewing and streamlining the technical process for infrastructure project preparation

This activity will seek to rationalise the current reliance on large numbers of civil engineers and thus reduce the costs of investments. SNGDP will assist MSA, ADN and line ministries in reviewing existing arrangements for the preparation of investment projects and in exploring options for a more efficient use of limited human resources in this.

- Pre-qualification process for contractors and suppliers

Recent reforms to the procurement procedures related to PDID investments require that contractors are pre-qualified prior to tendering. Only pre-qualified contractors will be able to bid for sub-national investment projects. SNGDP will assist MSA and other GoTL stakeholders in developing sound criteria for such pre-qualification and in applying them at the local level in transparent ways.

⁵ Notably the recently approved Decree Law on “Pre-administrative deconcentration”.

- Reviewing PDID-related procurement regulations and procedures

New procurement procedures will be applied to PDID-financed investments from 2013 onwards. These are defined in a Decree Law. SNGDP – in conjunction with MSA, ADN and MoF – will, in 2016, conduct a comprehensive review of how these procedures have been applied and, on the basis of findings from this review, make recommendations for any appropriate changes to procurement procedures.

Output 3 targets and indicators: (see RRF)

Output 4: MSA national and sub-national capacities to implement PDID are strengthened

This Output will focus on developing the capacity of MSA (and its sub-national administrative units) to implement PDID. Indicative activities include the following:

- Establishing and operating a robust PDID monitoring system

SNGDP will support the development of a robust but simple system for monitoring and information management of PDID related processes and investments. Part of this will include monitoring of poverty indicators at the local level, in order to determine the extent to which PDID activities (including those undertaken by PNDIS) are (or are not) having a pro-poor impact. In addition, the monitoring system will allow for information to be disaggregated on the basis of gender. As far as possible, this will be based on widely used and readily available software (such as Excel) and avoid the use of overly demanding ICT. For infrastructure, linkages will be established with district level asset inventories. The monitoring system will also be part and parcel of the regular sub-national reporting system. SNGDP will provide MSA officials at national and local levels with training in the use of the monitoring system and work to ensure that it is mainstreamed into regular Ministry functions.

- Strengthening the extent to which women and other disadvantaged groups are able to actively engage in sub-national planning processes

SNGDP will provide women and representatives of other disadvantaged groups with capacity building support so as to increase the extent to which they are able to actively engage in PDID processes. This will indicatively include training, peer learning, and other such activities.

- Improving the capacities of MSA and other agencies to design/cost infrastructure, to supervise works and to undertake effective contract management

This activity will continue technical capacity building that has begun under LGSP II. The aim of this is to strengthen the skills and knowledge of civil engineers and sub-engineers at the national and sub-national levels and thus lead to improvements in the design, costing and supervision of infrastructure works, as well as to better overall contract management. For the most part, this will consist of developing core training materials, undertaking ToT, and then rolling out training at the field level. Annex 1 includes a description of the proposed training programme. Civil engineers and sub-engineers from MSA and other agencies will be provided with this support, which will also include the provision of very modest “tool-boxes” for surveys and the like. Ministerial line departments, district and sub-district administrations, and other actors at the sub-national level will also be provided with capacity building support to strengthen contract

management processes. SNGDP support will also include funding for additional MSA engineers at the district level – but for a period of one year only.

- Information and communications

SNGDP will provide MSA with modest levels of support to ensure that the Ministry is able to provide stakeholders at the sub-national level with up-to-date and user-friendly information on PDID policies and procedures. Communications will take the form of simple guidelines, memoranda and workshops. Included in this will be an annually updated package of information about all PDID processes that need to be clearly understood at the sub-national level. This is to ensure that any changes in PDID procedures and arrangements (e.g. budget allocations, planning/budgeting, procurement, etc.) are properly communicated to those who are expected to use them and work within them.

Output 4 targets and indicators: (see RRF)

Output 5: Improved maintenance and public financial management procedures pilot and rolled out at the sub-nation level

This output is indented to contribute to the overall reform agenda and is focusing on two main pilot areas – maintenance grants and local public finance management procedures. This output is therefore divided into two main parts.

Improved maintenance

Delivery of this output will be a critical step in the direction of making infrastructure investments more sustainable and in strengthening sub-national asset management. Delivering output 5 will proceed in two phases: a first phase will involve intensive piloting in three Districts, thus establishing the basis for the second phase, during which tried and tested approaches to infrastructure maintenance will be mainstreamed into regular sub-national planning and budgeting processes.

In three Districts, SNGDP will undertake a range of activities, aimed at establishing a coherent approach to sub-national infrastructure maintenance.

- Identifying maintenance “protocols” and templates

Working with MSA and line ministries, SNGDP will identify and prepare a set of maintenance “protocols” or templates for typical infrastructure items, such as primary schools, rural roads, different types of water supply facilities, health posts, and the like. These protocols will set out maintenance requirements, timelines, and processes – what needs to be done and how often for routine and regular maintenance, identifying inputs in terms of labour and materials, and providing management options (hiring unskilled labour, establishing maintenance contracts, etc.). Maintenance protocols will also provide guidance on costs and supervision requirements. As far as possible, maintenance protocols will specify the ways in which routine and regular infrastructure maintenance can be undertaken through labour-based activities. This will help to promote rural employment among vulnerable groups (such as women, the youth or disabled people) because many routine maintenance activities are intermittent (rather than requiring long periods of intensive work – as is the case in construction activities). They are therefore well-suited to providing employment opportunities to those (such as mothers) who are unable to work intensively over long periods of time.

- Establishing asset inventories and assessments

SNGDP will assist District Development Commissions (set up through PDID) to establish District asset inventories and assessments for all sub-national public infrastructure. These asset inventories/assessments will be comprehensive. They will map all sub-national infrastructure assets (primary schools, health facilities, rural roads, water supply systems, administrative buildings, etc.) and include an assessment of their condition. Such District-level asset inventories will enable sub-national authorities to identify which infrastructure items are to be maintained through routine maintenance and which items would require major repairs or rehabilitation before being included in routine/regular maintenance plans. Local level asset inventories would also identify which line departments or sub-national authorities would be responsible for ensuring maintenance of given infrastructure items. Importantly, asset inventories would be designed so as to be updated on an annual basis.

- Repairing and rehabilitating infrastructure

On the basis of asset inventories/assessments, SNGDP will assist district investment planning authorities in identifying those infrastructure items that are in need of significant repairs or rehabilitation – so as to “upgrade” them to a decent physical condition which then enables routine or regular maintenance to keep them in that condition at an affordable cost. SNGDP will do so by highlighting the need for planning and financing infrastructure repair or rehabilitation through the PDID process in pilot districts. Once upgraded, such infrastructure items will be included in annual maintenance planning and budgeting at the sub-national level.

- Training and orientation in maintenance of sub-national infrastructure

In pilot districts, SNGDP will provide local officials with training and orientation in maintenance. This will involve developing basic maintenance guidelines and training materials, to be tested out in pilot districts. Such orientation and training will provide local officials with a better sense of what maintenance is (and is not) and in integrating maintenance needs into the annual sub-national planning and budgeting process.

- Maintenance planning and budgeting

SNGDP will also establish, within the framework of PDID, a planning and budgeting process for maintenance. This will include the development of simple but technically robust guidelines for three-year and annual maintenance plans and budgets, building on maintenance protocols, asset inventories and other activities. This will require both technical and budgetary coordination by District Development Commissions and, as far as possible, will be integrated into the regular PDID investment planning and budgeting process.

- District maintenance grants

On a pilot basis, SNGDP will provide Districts with annual maintenance grants (projected over a three-year period), out of which to finance maintenance plans and budgets. Annual maintenance grants will, during this pilot phase, be seen as “top-ups” to the operational budgets of line departments (such as DoEd, DoH, and public works) and the frontline service delivery units in key sectors (such as primary school clusters). Assuming there is a current deficit in available funds for maintenance costs, the lessons from this activity will enable the programme to provide policy advice on the funding needed to sustain key infrastructure investments annually. Their use will require a substantial degree of coordination between and across sectors. District maintenance grants will be

disbursed through District Administration budgets and then onto line departments and service delivery units.

Once SNGDP is able – through its district-level pilots – to establish appropriate procedures and arrangements for sub-national infrastructure maintenance, it will work closely with MSA, MoF, and key line ministries to mainstream and up-scale these into PDID processes. At this point, it is not possible to identify precise activities, but these are likely to include:

- integration of maintenance planning and budgeting into the PDID framework,
- issuing guidelines and templates for maintenance planning and implementation;
- scaled up capacity building in all districts, and
- the allocation of budget envelopes for maintenance.

Sub-national public financial management is strengthened

Although Timor-Leste's public financial management system remains highly centralised, it is clear that a considerable proportion of public expenditure related to operations is – in practice – managed at the sub-national level. A variety of arrangements – imprest advances to line departments, sector grants (such as school grants and funding for school feeding programmes) – govern the ways in which such sub-national expenditures are managed. Spending on capital expenditure has been re-centralised, although there are grounds for arguing that this has made the system less efficient without any measurable reduction in fiduciary risk.

This SNGDP output will explore ways in which arrangements for deconcentrated public financial management can be made more appropriate, provide the level of discretion needed at the sub-national level, and ensure a high degree of fiduciary risk management. To do so, SNGDP will work closely with MSA, MoF (Treasury and the recently established financial deconcentration directorate) and line ministries.

Currently, each line ministry operates its own procedures for sub-national PFM management. Although these are usually consistent with overall MoF/Treasury regulations (such as MoF Circular No. 002/GNF/2013), they are not harmonised or unified – in the sense that financial reporting and replenishment arrangements vary across ministries, are not subject to standardised ex-post reviews, etc. SNGDP will therefore review current sub-national PFM arrangements, propose standardisation and then further guidance on implementing such basic sub-national PFM reforms. This will include looking at options that enhance supervision, audit, oversight and accountability.

Indicative activities will include:

- Reviewing and upgrading current sub-national PFM arrangements

In close collaboration with a number of line ministries (MSA, MoEd, MoH) and the Ministry of Finance, SNGDP will undertake a comprehensive review of sub-national PFM arrangements and procedures. Once this has been done, SNGDP will facilitate discussions about the adequacy of such arrangements and on how they could be improved, standardised and made more accountable. Accountability issues will be particularly important for PFM related to school grants and school feeding programmes, in which local parents are supposed to be involved. Upgraded and standardised PFM procedures will then be drawn up.

- Testing out upgraded PFM arrangements and procedures

Improved and standardised PFM arrangements and procedures will be tested out – on a pilot basis – in three districts.

- Deconcentrating PDID financial management

There are grounds for arguing that payment and Treasury arrangements for PDID could be better and made more efficient. These were centralised in 2011. Until such time as the Treasury is able to establish District-level offices, SNGDP – working with MSA and MoF – will review current processes, suggest ways forward that improve responsiveness and efficiency, and support implementation of improvements.

- Supporting MoF initiatives to deconcentrate Treasury operations

MoF is in the process of looking at ways in which it can establish Treasury branch offices in Districts and thus reduce PFM bottlenecks. SNGDP will support this initiative as and when it becomes official MoF policy. Very importantly, SNGDP and MSA will engage with MoF/Treasury to not only establish Treasury offices in the Districts, but also to explore options for providing sub-national officials (rather than central ministries) with greater latitude in approving and certifying payments by District Treasury offices.

Output 5 targets and indicators: (see RRF)

ANNEX 2: Terms of Reference for SNGDP technical assistance

SUMMARY OF SNGDP STAFFING POSITIONS

Team members	Responsibilities
PMU team members:	
ITA/NPM	Coordination and leadership of SNGDP activities
Policy and Legal Adviser (international)	Coordination of policy-related SNGDP activities and provision of advice on legal/regulatory issues
M&E specialist (International UNV)	Overall M&E for SNGDP and backstopping to MSA M&E functions
Communications specialist (International UNV)	Management of SNGDP communications and backstopping to MSA communications functions
Communication Officer	Management of SNGDP communications and backstopping to MSA communications functions
Project Officer (national)	LGSP M&E, reporting, liaison with UN agencies
Operations Manager	Financial and administrative management of SNGDP operations
Administrative Assistant	Provision of support to Operations Manager
Drivers (5 national staff, including one driver/coordinator)	Provision of logistical support to Operations Manager
Cleaner	Day to day office cleaning
Outcome 1 technical team members:	
Coordinator & Adviser (national)/Decentralisation Adviser and Coordinator	Coordination of Outcome 1 activities and input to decentralisation policy dialogue
Decentralisation adviser/specialist (national)	Provision of technical support for Output 1 activities
Capacity Development Coordinator (national)	Coordination of Output 2 activities
Capacity Development advisers/specialists (four, national)	Provision of support for implementation of Output 2 activities
Outcome 2 technical team members:	
Policy and Innovations Coordinator (national)	Coordination of Outcome 2 activities
Planning, Finance and Procurement Adviser (national)	Support to Output 3 activities (including their coordination, starting from year 3)
Planning Adviser for 2 years (national)	Strategic planning and investment pipelines (Output 3)
Civil Engineer for 4 years (national)	Training of GoTL civil engineers (Output 4)

M&E Officer for 2 years (national)
Maintenance Adviser (national)

Support PDID M&E framework (Output 4)
Coordination of Output 5 maintenance
activities

PFM Adviser (national)

Coordination of Output 5 PFM activities

Outcome 3 technical team members:

See SSRI project document

Terms of Reference
International Technical Adviser (International)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: International Technical Adviser
Type of Contract	: Fixed Term Appointment
Level	: P-4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNCDF – Local Development Finance
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The UNCDF International Technical Advisor (ITA) is program manager of SNGDP. S/he will report to the Project Board and be accountable to the Minister with administrative reporting to UNCDF and UNDP for day to day activities and provide feedback on any project issues, as and when required. S/he will also be responsible for overall coordination between the project and UNCDF and among different output teams in achieving planned outputs, producing progress and financial reports and for the effective implementation of the project. The ITA will be responsible for delivering the project work plans.

The ITA will be employed by UNCDF and is expected to provide the technical direction for the SNGDP.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

The International Technical Adviser (ITA) responsibilities will be to:

1. Technical Support for Programme Implementation. Provide overall technical direction for the combined programme and technical support to the Ministry of State Administration (MSA) for sound implementation of the SNGDP. To this end the ITA will:

- Provide overall leadership, guidance and training to the national programme team;
- Work with the national team in supporting programme implementation and institutional development at local level;
- Liaise with and report to MSA (Minister, Secretary of State and senior officials) and the IMTWG for local development as regards the progress of implementation activities, highlighting emerging issues and problems, and proposing options for their resolution;
- Determine the need for additional external technical assistance and develop ToR for short term technical advisors required by the programme, guide these advisors, and interpret their recommendations into action plans for implementation;
- Contribute to the preparation of annual work plans and monitor the implementation in close collaboration with MSA and UNCDF/UNDP;
- Review and provide input to periodic progress reports and outputs produced by the project to redesign and improve project outputs;
- Supervise implementation of sound M&E mechanisms in collaboration with the GoTL;
- Supervise and evaluate national programme staff and international consultants;
- Supervise implementation of procedures for programme operations, procurement, finance management, and HR;
- Represent UNCDF and act as a resource person in workshops, conferences and in meetings with GoTL, and the wider donor community in Timor Leste;
- Oversee and authorize finance transactions in ATLAS, in liaison with the UNCDF Programme Officer;
- Ensure that execution of SNGDP is in accordance with UNDP and UNCDF procedures and regulations.

2. Policy advisory functions: Leadership and guidance to MSA to ensure development and implementation of a national policy, legal and regulatory framework for local development:

- Generally, facilitate and act as resource-person to the IMTWG for local development, and to the MSA (Minister, Secretary of State and senior officials) in regard to development and implementation of the national policy, legal and regulatory framework;
- Provide policy lessons from the PDID implementation to GoTL and the IMTWG for local development as input to the ongoing policy discussion on local development;
- Oversee and provide technical input to the design of the Government regulatory framework and guidelines;
- Local Institutional setup of local Planning/budgeting procedures, Finance Regulation and procedures;
- Implementation procedures, in addition to strategic planning of implementation of local development;
- Oversee and provide technical input to the design of a capacity-building strategy and programme for government staff and members at all levels to ensure coherent implementation of new regulatory framework and procedures;
- Identify areas where external technical assistance will be required, draft ToR, provide guidance, and assist in translating recommendations into action.
- Provide other such advice and support as may be required by GoTL and UNCDF/UNDP. Provide other relevant professional advice and assistance as needed.

3. Support to the regional programme of UNCDF: Provide support to other UNCDF programme activities in the Asia region (insofar as Timor-Leste duties allow, and in consultation with MSA and UNDP Timor-Leste):

- Provide technical support to other UNCDF projects in the region in areas such as development and implementation of one or other aspect of the local public expenditure management system.
- Provide training and support to Programme Officers and project teams
- Participate in local government-related policy research and advocacy activities

This position has already been filled through regular UNDP/UNCDF recruitment.

Supervision:

The ITA will report directly to UNCDF Technical Advisor responsible for Timor-Leste country programme as the first supervisor and to the UNDP Assistant Country Director, Democratic Governance Unit, as the secondary supervisor. In view of DIM implementation modality the ITA will receive and comply with, direction from UNDP CO and UNCDF management where necessary to ensure UNDP and UNCDF views are reflected in programme planning and implementation strategies.

Qualification:

Education:

- Masters Degree in Social or Political Sciences

Experience:

- Minimum 7 years experience of working with local administration

- Proven experience in working on local level capacity-building, planning, budgeting and infrastructure delivery programmes
- Knowledge of UNCDF LDP approach and portfolio in Asia is desirable
- Ability to work under pressure in a difficult multi-cultural environment on a wide range of tasks and deliver quality outputs on time
- Familiarity with the country context is preferable
- Good interpersonal skills and ability to work with Timorese and coach them in the process

Language Requirements:

Fluency in English is a must, while oral and written communication skills in Tetun and/or Portuguese are preferable.

Competencies:

Corporate Competencies:

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

Functional Competencies:

Knowledge Management and Learning:

- Promotes a knowledge sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness:

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioral/ attitudinal change.

Management and Leadership:

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

Terms of Reference
National Program Manager

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Programme Manager
Type of Contract	: Service Contract
Level	: SB 5
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2015
Organizational Unit	: UNDP
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Program Manager (NPM) is program manager of SNGDP. S/he will report to the Project Board and be accountable to the Minister with administrative reporting to UNDP and UNCDF for day to day activities and provide feedback on any project issues, as and when required. S/he will also be responsible for overall coordination between the project and UNDP and UNCDF and among different output teams in achieving planned outputs, producing progress and financial reports and for the effective implementation of the project. The NPM will be responsible for delivering the project work plans.

The NPM will be employed by UNDP with directly supervision from UNDP and secondary supervision from UNCDF and is expected to provide the technical direction for the SNGDP.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

The National Program Manager (NPM) responsibilities will be to:

1. Technical Support for Programme Implementation.

Provide overall technical direction for the combined programme and technical support to the Ministry of State Administration (MSA) for sound implementation of the SNGDP.

To this end the ITA will:

- Provide overall leadership and guidance to the programme team;
- Work with the project team in programme implementation and supporting institutional development at local level;
- Liaise with and report to MSA (Minister, Secretary of State and senior officials) and IMTWG for local development and decentralisation as regards the progress of implementation activities, highlighting emerging issues and problems, and proposing options for their resolution;
- Determine the need for additional external technical assistance and develop ToR for short term technical advisors required by the programme, guide these advisors, and interpret their recommendations into action plans for implementation;
- Prepare the annual work plans and monitor the implementation in close collaboration with project team, MSA and UNDP/UNCDF;
- Review and provide input to periodic progress reports and outputs produced by the project to redesign and improve project outputs;
- Oversee implementation of sound M&E mechanisms in collaboration with the MSA;
- Supervise and evaluate national programme staff and international consultants;
- Oversee implementation of procedures for programme operations, procurement, finance management, and HR;
- Ensure that execution of SNGDP is in accordance with UNDP and UNCDF procedures and regulations.
- Represent the project in meetings with GoTL, and the wider donor community in Timor Leste;

2. Policy advisory functions.

Leadership and guidance to MSA to ensure development and implementation of a national policy, legal and regulatory framework for local development and decentralisation:

- Generally, participate and support the facilitation of IMTWG for local development and decentralisation in regard to development and implementation of the national policy, legal and regulatory framework;
- Provide policy lessons from the PDID implementation to GoTL and the IMTWG for local development as input to the ongoing policy discussion on local development and decentralisation;
- Oversee and provide technical input to the design of the Government regulatory framework and guidelines on:
 - Local Institutional setup of local Planning/budgeting procedures, Finance Regulation and procedures;
 - Implementation procedures, in addition to strategic planning of implementation of local development;
- Oversee and provide technical input to the design of a capacity-building strategy and programme for government staff and members at all levels to ensure coherent implementation of new regulatory framework and procedures;
- Provide other such advice and support as may be required by GoTL and UNDP/UNCDF and other relevant professional advice and assistance as needed.

Qualification:

Education:

- Masters Degree in Social or Political Sciences

Experience:

- Minimum 7 years experience of working with local administration
- Proven experience in working on local level capacity-building, planning, budgeting and infrastructure delivery programmes
- Ability to work under pressure in a difficult multi-cultural environment on a wide range of tasks and deliver quality outputs on time
- Good interpersonal skills and ability to work with Timorese and coach them in the process

Language Requirements:

Fluency in English both oral and written, good command in Portuguese will be an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management

- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems

Terms of Reference
Policy and Legal Adviser (International)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Policy and Legal Adviser
Type of Contract	: Fix Term Appointment
Level	: P3
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Programme Management Unit team, the Policy and Legal Adviser will provide advice, guidance and hand-on support to the Ministry of State Administration on policy and legal issues related to local development and decentralisation. S/he will work in close cooperation with the SNGDP project, particularly the SNGDP's ITA, the Decentralisation Adviser and Coordinator and the Policy & Innovation team, in providing technical and legal advisory support to MSA.

The Policy and Legal Adviser will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the Policy and Legal Adviser responsibilities will be to:

- Provision of regular policy and legal advice, legal guidance and support to the MSA on local development and decentralisation issues/ Accurate and regular policy and legal advice and support on local development and decentralisation provided to the MSA;
- Support the MSA in drafting and reviewing existent legislations related to the District Integrated Development Planning (PDID) / Decree-laws and regulations on the PDID drafted, finalized and revised on due time, following MSA request and SNGDP AWP;
- Provide policy and legal guidance and advice with regard to the drafting and review of national legislation with relevance to local development and decentralisation issues, such as procurement and public financial management / Policy and Legal advice and overall guidance for drafting and review of relevant national legislations in regards to local development and decentralisation issues provided to the MSA and SNGDP- UNDP- UNCDF and their partners, as - when requested;
- Assist in the professional development of national staff that provides policy and legal related support services to the MSA / Coaching and opportunities for the capacity development of the national staff, specially, on policy and legal matters, provided throughout the period of the contract.

Qualifications/ Requirements:

- Master's Degree or equivalent in Law is required.
- Minimum of 5 years of experience in drafting legislation, ideally in the context of decentralization and local governments reforms
- Experience working in developing countries required
- Experience in capacity building of national staff in developing countries preferable
- Work experience in Timor-Leste and understanding of legal system in Timor-Lestewould be an asset
- Experience in working with local authorities would be an additional asset
- Fluency in English and Portuguese is required
- Knowledge of Tetum or Bahasa Indonesia would be an additional asset.

Competencies:

- a. Advocacy/Advancing A Policy-Oriented Agenda:
 - Creates effective advocacy strategies;
 - Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses.
- b. Results-Based Programme Development and Management
 - Provides information for linkages across programme activities to help identify critical points of integration;
 - Provides information and documentation on specific stages of projects/programme implementation;
 - Provides background information to identify opportunities for project development and helps drafting proposals;
 - Participates in the formulation of project proposals.
- c. Building Strategic Partnerships
 - Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNCDF's mandate and strategic agenda;
 - Identifies needs and interventions for capacity building of counterparts, clients and potential partners;
 - Promotes UNCDF's agenda in inter-agency meetings.
- d. Innovation and Marketing New Approaches
 - Seeks a broad range of perspectives in developing project proposals;
 - Identifies new approaches and promotes their use in other situations;
 - Creates an environment that fosters innovation and innovative thinking;
 - Makes the case for innovative ideas from the team with own supervisor.
- e. Resource Mobilization
 - Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach;
 - Identifies and compiles lessons learned;
 - Develops a resource mobilization strategy at the country level.
- f. Promoting Organizational Learning and Knowledge Sharing
 - Makes the case for innovative ideas documenting successes and building them into the design of new approaches;
 - Identifies new approaches and strategies that promote the use of tools and mechanisms;
- g. Job Knowledge/Technical Expertise
 - In-depth substantive experience in legal, legislative and regulatory issues, ideally related to decentralization and local government;;
 - Ability to design and support implementation of legal framework;
 - Ability to document lessons learned and transfer knowledge and skills to colleagues and partners;
 - Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines;
 - Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally;
 - Demonstrates comprehensive knowledge of information technology and applies it in work assignments;

- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments.
- h. Global Leadership and Advocacy for UNDP's Goals
 - Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses;
 - Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level.
- i. Client Orientation
 - Anticipates client needs
 - Works towards creating an enabling environment for a smooth relationship between the clients and service provider
 - Demonstrates understanding of client's perspective
 - Solicits feedback on service provision and quality

Terms of Reference
Monitoring & Evaluation Specialist (International UNV)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Monitoring & Evaluation Specialist
Type of Contract	: Fix Term Appointment
Level	: -
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNV Human Resources Unit

Objectives:

As part of SNGDP 's Programme Management Unit team, the M&E Specialist will provide advice, guidance and hand-on support to the Ministry of State Administration issues related to monitoring & evaluation. S/he will work in close cooperation with the SNGDP project in providing technical support to MSA.

The M&E Specialist will be appointed by UNV in close collaboration with the Ministry of State Administration (MSA), UNDP and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
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These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the Monitoring and Evaluation Specialist responsibilities will be to:

- Coordinate the development of Monitoring and Evaluation (M&E) framework for SNGDP, and ensure that the information necessary for the regular monitoring of project activities is collected and analysed in accordance with SNGDP and donors' needs;
- Develop M&E plan, format and operational guidelines for SNGDP and the MAE with regard to decentralisation and local development policy and procedures;
- Develop checklist for assessing the performance of key SNGDP indicators;
- Provide technical assistance to MSA for the implementation of M&E activities, particularly to the ongoing update of the overall M&E framework for the government PDID;
- Assist in regular update of the SNGDP data into Management Information System;
- Assist the implementation of Data Quality Information System;
- Carry out data collection, analysis, management and/or presentation of data;
- Contribute to the regular reporting of SNGDP progress;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements:

- Bachelor's degree in statistic, economic and/or other related fields;
- At least five years of experience in the program monitoring and evaluation;
- Experience in designing and implementing M&E framework, particularly data collection, analysis, management and/or presentation of data;
- Prior experience working in Timor-Leste and experience working with the Government of Timor-Leste is an advantage;
- Experience in capacity building or training in data collection, analysis, management and/or presentation of data;
- Fluent in English and Portuguese required;
- Strong organisational development, coordination and report writing skills;
- Excellent computer skills, especially statistical analysis using Excel and SPSS tools;

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills

- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems

Terms of Reference
Communications Specialist (International UNV)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Communications Specialist
Type of Contract	: Fix Term Appointment
Level	: -
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2016
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNV Human Resources Unit

Objectives:

As part of SNGDP 's Programme Management Unit team, the Communications Specialist will provide advice, guidance and hand-on support to the Ministry of State Administration issues related to communications. S/he will work in close cooperation with the SNGDP project in providing technical support to MSA.

The Communications Specialist will be appointed by UNV in close collaboration with the Ministry of State Administration (MSA), UNDP and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

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SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the Communication Specialist responsibilities will be to:

- Advise the SNGDP and MSA communication strategy by developing ongoing public information and supporting promotion of government and SNGDP activities to increase awareness of and participation in decentralisation and local development processes;
- Coordinate with SNGDP and MSA staff to ensure that all external information conforms to the communications campaign strategy;
- Advise the development and design of public information about local development and decentralisation process;
- Support in establishing mechanisms to effectively distribute and disseminate SNGDP, MSA and other Government information related to decentralisation and local development to target audiences, especially rural audiences, as necessary;
- Prepare communication content and messages about SNGDP and MSA which are accessible to the general public;
- Produce public information materials for print, radio and television media, including recording audio materials, editing, transcription, photography, layout, printing, and other production activities as required;
- Support the organisation of public events, seminars, trainings and workshops;
- Create and maintain a SNGDP video and photo library;
- Organize and manage media coverage of SNGDP and MSA events, including travelling locally as required;
- Perform daily media monitoring (both local and international) on topics of interest for SNGDP and MSA;
- Assist in monitoring and evaluating information dissemination and the impact of communication materials, and socialize this information within SNGDP and the Ministry;
- Develop and implement communications training materials for SNGDP, MSA, and district-based staff as well as local authorities;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements:

- Bachelor's degree in communication, journalism, international relations, political science, or other related fields;

- At least three years of experience in the field of journalism, communication and media;
- Experience in designing and implementing communication and/or public education campaigns in least developing countries;
- Prior experience working in Timor-Leste and experience working with the Government of Timor-Leste is an advantage;
- Experience in capacity building or training in media and/or communications;
- Fluent in English and Portuguese required;
- Strong organisational development, coordination and report writing skills;
- Experience in website management skills;
- Excellent computer skills, including proficiency with Microsoft Word and Publisher and Adobe products or other publishing/graphic design software require.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems

Terms of Reference
Communications Officer

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Communications Officer
Type of Contract	: Service Contract (SC)
Level	: SB 3
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNV Human Resources Unit

Objectives:

As part of SNGDP 's Programme Management Unit team, the Communications Officer will provide advice, guidance and hand-on support to the Ministry of State Administration issues related to communications. S/he will work in close cooperation with the SNGDP project in providing technical support to MSA.

The Communications Officer will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA and the Communication Specialist, the Communication Officer's responsibilities will be to:

- Coordinate with SNGDP and MSA to ensure that all external information conforms to the communications campaign strategy;
- Advise the development and design of public information about local development and decentralisation process;
- Support in establishing mechanisms to effectively distribute and disseminate SNGDP, MSA and other Government information related to decentralisation and local development to target audiences, especially rural audiences, as necessary;
- Support MSA in preparing communication content and messages about SNGDP and MSA which are accessible to the general public;
- Support MAS in producing public information materials for print, radio and television media, including recording audio materials, editing, transcription, photography, layout, printing, and other production activities as required;
- Support the organisation of public events, seminars, trainings and workshops;
- Create and maintain a SNGDP video and photo library;
- Organize and manage media coverage of SNGDP and MSA events, including travelling locally as required;
- Perform daily media monitoring (both local and international) on topics of interest for SNGDP and MSA;
- Assist in monitoring and evaluating information dissemination and the impact of communication materials, and socialize this information within SNGDP and the Ministry;
- Develop and implement communications training materials for MSA, and district-based staff as well as local authorities;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements:

- Bachelor's degree in communication, journalism, international relations, political science, or other related fields;
- At least three years of experience in the field of journalism, communication and media;
- Experience in designing and implementing communication and/or public education campaigns in least developing countries;

- Prior experience working in Timor-Leste and experience working with the Government of Timor-Leste is an advantage;
- Experience in capacity building or training in media and/or communications;
- Fluent in English and Portuguese required;
- Strong organisational development, coordination and report writing skills;
- Experience in website management skills;
- Excellent computer skills, including proficiency with Microsoft Word and Publisher and Adobe products or other publishing/graphic design software require.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems

Terms of Reference
Project Officer (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Project Officer
Type of Contract	: Service Contract (SC)
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Project Officer (NPO) is a national staff position within the SNGDP Programme Management Unit (PMU). The Project Officer will work under the direct supervision and guidance of the International Technical advisor (ITA) of Sub-National Governance and Development Programme (SNGDP). He/she will work in close coordination and collaboration with the entire SNGDP team.

The NPO will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the National Project Officer's responsibilities will be to:

1. Support for carrying out overall management and delivery of outputs and activities of SNGDP
 - Assist the ITA for overall smooth and effective implementation of programme and appropriate personnel management of SNGDP;
 - Prepare project delivery status reports to track progress of SNGDP to feed in quarterly review meetings.
2. Support for efficient planning, implementation and monitoring of SNGDP and report writing
 - Assist ITA to review and prepare SNGDP annual work plans;
 - Prepare background information (gathering, analyzing and compiling) for proper project implementation, including annual planning and quarterly review activities;
 - Organize and assist CTA to conduct annual planning and quarterly review meetings.
3. Liaise with UNDP CO and UNCDF Regional Centre for effective and timely communication and well-organized implementation
 - Liaise with UNDP CO and UNCDF Regional Centre for effective implementation of SNGDP in line with UNDP and UNCDF corporate values, procedures and lessons learnt globally;
 - Assist the ITA in the provision of information and coordination with the UNDP CO and other development partners to ensure successful implementation of SNGDP;
 - Assist the ITA in maintaining and extending functional coordination among SNGDP staff and visiting consultants;
 - Assist the ITA in supporting an environment for effective coordination within the SNGDP team;
 - Following up closely with UNDP CO and UNCDF Regional Office about any pending programmatic and operational issues.
4. Preparation of TA missions
 - Prepare TOR of Consultants for TA service and submit to ITA for finalization;
 - Organize TA missions, including liaising with consultants, preparing mission schedules and arranging meetings.

5. Assistance to prepare reports

- Assist ITA to prepare quarterly programme report;
- Assist ITA to prepare activity reports e.g. quarterly review meeting, workshops, retreat etc;
- Assist ITA to prepare annual narrative report and assist ITA for finalization.

Qualifications/ Requirements:

- Bachelor's degree in social science is required and a Master's degree is preferred.
- Strong English & Tetum written/spoken skills at professional level.
- Requires 3 years of progressively responsible work experience, which should preferably include most of the following:
 - Decentralization and local government
 - Project planning, implementation and monitoring.
 - Gender mainstreamed development approach
 - Management of development projects
 - Coordination among implementing agencies, partners and donor agencies
 - Report writing (progress reports, visit/mission reports, activity reports etc.)

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Operations Manager (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Operations Manager
Type of Contract	: Service Contract (SC)
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Operation Manager (OM) is a national staff position within the SNGDP Programme Management Unit (PMU). The OM will report to the SNGDP International Technical Adviser (ITA) and will be responsible for the financial and administrative management of SNGDP operations, including the recruitment, procurement, financial planning and management, IT, travel, logistics and asset management.

The OM will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the National Operations Manager responsibilities will be to:

1. Coordinate the recruitment of staff and short-term consultants according to the recruitment plan and in timely and transparent manner, and staff performance is evaluated for contract renewal:
 - Coordinate the annual recruitment plan in consultation with the project team;
 - Facilitate each step of recruitment process, including the development of job descriptions, recruitment and interviewing, and selection processes;
 - Assist in conducting performance reviews and assist staff in fulfilling their work requirements and learning plans.
2. Facilitate the procurement of goods and services and asset management with the project team and operation units in the Country Office:
 - Coordinate the development of procurement plan with the project team;
 - Facilitate the process of procurement of goods and services, including the consultants and equipment (IT equipment for SNGDP, etc.);
 - Keep asset inventory updated and arrange asset disposal if and when necessary.
3. Ensure the sound financial planning and management, using ATLAS system:
 - Support the development of the annual work plan and budgets that cover technical, management and administration, and financial aspects of SNGDP and clearly define indicators and targets for activities;
 - Review financial reporting and monitoring expenditures with ATLAS;
 - Support the coordination of input from different teams within SNGDP for the preparation of quarterly, mid-year and annual progress report (APRs), narrative as well as financial, on progress and results achieved.
4. Address other operational issues in accordance with the UNDP Rules and Regulations:
 - Coordinate IT, travel and other logistical/administrative arrangements with relevant units at UNDP-CO and UNCDF;
 - Supervise the operation team of the project for smooth operational management;

- Undertake other operational tasks as requested by ITA.

Qualifications/ Requirements:

- University degree in management (business or public administration), Finance, Human Resources, political science, management, development studies or other related fields, and Master's degree in related subject would be an asset.
- Minimum 4 years (for university degree) and 2 years (for Master's degree) of relevant professional working experience, preferably in a government or donor supported project setting; Human Resources Management, Finance, Procurement, public Administration and experience in the area of decentralisation and local governance would be an asset.
- Proven experience on programming and project management required
- Sound technical knowledge on cross-cutting democratic governance issues
- Excellent communication skills.
- Experience in staff development would be an asset
- Ability to work under pressure in a multicultural and complex environment.
- Excellent command of written and spoken Tetum and English is essential.
- Spoken/written Portuguese would be an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Administrative Assistant (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Administrative Assistant
Type of Contract	: Service Contract (SC)
Level	: SB 3
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Administrative and Finance Assistant is a national staff position within the SNGDP Programme Management Unit (PMU). The Administration and Finance Assistant will carry out administrative and financial functions of the SNGDP in support to the National Operation Manager.

The Administrative Assistant will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the supervision of the National Operation Manager and SNGDP's ITA, the Administration Assistant responsibilities will be to:

- Exchange of official correspondence related to project activities;
- Prepare documentation for discussions and briefing sessions;
- Maintain office filing system, prepare minutes of the meetings;
- Assist in developing project budget and prepare necessary documentation to activate revised budget and on regular monitoring of implementation progress and financial disbursement;
- Provide monthly/quarterly financial report on project budget;
- Prepare advance payment request/other payment requests;
- Regularly monitor the financial transactions to maintain project financial account in order;
- Manage petty cash for office management as required in line with UNDP's processes;
- Work on ATLAS system to raise requisition, voucher payment and travel authorization;
- Process salary payments and travel settlements;
- Maintain receipts of payments;
- Assist procurement for goods and services and personnel matters;
- Liaise with CO (Country Director's Office, Deputy Country Director for Operations, Human Resources, Finance, Procurement, Travel, and other offices in relation to all project documentation and requests;
- Perform other financial and administrative tasks as required by Project Manager.

Qualifications/ Requirements:

- Secondary education;
- 5 to 7 years of relevant office work experience;
- Experience in the usage of computers and office software packages and advanced knowledge of spreadsheets;
- Good oral and written communication skills in English is essential;
- Experience working for UN agencies;
- Honest and trustworthy;
- Excellent interpersonal skills;
- Ability to handle effectively multiple tasks without comprising quality, team spirit and positive working relationship;
- Able to work in multi-cultural environment;
- Able to innovate and work under pressure.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Driver Coordinator (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Driver Coordinator
Type of Contract	: Service Contract (SC)
Level	: SB 2
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Driver Coordinator is a national staff position within the SNGDP Programme Management Unit (PMU). The Driver Coordinator will carry out and provide logistical support related to the functioning of the SNGDP operational activities.

The Driver Coordinator will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity

development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the direct supervision and guidance of the Operations Manager and SNGDP's ITA, the Driver Coordinator's responsibilities will be to:

- Coordinate, plan schedules for all drivers and oversee SNGDP drivers in regards to official field visits and other meetings;
- Ensure that all SNGDP cars are in good conditions at all times, including daily maintenance checks (checks oil, water, battery, brakes, tires, etc., performs other minor repairs and arranges for external repairs and ensures that the vehicle is kept clean and in good working order, oil changes, and greasing) in addition to keeping a maintenance log and schedule cars for regular maintenance for all cars;
- Ensure that all SNGDP drivers keep car logs and fuel logs (logs official trips, daily mileage, gas/fuel consumption) and summarize all car logs by the end of each month in one report for management purposes;
- Ensure timely annual vehicle inspection and registration with the Ministry of Transport of all cars;
- Ensure that the official steps are followed as required by UN rules and regulation in case of any of involvement in accidents;
- Organize logistical to support the SNGDP staff during workshops and trips to the districts facilitating their movements, and assisting with photocopying and other related duties needed by them;
- When needed function as a driver for the SNGDP staff and other authorized personnel, deliver and collect mail, documents and other supplies and equipment;
- Assist the Admin Assistant to provide logistical support, for smooth project implementation;
- Maintain and update assets and inventories of SNGDP and ensure proper operation, maintenance and appropriate distribution of such equipments;
- Keep records on non-expendable equipment, conduct physical verifications as required and prepare annual physical verification report to be submitted to UNDP CO;
- Update on security purposes from UNDP Security Unit to SNGDP Staff;
- Assist IT Staff on Internet connection, computer setup and keep proper maintain on IT Equipment;
- Liaise with CO (Procurement, Travel, Security and other offices) in relation to all project documentation and requests;
- Perform any other duty as required by Supervisor.

Qualifications/ Requirements:

- Secondary school with valid driving license;

- At least 3 - 4 years of prior work experience as a driver with a safe driving record, preferably part of it acquired in the UN System or NGOs;
- Technical skills in vehicle mechanics is considered as an asset;
- Experience on logistic arrangement and assets management;
- Good computer skills;
- Working knowledge of English language is required;
- Initiative, independence, sound judgment, flexibility, service-oriented approach and problem solving and action-oriented;
- Good personality and honest;
- Must be reliable and punctual.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference

Driver (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Driver
Type of Contract	: Service Contract (SC)
Level	: SB 1
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Driver is a national staff position within the SNGDP Programme Management Unit (PMU). The Driver will carry out and provide logistical support related to the functioning of the SNGDP operational activities.

The Driver will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity

development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the direct supervision and guidance of the Driver Coordinator and Operations Manager, the Driver's responsibilities will be to:

- Driver for the SNGDP staff, transport authorized personnel and deliver and collect mail, document and other supplies and equipment;
- Assume the day-to-day maintenance of the assigned vehicle; Checks oil, water, battery, brakes, tires, etc, performs other minor repairs and arrange for external repairs and ensures that the vehicle is kept clean and in good working order, logs official trips, daily mileage, gas/fuel consumption, oil changes, greasing and other services and timely annual vehicle inspection and registration with the Ministry of Transport, etc.
- Accompany SNGDP staff on field trips to the districts;
- Ensure that the steps required by rules and regulation are taken in case of any of involvement in accidents;
- Collect and deliver mail, pouches and other documents from and to the post office, airport, government agencies or UN organizations. Operates photocopying and other office equipment;
- Support the SNGDP staff during workshops and trips districts, facilitating their movements, and assisting with photocopying and other related duties needed by them;
- Perform any other duty as required.

Qualifications/ Requirements:

- Secondary Education with valid driving license and skills in minor vehicle repairs;
- At least 3 years of practical experience in vehicle driving, preferably part of it acquired in the UN System or NGOs;
- Fluency in the working languages;
- Minimum knowledge of local conditions and the administrative regions of Timor-Leste;
- Initiative, independence, sound judgment, flexibility, service-oriented approach and problem solving and action-oriented;
- Willingness to travel to the districts often;
- Must be reliable and punctual.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;

- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Cleaner (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Cleaner
Type of Contract	: Service Contract (SC)
Level	: SB 1
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The National Cleaner is a national staff position within the SNGDP Programme Management Unit (PMU). The Cleaner will carry out day to day function and provide logistical support related to the functioning of the SNGDP operational activities.

The Cleaner will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity

development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the direct supervision and guidance of the Administrative Assistant and Operations Manager, the Cleaner's responsibilities will be to:

- Responsible for day to day office cleaning;
- Check water including water for drinking and check electricity as well as control of AC in the Office;
- Provide information or regular report to Administrative Assistant on cleaning materials or equipment (for example report on cleaning activities and request for buying cleaning materials or fix the cleaning equipment if needed);
- Update regular information on cleaning materials including toilet materials whenever out of used.
- Prepare coffee and snack for official meetings;
- Assist in making photocopy, binding book and packing books in box if needed;
- Assist in setting up Projector for meeting and any event if needed;
- Assist in scanning and compiling documents
- Assist in packing books or documents which produced from the Communication Unit of SNGDP;
- Assist in distribution of SNGDP findings including IEC materials;
- Assist the Administrative Assistant on stationary purchasing for Office (if needed), and
- Perform other work required by Administrative assistant and other staffs.

Qualifications/ Requirements:

- Complete secondary education or have equivalent education with secondary School;
- Have experience and knowledge about logistic and organization;
- Have experience to work as cleaner office (Office Cleaner) at least 1 year
- Patient and willing to work as a good working group in the Office;
- Have an experienced in working with people from other Country.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;

- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Outcome 1 (Decentralisation) National Coordinator

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Decentralisation Advisor & Coordinator
Type of Contract	: Service Contract
Level	: SB 5
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: SEDA (Secretary of State for Administrative Decentralisation)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The Decentralization Advisor and Coordinator (DAC) is a national staff position within the SNGDP. The DC will report to the SNGDP International Technical Adviser (ITA) and will be responsible for the design and coordination of Outcome 1 activities and inputs to decentralisation policy dialogue. The DAC, working closely with SNGDP's Decentralization Adviser and Capacity Development Coordinator, will take the lead in implementing activities related to SNGDP's Outcomes 1. S/he will ensure that technical support on issues related to decentralisation policy and capacity development are provided.

The Decentralisation Advisor and Coordinator will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;

- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the Decentralisation Policy Adviser and Coordinator responsibilities will be to:

- Coordinate the implementation of all activities related to SNGDP Outcomes 1;
- Technically supervise and support SNGDP's Decentralisation Adviser and Capacity Development Coordinator;
- Work closely with relevant directorates and departments in MSA, the Ministry of Finance, and other line Ministries to ensure that Outcome 1 activities and inputs to decentralisation policy dialogue are provided;
- Participate in the drafting of SNGDP's annual work plans and budgets, with a particular focus on Outcomes 1;
- Closely monitor activities related to SNGDP Outcomes 1;
- Provide inputs to SNGDP's regular progress reports, particularly with respect to activities related to Outcomes 1;
- Draft regular policy briefs related to decentralization, local governance and capacity development;
- Liaise closely with SNGDP Communications Specialist to ensure that decentralisation policy dialogues and capacity development activities are regularly reported;
- Work closely with and support the activities of short term national and international consultants involved in activities related to Outcomes 1;
- Work closely with SNGDP's Policy and Innovations Coordinator to ensure that lessons learned from SNGDP's pilots and innovations are mainstreamed into GoTL policies;
- Work closely with SNGDP's Policy and Legal Adviser to ensure that decentralization and local governance policies are mainstreamed into GoTL procedures and regulatory frameworks;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements:

- A bachelor degree or Master degree in public administration or related fields;

- At least 7 or 5 years experience in working in public administration;
- Solid experience of working on local governance issues in Timor-Leste;
- Good knowledge of the state institutions and policy processes of GoTL;
- A proven capacity to work with GoTL Officials and Local Authorities
- Experience in the usage of computers and office software packages and advanced knowledge of spreadsheets;
- Good oral and written communication skills in English is essential;
- Experience working for UN agencies;
- Honest and trustworthy;
- Excellent interpersonal skills;
- Able to work in multi-cultural environment;

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Experience in managing and coordinating teams

Terms of Reference
National Decentralisation Adviser

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Decentralisation Adviser
Type of Contract	: Service Contract
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: SEDA (Secretary of State for Administrative Decentralisation)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 1 technical team, the National Decentralisation Adviser will provide advice, guidance and hand-on support to SEDA (Secretary of State for Administrative Decentralisation) on issues related to decentralisation. S/he will work in close cooperation with the SNGDP project in providing technical support to SEDA.

The Decentralisation Advisor will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under overall coordination of National Coordinator for Decentralisation and supervision of SNGDP's ITA, the National Decentralisation Adviser responsibilities will be to:

- Assist in providing advisory on policy related to decentralization, local governance and capacity development;
- Assist in providing advice to Ministerial and Inter-Ministerial technical working groups and facilitate their activities on decentralization and local governance;
- Support the establishment of annual work plans/budgets for activities related to decentralization, local governance and capacity development;
- Support in the implementation of decentralization and capacity development related activities;
- Assist in the coordination of and in support of Technical Assistance missions;
- Carry out background and technical research on lessons learned through sub-national development to inform policy and legislation processes on decentralisation;
- Facilitate workshops, seminars, and other consultations on decentralization issues;
- Assist to ensure good flows of information between the various agencies and stakeholders involved in decentralization and local government reforms;
- Prepare documentation and program reports (quarterly and annual) on policy development related to decentralisation and capacity development activities;
- Ensure gender is mainstreamed in all decentralization strategic framework related activities;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements:

- A bachelor degree or Master degree in public administration or related fields;
- At least 3 or 1 years experience working in public administration;
- Solid experience of working on local governance issues in Timor-Leste;
- Good knowledge of the state institutions and policy processes of GoTL;
- A proven capacity to work with GoTL Officials and Local Authorities
- Experience in the usage of computers and office software packages and advanced knowledge of spreadsheets;
- Good oral and written communication skills in English is essential;
- Knowledge of Portuguese is an asset;
- Excellent interpersonal skills;
- Able to work in multi-cultural environment;

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
National Capacity Development Coordinator (2 positions)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Capacity Development Coordinator
Type of Contract	: Service Contract
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: SEFI (Secretary of State for Institutional Strengthening)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP Outcome 1 technical team, the Capacity Development Coordinator(s) will provide advice, guidance and hand-on support to SEFI (Secretary of State for Institutional Strengthening), in coordination and collaboration with MSA/SEDA, line ministries, and other institutions (Government and non-Government, at both national and sub-national levels) on issues related to capacity development and decentralisation. S/he will work in close cooperation with the SNGDP project in providing technical support to SEFI and coordination of SNGDP's Outcome 1 capacity development activities.

The Capacity Development Coordinator will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Objectives

Under the overall supervision of Decentralisation Advisor & Coordinator and the SNGDP's ITA, the National Capacity Development Coordinator(s) responsibilities will be to:

- Coordinate the implementation, communication, and/or monitoring of relevant Pre-deconcentration administrative capacity building programme both at national and sub-national levels;
- Work closely with and support the activities of short term national and international consultants involved in capacity development activities related to Outcomes 1;
- Supervise and work with the capacity development advisers (resource persons) on the subjects to be delivered according to the training time tables;
- Organize regular meetings with the capacity development advisers and national trainers (resource person) to discuss the timetable and subjects to be delivered according to the training schedule and support in addressing challenges and bottlenecks.
- Familiarization with the orientation course program which are to be utilized during the training session;
- Support SEFI's team to provide adequate information related to the program and provide orientation guidance to the trainers;
- Support SEFI's national advisers for strategic program implementation and provide technical inputs to the content design and implementation of the training plans;
- Ensure logistical and administrative arrangements are in place for smooth conduct of trainings including ensuring that facilities are set up and available for the participants;
- Conduct monitoring and assessment of the workshop results and submit to SNGDP's ITA and to SEFI;
- Advise and support trainers to organize a round table discussions and support in facilitation of the discussion sessions;
- Prepare daily reports and end of the course reports;
- Closely monitor the SNGDP's capacity development activities and provide inputs to SNGDP's regular progress reports, particularly with respect to activities related to Outcomes 1
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/Requirements:

- Bachelor Degree in Governance Related area: Public Administration, Political Science, Governance Law, or Management Studies, with a minimum of five (5) years of experience in capacity building or public administration (civil servants). Masters degree in institutional/organizational development, public administration/management studies, governance, or related fields will be an advantage;
- At least five (5) years relevant work experience in public or international institutions or training institutions with a Bachelor degree or at least three (3) years with a Masters degree;
- Strong knowledge of decentralization approaches and experiences in context of decentralization in Timor-Leste and its reforms to improve service delivery;
- Experiences in conducting trainings and workshops facilitation;
- Evidence of strong writing skills on relevant topics, including the development of public sector capacity development strategies for decentralization;
- Fluency in Tetum and English language is required, including the ability to effectively communicate with Government officials. Having Portuguese language is desirable;
- Although not required for the assignment, preferential consideration will be given to candidates with knowledge and prior experience in public administration in the design and delivery of public sector training modules and associated adult learning techniques;
- Familiarity with the UN system and/or UNDP will be considered an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
National Capacity Development Advisor (4 positions)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Capacity Development Advisor
Type of Contract	: Service Contract
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: SEFI (Secretary of State for Institutional Strengthening
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 1 technical team, the National Capacity Development Adviser(s) will provide advice, guidance and hand-on support to SEFI (Secretary of State for Institutional Strengthening), in coordination and collaboration with MSA/SEDA, line ministries, and other institutions (Government and non-Government, at both national and sub-national levels) on issues related to capacity development and decentralisation. S/he will work in close cooperation with the SNGDP project in providing technical support to SEFI and coordination of SNGDP's Outcome 1 capacity development activities. The CD advisers will report, on a day-to-day basis, to the SNGDP Outcome 1 CD Coordinator.

The Capacity Development Advisor will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of National Capacity Development Coordinator and SNGDP's ITA, the National CD Adviser(s) responsibilities will be to:

- Work in coordination with the Thematic Coordinators of SEFI to plan and implement the established strategy and programmes of Pre-deconcentration administrative capacity building;
- Support the activities of short term national and international consultants to design and gather information for the revisions of the strategy, programme and content of the Pre-deconcentration administrative Capacity Building pillar one;
- Support the activities of short term national and international consultants and the Thematic Coordinators to collect and provide information for the design of the strategy, programme and content of the second pillar of the Pre-deconcentration administrative Capacity Building;
- Facilitate workshops of the Pre-deconcentration administrative Capacity Building both at national and at the district level and provide regular update to the National Capacity Development Coordinator, the SNGDP's ITA and SEFI;
- Work in coordination with the SEFI Thematic Coordinators and the short term national and international consultants to identify, design and ensure readiness of the workshops pedagogical materials;
- Conduct monitoring and assessment of the workshop results and compile reports and submit to the National Capacity Development Coordinator, the SNGDP's ITA and SEFI;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements:

The successful candidate for this consultancy will have the following skills and qualifications:

- Bachelor Degree in Governance Related area: Public Administration, Political Science, Governance Law, or Management Studies, with a minimum of five (5) years of experience in capacity building or public administration (civil servants). Postgraduate degree in institutional/organizational development, public administration/management studies, governance, or related fields will be an advantage;

- At least 5 years *relevant* work experience in public or international institutions or training institutions;
- Strong knowledge of decentralization approaches and experiences in context of decentralization in Timor-Leste and its reforms to improve service delivery;
- Experiences in conducting trainings and workshops facilitation;
- Experience in capacity assessment and design of capacity development strategies for effective public sector management of deconcentrated service delivery;
- Evidence of strong writing skills on relevant topics, including the development of public sector capacity development strategies for decentralization;
- Fluency in Tetum and English language is required, including the ability to effectively communicate with Government officials. Having Portuguese language is desirable.
- Familiarity and prior experience with the UNDP approaches to capacity development, capacity assessment, and capacity measurement will be considered an asset;
- Although not required for the assignment, preferential consideration will be given to candidates with knowledge and prior experience in public administration in the design and delivery of public sector training modules and associated adult learning techniques;
- Familiarity with the UN system and/or UNDP will be considered an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Policy and Innovations Coordinator (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Policy and Innovations Coordinator
Type of Contract	: Service Contract (SC)
Level	: SB 5
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

The Policy and Innovations Coordinator (PIC) is a senior national staff position within the SNGDP. The PIC will report to the SNGDP International Technical Adviser (ITA) and will be responsible for the coordination and technical supervision of SNGDP's pilots and innovations. The PIC will take the lead in implementing activities related to SNGDP's Outcomes 2, supervising and working closely with the SNGDP's Outcome 2 team. S/he will ensure that SNGDP's innovative infrastructure maintenance and local PFM activities in selected districts are undertaken in accordance with the programme document, are correctly monitored and evaluated, and that lessons learned from them are fed into wider policy discussions at the national level.

The PIC will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of work:

Under the overall supervision of SNGDP's ITA, the Policy and Innovations Coordinator's responsibilities will be to:

- Coordinate the implementation of all activities related to SNGDP Outcomes 2;
- Technically supervise and support SNGDP's Outcome 2 technical team;
- Work closely with relevant directorates and departments in MSA, the Ministry of Finance, and other line Ministries to ensure that they are kept informed of SNGDP's pilots and innovations;
- Participate in the drafting of SNGDP's annual work plans and budgets, with a particular focus on Outcomes 2;
- Undertake regular visits to SNGDP's pilot districts in order to assess programme progress, oversee activities and liaise with sub-national authorities and officials;
- Closely monitor activities related to SNGDP Outcomes 2;
- Provide inputs to SNGDP's regular progress reports, particularly with respect to activities related to Outcomes 2;
- Draft regular policy briefs which: (i) describe SNGDP innovations and pilots and (ii) capture any policy-relevant lessons learned;
- Liaise closely with SNGDP Communications Specialist to ensure that pilots and innovations are regularly reported on and to ensure that lessons learned are disseminated to GoTL and other stakeholders;
- Work closely with and support the activities of short term national and international consultants involved in activities related to Outcomes 2;
- Work closely with SNGDP's Policy and Legal Adviser to ensure that lessons learned from SNGDP's pilots and innovations are mainstreamed into GoTL procedures and regulatory frameworks;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements

- University graduate in public administration, economics or the social/political sciences and/or related fields
- At least 5 years' experience of working on public sector management and reforms
- Sound understanding of the public sector in Timor-Leste and of GoTL policies and procedures
- Excellent inter-personal, communication and negotiating skills
- Previous work experience in the country on issues relevant to SNGDP
- Ability and willingness to travel within and outside Timor Leste
- Demonstrable skills in office computer use - word processing, spread sheets etc.

- Proven track record of project team experience working with government, NGOs, and other key stakeholders in Timor Leste
- Excellent verbal and written skills in English and Tetun

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems

Terms of Reference
Planning, Finance and Procurement Adviser (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Planning, Finance and Procurement Adviser
Type of Contract	: Service Contract (SC)
Level	: SB 3
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 2 technical team, the National Planning, Finance and Procurement Adviser (PFPA) will report to the SNGDP International Technical Adviser (ITA) and will be responsible for the coordination and supervision of PDID's finance and procurement processes. S/he will also backstopping SNGDP's activities related to planning and implementation.

The PA will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

The PFPA will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the Planning, Finance and Procurement Adviser's responsibilities will be to:

- Assist in and advice on the design of planning, financing modalities, financial management and procurement procedures for local development, particularly on PDID;
- Oversee the implementation of PDID financial management and procurement guidelines at sub-national level;
- As and when necessary, adapt sub-national financial planning and other procedures in order to take into account lessons learned through implementation of PDID;
- Ensure that capacity development activities (e.g. training) are consistent with the project defined procedures and principles;
- Provide technical training to the National and District levels staff in budgeting plan and procurement;
- Ensure that the information necessary for regular M&E of project activities is collected and analyzed, in accordance with SNGDP donors needs;
- Backstopping planning and implementation activities at District levels;
- Support in planning and in implementing programme information strategy;
- Contribute to regular reporting on project progress as requested.
- Regular field visits to 13 districts;
- Perform other tasks as directed by the program coordinator and SNGDP's ITA.

Qualifications/ Requirements:

- University degree in public administration, economics or the social/political science and/or related fields;
- At least 5 years' experience of working on public sector management;
- Knowledge of various methodologies for community development, project management, capacity building and participatory planning;
- Must be detail-oriented, resourceful, creative, and efficient;
- Ability to forge effective relations with colleagues, effectively multi task, and work in team in order to deliver the required outputs within short timeline;
- Experience in interacting with Government officials and dealing with Government projects, contractors and community-based projects in Timor Leste;
- A Working knowledge of English;

- Spoken/written Portuguese would be an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Planning Adviser (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Planning Adviser
Type of Contract	: Service Contract (SC)
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 2 technical team, the National Planning Adviser (PA) will report to the SNGDP International Technical Adviser (ITA) and will be responsible for the coordination and technical supervision of SNGDP's strategic planning and investment pipelines.

The PA will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of SNGDP's ITA, the Planning Adviser's responsibilities will be to:

- Provide advice on the design of planning, budgeting, and implementation procedures for local development, particularly on PDID;
- Oversee the implementation of planning, budgeting, implementation and finance guidelines at sub-national level;
- As and when necessary, adapt sub-national planning and other procedures in order to take into account lessons learned through implementation of PDID;
- Ensure that capacity development activities (e.g. training) are consistent with the project defined procedures and principles;
- Support the provision of technical training to the National and District levels technical staff in budgeting plan, analysis of coefficients, drawings, surveys and other related techniques;
- Ensure that the information necessary for regular M&E of project activities is collected and analyzed, in accordance with SNGDP donors needs;
- Backstopping planning, budgeting, and implementation activities at District levels;
- Support in planning and implementing programme information strategy;
- Contribute to regular reporting on project progress as requested.
- Regular field visits to 13 districts;
- Perform other tasks as required by the ITA.

Qualifications/ Requirements:

- University degree in public administration, economics or the social/political science and/or related fields;
- At least 5 years' experience of working on public sector management;
- Knowledge of various methodologies for community development, project management, capacity building and participatory planning;
- Must be detail-oriented, resourceful, creative, and efficient;
- Ability to forge effective relations with colleagues, effectively multi task, and work in team in order to deliver the required outputs within short timeline;
- Experience in interacting with Government officials and dealing with Government projects, contractors and community-based projects in Timor Leste;
- A Working knowledge of English;
- Spoken/written Portuguese would be an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;

- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Civil Engineers (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Civil Engineer
Type of Contract	: Service Contract (SC)
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 2 technical team, the National Civil Engineer will be responsible for training the Government of Timor-Leste's civil engineers for ensuring technically sound design and costing of PDID projects.

The National Civil Engineer will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity

development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the guidance of the Policy and Innovation Coordinator, and overall supervision of SNGDP's ITA, the National Civil Engineer responsibilities will be to:

- Provide advice on the design of planning, budgeting, and implementation procedures on local development, in particular PDID, projects;
- Oversee and provide advice on the implementation of planning, budgeting, implementation and finance guidelines at sub-national level;
- As and when necessary, adapt sub-national planning and other procedures in order to take into account lessons learned through implementation;
- Ensure that capacity development activities (e.g. training) are consistent with the project defined procedures and principles;
- Provide technical training to the National and District levels technical staff in budgeting plan, analysis of coefficients, drawings, surveys and other related techniques;
- Provide support Engineering Design of all Infrastructure Projects developed and funded under the District Investment Plan), including of service-utilities (water and sanitation, road, electricity) and all aspects of building;
- Provide support on costing and design revisions, Bill of Quantity/BoQ (general and specific with breakdown of materials required, including specification of the required elements/objects and materials);
- Ensure that the information necessary for regular M&E of project activities is collected and analyzed, in accordance with SNGDP donors needs;
- Backstopping planning, budgeting, and implementation activities at District levels;
- Support in planning and implementing programme information strategy;
- Contribute to regular reporting on project progress as requested;
- Regular field visits to 13 districts;
- Perform other tasks as required by the Planning Advise and ITA.

Qualifications/ Requirements:

- University degree in Civil Engineering, Architecture or related field; with minimum 2 years of relevant professional experiences;
- Knowledge of various methodologies for community development, project management, capacity building and participatory planning;
- Experience in designing using Auto-CAD software, planning and managing building and infrastructure projects, including dealing with services and utilities (road, water and sanitation and electrical installation, etc);
- Must be detail-oriented, resourceful, creative, and efficient;

- Ability to forge effective relations with colleagues, effectively multi task, and work in team in order to deliver the required outputs within short timeline;
- Good knowledge of static and all aspects of construction works, including building and infrastructure (road, water and sanitation, building, bridge, etc);
- Experience in interacting with Government officials and dealing with Government projects, contractors and community-based projects in Timor Leste;
- A Working knowledge of English;
- Spoken/written Portuguese would be an asset.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Monitoring and Evaluation Officer (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: National Monitoring and Evaluation Officer
Type of Contract	: Service Contract (SC)
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 2 technical team, the National Monitoring and Evaluation (M&E) Officer will support the implementation of M&E framework on Integrated District Development Planning (PDID: in Tetum acronym), and will be primarily responsible for M&E activities, as well as for providing practical assistance to central and local counterparts in the field of M&E.

The National M&E Officer will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of Work:

Under the overall supervision of the SNGDP's ITA, the National Monitoring and Evaluation Officer's responsibilities will be to:

- Support the ongoing update of the overall M&E framework for the Government's PDID programme;
- Support the development of an M&E framework for the SNGDP, and ensure that the information necessary for the regular monitoring of project activities is collected and analyzed, in accordance with SNGDP and donors' needs;
- Assist the Ministry and local authorities in tracking their performance and public service delivery activities;
- Regularly update the programme's Management Information System (MIS);
- Carry out data collection, analysis, management and/or presentation of data;
- Contribute to regular reporting on SNGDP progress;
- Carry out regular field visits to districts;
- Perform other tasks as required by the ITA.

Qualifications/ Requirements:

- Minimum 2 years of work experience with bachelor degree and 0 (zero) year with Master degree in areas related to M&E, planning, public administration, IT or development projects;
- Knowledge of various methodologies for M&E would be an advantage;
- Knowledge of Access database or other database system would be an asset;
- Strong interpersonal and communication skills;
- Fluency in English;
- Good skills in the use of computer for word processing and spreadsheets;
- Willingness to travel to the districts on short notice.

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards;
- Strong interpersonal and communication skills;

- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability;
- Ability for team working;
- Self-management, emotional intelligence and conflict management;
- Analytical and strategic thinking/results orientation;
- Knowledge sharing;
- Experience in managing and coordinating teams;
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Maintenance Adviser (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Maintenance Adviser
Type of Contract	: Service Contract (SC)
Level	: SB 3
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 2 technical team, the Maintenance Adviser (MA) will be responsible for the implementation and technical supervision of SNGDP's sub-national infrastructure maintenance pilots. The MA, working closely with SNGDP's Policy and Innovation Coordinator (PIC), will take the lead in implementing activities related to SNGDP Outcome 2 Output 5. S/he will ensure that SNGDP's innovative infrastructure maintenance activities in selected districts are undertaken in accordance with the programme document, are correctly monitored and evaluated, and that lessons learned from them are fed into wider policy discussions at the national level.

The MA will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of work:

Under the overall supervision of SNGDP's ITA and in conjunction with SNGDP's PIC, the Maintenance Adviser's responsibilities will be to:

- Oversee the implementation of all activities related to SNGDP Outcome 2 Output 5;
- Work closely with relevant sub-national officials of MSA, the Ministry of Finance, and other line Ministries to ensure that they are fully involved in and kept informed of SNGDP's maintenance pilots and innovations;
- Participate in the drafting of SNGDP's annual work plans and budgets, with a particular focus on Outcome 2 Output 5;
- Undertake regular visits to SNGDP's pilot districts in order to assess programme progress, oversee activities and liaise with sub-national authorities and officials;
- Closely monitor activities related to SNGDP Outcome 2 Output 5;
- Provide inputs to SNGDP's regular progress reports, particularly with respect to activities related to Outcome 2 Output 5;
- Work closely with and support the activities of short term national and international consultants involved in activities related to Outcome 2 Output 5;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements

- University graduate in engineering or a related field
- At least 5 years' experience of working on infrastructure delivery programmes or projects
- Sound understanding of the small-scale infrastructure sector in Timor-Leste and of GoTL policies and procedures
- Excellent inter-personal, communication and negotiating skills
- Previous work experience in the country on issues relevant to SNGDP
- Ability and willingness to travel within and outside Timor Leste
- Demonstrable skills in office computer use - word processing, spread sheets etc.
- Proven track record of project team experience working with government, NGOs, and other key stakeholders in Timor Leste
- Excellent verbal and written skills in English and Tetun

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills
- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working

- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems.

Terms of Reference
Public Financial Management Adviser (National)

Project Title	: Sub-National Governance and Development Programme (SNGDP)
Position title	: Public Financial Management Adviser
Type of Contract	: Service Contract (SC)
Level	: SB 4
Duration	: 1 year, extendable
Duty Station	: Dili, Timor-Leste
Expected Start date	: July, 2014
Organizational Unit	: UNDP – Governance Unit
Main Office	: Ministry of State Administration (MSA)
Entitlements/Benefits	: Please obtain from the UNDP Human Resources Unit

Objectives:

As part of SNGDP's Outcome 2 technical team, the Public Financial Management Adviser (PFMA) will be responsible for the implementation and technical supervision of SNGDP's sub-national activities with respect to sub-national PFM. The PFMA, working closely with SNGDP's Policy and Innovation Coordinator (PIC), will take the lead in implementing activities related to SNGDP Outcome 2 Output 5. S/he will ensure that SNGDP's innovative sub-national PFM activities in selected districts are undertaken in accordance with the programme document, are correctly monitored and evaluated, and that lessons learned from them are fed into wider policy discussions at the national level.

The PFMA will be appointed by UNDP in close collaboration with the Ministry of State Administration (MSA) and UNCDF.

Background:

The Sub-National Governance and Development Programme (SNGDP) will follow on from the second and final phase of the Local Governance Support Programme. As such, SNGDP will build on the achievements of LGSP, particularly with respect to consolidating and strengthening Timor-Leste's sub-national investment planning, financing and implementation processes. SNGDP, however, will go beyond LGSP by introducing several major innovations: infrastructure maintenance planning and finance at the sub-national level; better public financial management of recurrent expenditures at the local level; and factoring in climate change adaptation issues and challenges in the sub-national investment planning process.

The programme will work closely with the Ministry of State Administration, the Ministry of Finance, several line Ministries, and a range of donor-supported programmes to deliver three main Outcomes:

- Outcome 1: Decentralisation policies are formulated and implemented;
- Outcome 2: Sub-national investment delivery is more equitable, efficient, effective and accountable and sustainable;
- Outcome 3: Sub-national investment delivery increases communities' resilience to climate change and variability.

These three Outcomes will contribute towards achieving SNGDP's over-arching goal of poverty reduction and local development in Timor-Leste through improved local capacity to deliver basic infrastructure and services in rural areas, particularly to poor communities.

SNGDP will engage in a range of financing and technical assistance activities to deliver its intended Outcomes. The programme will provide technical assistance and capacity development services to assist the Government in the formulation and implementation of its decentralisation reforms, seed funding for the piloting of infrastructure maintenance and climate change resilient small-scale infrastructure and technical assistance for the design of pilots, as well for providing the Government with appropriate policy advice aimed at strengthening Timor-Leste's institutional and procedural framework for sub-national investment delivery.

Scope of work:

Under the overall supervision of SNGDP's ITA and in conjunction with SNGDP's PIC, the Public Financial Management Adviser's responsibilities will be to:

- Oversee the implementation of all activities related to SNGDP Outcome 2 Output 5;
- Work closely with relevant sub-national officials of MSA, the Ministry of Finance, and other line Ministries to ensure that they are fully involved in and kept informed of SNGDP's PFM pilots and activities;
- Participate in the drafting of SNGDP's annual work plans and budgets, with a particular focus on Outcome 2 Output 5;
- Undertake regular visits to SNGDP's pilot districts in order to assess programme progress, oversee activities and liaise with sub-national authorities and officials;
- Closely monitor activities related to SNGDP Outcome 2 Output 5;
- Provide inputs to SNGDP's regular progress reports, particularly with respect to activities related to Outcome 2 Output 5;
- Work closely with and support the activities of short term national and international consultants involved in activities related to Outcome 2 Output 5;
- Undertake other activities as directed by SNGDP's ITA.

Qualifications/ Requirements

- University graduate in public finance, accounting, public administration or a related field
- At least 5 years' experience of working on public financial management programmes or projects
- Sound understanding of public financial management in Timor-Leste and of GoTL policies and procedures
- Excellent inter-personal, communication and negotiating skills
- Previous work experience in the country on issues relevant to SNGDP
- Ability and willingness to travel within and outside Timor Leste
- Demonstrable skills in office computer use - word processing, spread sheets etc.
- Proven track record of project team experience working with government, NGOs, and other key stakeholders in Timor Leste
- Excellent verbal and written skills in English and Tetun

Competencies:

- Demonstrates integrity and commitment to UN principles and values and ethical standards
- Strong interpersonal and communication skills

- Ability to work well as part of a multi-cultural team and displays gender, religion, race, nationality and age sensitivity and adaptability
- Ability for team working
- Self-management, emotional intelligence and conflict management
- Analytical and strategic thinking/results orientation
- Knowledge sharing
- Experience in managing and coordinating teams
- Experience in participating and following the project cycle, creative capacity solving problems.