

Country: TIMOR-LESTE

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

Expected UNDAF/CP Outcome(s): CPD 2021-2025 Outcome 5: By 2025, the most excluded people of Timor-Leste are empowered to claim their rights, including freedom from violence, through accessible, accountable and gender-responsive governance systems, institutions and services at national and subnational levels

Expected CPD Output(s): CPD Output 3.2. Capacity for planning, monitoring and accountability of national and municipal institutions and CSOs improved.

Project Start/End Dates: January 2021 to December 2022 (24 months)

Implementing Partner: UNDP

Brief Description

Despite solid progress over the last two decades in the areas of peace and security, economic development and service delivery, Timor-Leste still faces challenges that affects municipalities' ability to deliver local services and ensure inclusive participation of people, particularly marginalized sections of the population. As reported by national and international experts, these challenges include weak legal framework for decentralization and functional assignments, limited fiscal decentralization, lack of capacity (incl. from a demand side), limited integrated planning/budgeting systems and downward accountability and public participation mechanisms (incl. for women and youth).

Designed to complement (and support) other on-going decentralization/local government projects and programmes, this UNDP project will support the Ministry of State Administration by providing technical assistance (long term national experts and short-term international consultants) in the following 2 areas (as requested by the DG Decentralization, Ministry of State Administration):

- Enhancing the legal, policy and institutional framework for decentralization
- 'One-stop-shop' for selected public services at the municipal level.

Programme Period: 2021-2025_____

Atlas Project Number: _____

Atlas Output ID: _____

Gender Marker: 1_____

Total resources required: USD 1,167,000

Total allocated resources: USD 1,167,000

- Regular _____
- Other: _____
 - Donor _____
 - Government: USD 1,167,000_____

Unfunded budget: _____

In-kind Contributions _____

Agreed by:

Government (Ministry of State Administration)	UNDP
 Print Name: Mr. Miguel Pereira De Carvalho Minister of State Administration, Ministry of State Administration, RDTL	 Print Name: Mrs. Munkhtuya Altangerel Resident Representative, UNDP Timor-Leste
Date:	Date: 25.11.2020.

I. BACKGROUND

The Government of Timor-Leste, with the budget support of EU (EUR 11.25 Million), has launched a national programme on Deconcentration and Decentralization called “Supporting Programme to Deconcentration and Decentralisation process in Timor-Leste (SPDD-TL).” Complementing the programme, UNDP also launched an EU funded project “Strengthening integral local development by building the capacities of the municipal authorities in Timor-Leste (EU-UNDP Decentralization Project)” to around three different components which will contribute to three main expected results:

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

Designed to complement (and support) other on-going decentralization/local government projects and programmes, particularly the SPDD-TL and EU-UNDP Decentralization Project, this proposal is for UNDP to support the Ministry of State Administration and the selected Municipal Administrations by providing technical assistance personnel in the following 2 areas:

- **Enhancing the legal, policy and institutional framework for decentralization**
- **‘One-stop-shop’ for selected public services at the municipal level**

The project is in line with the UNSDCF 2021-2025 (Outcome 5) and UNDP country programme, which support governance reforms, decentralization, provision of services and local economic development, livelihoods and the enhancement of public participation and particularly the role of women, young people, people with disabilities, and others left behind, in decision making at all level.

The project will complement UNDP’s work on Governance, particularly in the areas of parliament, election, access to justice of rural poor and vulnerable groups. It will furthermore contribute to reinforce the peace dividends of Timor-Leste by strengthening the state-citizen relationship, especially of those left behind.

Theory of Change: If Timor-Leste’s legal, policy and institutional framework for decentralization is harmonized and enhanced based on the existing political commitment to strengthen local governance and service delivery at the municipal level; and if functional assignments and fiscal resources are clarified and capacity of institutions and human resources addressed, then Timor-Leste’s decentralization process will be accelerated and will contribute to further improve quality and access of equitable and transparent public services at the local level. Thus, these results will contribute to improve inclusive local development, strengthen social cohesion and the achievements of the SDGs.

SDG coordination arrangements and partnerships:

Localizing the SDGs cannot be restricted to acting at the municipal and ‘suku’ level only, nor is it achievable through top-down reforms. Integration between policies, priorities, and programmes of different government bodies is essential for balanced SDG implementation, both at the local and national levels. Hence, the importance of a ‘whole of government and programme-based budgeting approach’ to foster horizontal coordination amongst departments and improve integrated planning, budgeting and performance monitoring. To move beyond traditional sectorial interventions and develop a holistic vision of local development that integrates economic, social, demographic, environment and governance elements, partnerships between public institutions, CSOs, academia and the private sector will be needed.

Mainstreaming SDGs in municipal plans and budgets:

Municipalities shall start to include SDG targets (midterm and annual) in their development plans and budgets based on an analysis of interlinkages between different development challenges. Public consultations on local SDG targets will be conducted at 'suku' level with CSOs, 'suku' chiefs, representatives of vulnerable groups, minorities, women, youth, religious leaders, the private sector, and relevant local actors. Recommendations on SDG targets shall subsequently be reviewed considering national priorities, the "Sensus for Fila Fali" ('suku' profiles) and costs-benefit analysis of catalytic development interventions. Throughout this process, conflict sensitivity analysis, human right based approach and gender sensitive analysis will be applied.

Decentralization in a post-COVID 19 context:

While COVID-19 has presented challenges to Timor-Leste's last-mile efforts to accelerate progress towards the overall attainment of SDGs, including the SDG 16, the COVID-19 crisis in fact presents opportunities to fundamentally transform the way governance is implemented by key institutions, as well as the way citizens are engaged in decision-making that directly affect their lives. Decentralization initiatives therefore present an opportunity for strengthening the responsiveness and accountability of local service delivery and improve the interface between local governments and citizens as well as trust between the two actors but also cooperation between public institutions at national and subnational level. This has never been more acutely felt, as COVID-19 exacerbates the need for effective coordination between central and local authorities in delivering certain services.

II. EXPECTED OUTPUTS AND INTERVENTIONS

Output 1: Ministries and Municipal Administrations have enhanced capacities to strengthen the legal, policy and institutional framework for decentralization

Building on its long-standing experience in supporting decentralization in Timor-Leste and other countries, UNDP will support the Ministry of State Administration to enhance its capacities to strengthen the legal, policy and institutional framework.

Considering the country's Constitution and Laws¹, in particular the laws, decree laws, regulations and SOPs developed in the areas of decentralization (political, fiscal and administrative)², UNDP will support the Ministry of State Administration's efforts to harmonize legal, policy and institutional framework for Timor-Leste's deconcentration and decentralization, amend existing laws and identify gaps and legislative and regulatory instruments that need to be addressed. In close coordination with the Ministry of State Administration, other relevant Ministries and Municipal Administrations, UNDP will provide technical assistance in the form of a 'Legal Helpdesk for Decentralization'³ that will be based in the Ministry of State Administration. This technical team will perform the following functions (to be further defined in line with the needs of the MSA and other relevant entities to support various aspects of decentralization):

Activities 1.1: Review and update of the existing mapping and roadmap of Timor-Leste's legal, policy and institutional framework for Decentralization to be utilized to harmonize Laws, Regulations and SOPs pertaining to political, fiscal and administrative decentralization

Activities 1.2: Laws, Regulations and SOPs developed or amended to accelerate decentralization process and address gender and youth issues for both MSA and the Municipal Administrations

Activities 1.3: Establish and operate 'Technical Assistance Coordination Unit (TACU)' for the MSA and the Municipal Administrations providing support on legal advice, socialization of law/policy, SOP development, capacity building, enforcement and monitoring of the decentralization legal framework (See Annex 2. List of National/International Advisors)

¹ : The Constitution of Timor-Leste recognizes and respects the principles of Decentralization of Public Administration and its territorial organization under articles 5 and 72 (Decentralization)

² : Indicative list of Legal instruments listed by the DG Decentralization as priorities (meeting with UNDP, Sep 2020)

1. Local (Power) Government Law
2. Municipal Election Law
3. Municipal Financial management (Decree law)
4. Municipal Procurement and Assets Management (Decree law)
5. Local (Municipal) Assembly Law

³ : UNDP will hire a team of 7 international/national advisors to provide the technical assistance for the MSA and Municipal Administration. The areas of advisors' expertise will be legal, administrative, procurement, finance, HR and others. Under the supervision of UNDP CTA and with the support of Project Coordinator, 2 International Senior Legal Advisors will lead and facilitate the Unit so that the technical advices the team is providing in various areas are harmonized and coherent. UNDP M&E Specialist will assist the advisors to track and monitor their deliverables which will contribute to the Results Framework of this project as well as MSA's committed targets for its budget support agreement with EU.

Interventions could include:

- Provide technical and strategic advice for MSA to update the legal, policy and institutional frameworks needed to strengthen and accelerate the territorial deconcentration and decentralization process in Timor-Leste,
- Support the Ministry to review and update the mapping and roadmap of the country's legal, policy and institutional frameworks related to decentralization (political, fiscal and administrative) and identify challenges and opportunities,
- Support the Ministry of State Administration and other relevant institutions to draft, amend laws and other regulatory instruments related to decentralization, including the provision of capacity development, particularly in the areas of PFM, HR, Procurement and others,
- Assist the Ministry of State Administration coordinate the development of the decentralization legal, policy and institutional framework with the Office of the President, other national Ministries, Agencies, National Parliament, Municipal Administrations and Authorities and other stakeholders, including Universities, NGOs, CSOs, etc.
- Ensure that decentralization laws and other regulatory instruments are developed/amended taking into account gender and youth issues, a human right based approach and considering the concerns of vulnerable groups and local communities (Partnership with other Ministries and stakeholders),
- Map and share international best practices and expertise to the Ministry and other relevant institutions.
- Assist the Ministry to disseminate, build capacity, enforce and monitor the implementation of decentralization laws and other regulatory instruments at the national and subnational levels

Output 2: One-Stop-Shop (OSS) piloted in one selected Municipality

When well-designed and operationalized, 'One-Stop-Shops' (OSS) have demonstrated their importance to provide effective and efficient public services to local residents, including those living in remote areas. Studies have also shown how OSS can contribute to reduce public expenditures and improve cooperation between ministries and agencies.

While OSS varies from one country to the other, they generally serve multiple needs of the local populations in terms of accessing administrative services such as obtaining permits, registrations, payment of fees and taxes, obtaining various identity cards, passports, etc. Whilst OSS provides a useful single point of contact for citizens who would otherwise have to visit multiple different offices to complete various procedures, OSS are only effective when respective ministries and administrations have agreed to simplify and harmonize their business processes services. Hence OSS should not be about 'locating different administrations in one place physically' but as a 'soft system that allows different administrations, to cooperate, share information and utilize common processes and resources'. In more advanced context with good connectivity, affordable internet access, digital financial services, and digital literacy, virtual OSS is also possible.

At the request of the GoTL, UNDP will support the Ministry of State Administration and other relevant institutions, to conduct a feasibility study on the opportunity and challenges to establish OSS at the municipal level. The study will recommend options for various models of a gender and disability-friendly OSS, feasible for Timor-Leste as well as the inter-ministerial coordination and harmonization needed to operationalize the OSS for the provision of specific services to the citizens. It will also inform the development of a roadmap to pilot OSS in at least one municipality, starting with a limited number of services. In this context, UNDP will recruit an international expert/institution (supported by national consultants) who will be responsible for developing the study, leading the research, and developing a road map for piloting an OSS.

These processes can also be used to introduce a gender and community dimension to the service audit to ensure that investments adequately address gender needs based on indicators to assess gender sensitive service delivery and monitor the number of women able to access services. Community groups can be trained to monitor and audit through community self-survey tools. Also, the services of the OSS will be made disability friendly.

Activities 2.1: Feasibility study on OSS conducted and utilized to pilot OSS in a one municipality

Activities 2.2: Inter-ministerial coordination and harmonization mechanisms developed at the national level as well as municipal levels to create enabling environment to operationalize the selected OSS model (including the development of all relevant regulations and SOPs for initial set of OSS services).

Activities 2.3: Capacity developed for OSS staffs and mechanisms in place to monitor quality of services

Interventions could include:

- Support the Ministry of State Administration to develop and conduct a feasibility study for a gender and disability-friendly OSS at the municipal level, including a review of citizens' demands, issues, and challenges.
- Assist in developing an inter-ministerial agreement that defines the OSS model and its interoperability for the provision of specific public services to the citizens.
- Assist relevant ministries to develop (internally and jointly) business processes (initially for a limited number of services) and clarify the roles and responsibilities for "back office" and "front office" functions of the OSS.
- Support Ministries and the selected pilot Municipality, create the OSS, including SOPs, training of staffs, harmonization of processes and fees, etc.
- Develop prototype designs for OSS to be further discussed and approved by the Government.
- Analyse and provide optimal options for developing an integrated database in the OSS so that all services provided will be automatically recorded with data on the types of services provided, the information about the service seeker, time taken to delivery, etc. based on which monitoring of the quantity and quality of the services provided can be tracked as well as it will be possible to collect data on who received the services.
- Promote the use of innovation, including mobile technology for OSS
- Conduct regular monitoring of services and proposed adjustments as needed
- Share international best practices including participation of non-State actors such as Citizens, NGOs, Universities and the private sector.
- Design a citizens' feedback mechanism or exit survey on the services they receive from the OSS so that the quality of the services can be constantly reviewed and improved.

Note: If the Government approves the prototype for OSS, an additional budget is needed to build the OSS. The construction should be managed the by Government.

III. MANAGEMENT ARRANGEMENTS

The project will be under the same Project Management Board (PMB) as the EU-UNDP Strengthening Integral Local Development by building the capacities of the municipal authorities in Timor-Leste project. The PMB will provide strategic guidance and oversight to the project and will be represented by MSA, UNDP and Development Partners. The overall management of the project will be undertaken by UNDP Decentralization Project team.

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

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

UNDP will hire additional staff, including Project coordinator, Project Assistant, M&E specialist, and Communication officer to support the project.

United Nations Development Programme

IV. MONITORING

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans. The M&E officer who will be hired by this project will lead the M&E work below in close coordination with the M&E capacities of the EU-UNDP Decentralization Project.

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

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	BASELINE		Output target		Data Collection Method	Target		
		Value	Year	Year 1	Year 2		Year 1	Year 2	Final Target
Output 1 Ministries and Municipal Administrations have enhanced capacities to strengthen the legal, policy and institutional framework for decentralization	Comprehensive mapping/roadmap of Timor-Leste's Legal Framework for Decentralization is completed and updated	No	2020	Completed	Updated	Mapping report	All relevant laws, regulations and SOPs for decentralization are mapped out and their status and following steps are identified	Mapping/roadmap is reviewed and updated reflecting the progress in legislation and SOP/Regulation developments	Comprehensive mapping/roadmap of Timor-Leste's Legal Framework for Decentralization is completed and updated
	# of law proposals on deconcentration and decentralization drafted and approved.	0	2020	3	5	tbc	3 out of 5 Essential laws for decentralization process are drafted/amended: 1. Local (Power) Government Law 2. Municipal Election Law 3. Municipal Budget and Financial Management Law 4. Local Patrimony Law 5. Local Procurement Law	5 out of 5 Essential laws for decentralization process are drafted/amended: 1. Local (Power) Government Law 2. Municipal Election Law 3. Municipal Budget and Financial Management Law 4. Local Patrimony Law 5. Local Procurement Law	All the relevant bills for Decentralization process, at least the 5 key laws listed, developed or amended, submitted to the National Parliament for approval, while addressing gender and youth issues
	# of regulations and SOPs supporting the new/amended laws to accelerate decentralization process and address gender and youth issues	0	2020	tbc	tbc	tbc	Tbc	tbc	All the relevant regulations and SOPs supporting the new/amended laws for Decentralization process, at least the 5 key laws listed, developed, or amended, submitted to the National Parliament for approval, while addressing gender and youth issues
	# of MSA staff and civil servants/elected local representatives of the Municipal	0	2020	tbc	tbc	UNDP Project Bi-annual Progress Report reviewed and	Tbc	tbc	MSA staff and civil servants/elected local representatives of the Municipal Administrations are accessible to quality technical support in assuming their responsibility in drafting/interpreting/implementing

Output 2 One-Stop-Shop (OSS) piloted in selected Municipalities	Administrations the received technical support from the 'TACU'	0		2020	Yes	tbc	tbc	approved by MSA	Tbc		tbc	new/amended legal, policy and institutional framework for decentralization.
Output 2 One-Stop-Shop (OSS) piloted in selected Municipalities	# of laws, policy, relations, SOPs received the technical support from the 'TACU'	0		2020	tbc	tbc	tbc	UNDP Project bi-annual Report reviewed and approved by MSA	Tbc		tbc	Quality of laws, policy, regulations, and SOPs newly drafted/amended by MSA and Municipal Administrations are in good quality and harmonized.
	Feasibility study on OSS conducted including model and interoperability of various central government services within a one-stop-shop based on a study on model, legal and institutional framework.	No		2020	Yes		NA	Feasibility study report	Tbc		tbc	
	# of regulations and SOPs developed for initial set of OSS services based on the feasibility study and the inter- ministerial agreement	0		2021	tbc		tbc	MSA's database	Tbc		tbc	Complete set of regulations and SOPs developed for initial set of OSS services based on the feasibility study and the inter-ministerial agreement

VI. WORK PLAN AND DRAFT BUDGET

	Budget Items	Price	Unit	Duration	%	Total	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	International Senior Legal Advisor (IC)	8000	2	18	100%	\$ 288,000.00	X	X	X	X	X	X	X	X
	National PFM Advisor	4000	1	24	100%	\$ 96,000.00	X	X	X	X	X	X	X	X
	National Procurement Advisor	2500	1	24	100%	\$ 60,000.00	X	X	X	X	X	X	X	X
	National Administration and Policy Advisor	3500	1	16	100%	\$ 56,000.00	X	X	X	X	X	X	X	X
	Communication and Web Design Advisor	3500	1	16	100%	\$ 56,000.00	X	X	X	X	X	X	X	X
	Public Relations Advisor	3000	1	24	100%	\$ 72,000.00	X	X	X	X	X	X	X	X
	Cost for workshop and training	5000	1	2	100%	\$ 10,000.00	X	X	X	X	X	X	X	X
	Cost for publication and printing	5000	1	2	100%	\$ 10,000.00	X	X	X	X	X	X	X	X
	Project Coordinator (20%)	2500	1	24	20%	\$ 12,000.00	X	X	X	X	X	X	X	X
	M&E Specialist (50%)	2000	1	24	50%	\$ 24,000.00	X	X	X	X	X	X	X	X
	CTA (7.5%)	22000	1	24	7.5%	\$ 39,600.00	X	X	X	X	X	X	X	X
	Subtotal					\$ 723,600.00								
Output 2	IC/Firm to conduct the feasibility study of the OSS, including SOPs for inter-ministerial coordination and detailed guideline/plan for 1 pilot municipality	100000	1	1	100%	\$ 100,000.00	X	X	X	X	X	X	X	X
	National Advisor for OSS	3000	1	24	100%	\$ 72,000.00	X	X	X	X	X	X	X	X
	Costs for workshop and training	5000	1	1	100%	\$ 5,000.00				X	X	X	X	X
	Costs for publication and printing	5000	1	1	100%	\$ 5,000.00				X	X	X	X	X
	Project Coordinator (35%)	2500	1	24	35%	\$ 21,000.00	X	X	X	X	X	X	X	X
	CTA (7.5%)	22000	1	24	7.5%	\$ 39,600.00	X	X	X	X	X	X	X	X
	Subtotal					\$ 242,600.00								
	Subtotal Output1-2					\$ 966,200.00								
	National Project Manager (In-kind)	5000	1	24	0%	\$ -	X	X	X	X	X	X	X	X
	Project Coordinator (45%)	2500	1	24	45%	\$ 27,000.00	X	X	X	X	X	X	X	X
Management	M&E Specialist (50%)	2000	1	24	50%	\$ 24,000.00	X	X	X	X	X	X	X	X
	Project Assistant (100%)	2000	1	24	100%	\$ 48,000.00	X	X	X	X	X	X	X	X
	Communication Materials	19020	1	1	100%	\$ 19,019.82	X	X	X	X	X	X	X	X
	Subtotal Project Management					\$ 118,019.82								
DPC (3%)					3%	\$ 32,526.59								
GMS (4.5%)					4.5%	\$ 50,253.59								
Total						\$ 1,167,000.00								

Annex 1 Tentative list of Legal instruments to be considered

Law	Current phase of the legislative process	Next phase & date for conclusion
Territorial administrative deconcentration stage		
Proposal of decree-law altering the Statute of the Municipal Administrations and Municipal Authorities (decree-law 3/2016, de of 16 March)	Approved in the meeting of the Council of Ministers on 19 August 2020	Pending promulgation by the President of the Republic
Proposal of decree-law altering the Organic Statute of the Ministry of State Administration	Concluded / Submitted to the Presidency of the Council of Ministers	Pending scheduling by the Council of Ministers
Delegated legislation to regulate the competencies of the Municipal Administrations and Authorities in the area of Education	To be prepared.	
Delegated legislation to regulate the competencies of the Municipal Administrations and Authorities in the area of Health	To be prepared.	
Delegated legislation to regulate the competencies of the Municipal Administrations and Authorities in the area of Food Safety	To be prepared.	
Delegated legislation to regulate the competencies of the Municipal Administrations and Authorities in the area of Agriculture	To be prepared.	
Delegated legislation to regulate the competencies of the Municipal Administrations and Authorities in the area of Tourism	To be prepared.	
Delegated legislation to regulate the competencies of the Municipal Administrations and Authorities in the area of Civil Protection and Natural Disaster Management	To be prepared.	
Delegated legislation to regulate Street Vendor activity	To be prepared.	
Delegated legislation to regulate the Management of Markets	To be prepared.	
Proposal of decree-law to reform the national program "Municipal Integrated Development Plan"	To be prepared.	
Proposal of decree-law to improve the regime of Hygiene and Public Order (decree-law 33/2008, of 27 August)	To be prepared.	
Territorial administrative deconcentration (local power) stage		
Proposal of Law on the Creation and Establishment of the Bodies of Local Powers	Parliamentary Legislative Process – (submitted by Government on September 2019)	Lowering of the diplomas to a Specialized Commission of the Parliament
Proposal of Law on Municipal Elections		No date can be estimated at this time
Proposal of Law on Municipal Finances		Diplomas are to be scheduled for discussion and analysis by the Council of Ministers
Proposal of Law on Municipal Assets and Procurement	Government Legislative Process (submitted to the Presidency of the Council of Ministers, on December 2019)	Presentation of the Proposal of Law on Municipal Finances to be made before the Council of Ministers in the first weeks of September 2020
Law establishing in concrete each local power Municipality	Not drafted, not submitted. Necessary only when the previous laws are promulgated by the President	n/a

Annex 2. Advisors to be hired for MSA Project - Output 1 (Legislative and Policy Support)

1. International Senior Legal Advisors (2)

- Review and (re)drafting of decree-laws related to decentralization;
- Revision of the Organic Law of the Ministry of State Administration;
- Revision and drafting of regulations related to competencies delegated to Municipal Administrations and Authorities;
- Support to the Ministry of State Administration for drafting relevant documents for the recruitment of Municipal Administrators and Presidents;
- Any additional task as required.

2. National Public Finance Manager Advisor (1)

- Assists and supports the National Directorate for Municipal Finance (DNFM) of Ministry of State Administration on Public Finance Management design, policies, and laws
- Assists Integrated Municipal Development Program (PDIM) in the execution and implementation of \$10 Million budget which will be allocated to the Municipalities.

3. National HR Advisor (1)

- Support the HR Department at Ministry of State Administration in assisting Municipalities to identify and assess HR needs in the recruitment of Municipal Civil Servants across Municipal Services Sectors, drafting Municipal HR policies and laws including HR Management Guidelines that is inclusive of policies, procedures and practices such as equal job opportunities, equal pay for work of equal value, incentives calculation, safe work environment, equal access to training and career development, social protection/insurance.

4. National Administration and Policy Advisor (1)

- Manage of Technical and administrative tasks concerning the Ministry of State Administration including the elaboration of Ministerial orders at the level of Public Administration and / or related to the civil service
- Provide technical and administrative advice to the General Director for Administrative Decentralisation and the National Directorate for Administration and Human Resources and other entities (National Directorate), depending on the technical and administrative needs
- Translate academic and administrative documents in Tetum, English, Portuguese and Indonesian
- Responsible for issuing legal opinions within the context of the Civil Service and Public Administration of the State
- The point of contact between MSA and the Regional Government of Victoria, Australia for the elaboration of new declaration on principles of friendship between the municipalities of Timor-Leste and the existing municipalities in the region of the Government of Victoria-Australia
- Accordingly respond to e-mails in accordance with the Vice Minister's Orders and in accordance with the request/requirements from the authority, including contacts and telephone communications with entities from other institutions within the context of bilateral cooperation, etc.

5. Communication and Web Design Advisor (1)

- The task of the Communication and Web Design Adviser is to assist the Ministry of State Administration in internally developing communication and web design for the ministry website design, interactive online brochure, and mobile applications.

6. Public Relation Advisor (1)

- Developing PR strategies and campaigns plan for the project to build positive relationships with stakeholders, media, and the public
- Collating and analyzing media coverage of the project and directing the development of the project to maintain favorable public and stakeholder views of the Government's agenda and accomplishments
- Collaborating with internal teams and maintaining open communication with overall project management.
- Organizing events including press conferences, board, and PMU meetings with key stakeholders.
- Provide technical and administrative support to the office of Minister of State Administration and oversees the coordination of scheduling meeting and action as a liaison with different directorates within the ministry of state administration.