

Terms of Reference

| | |
|---------------------------|--|
| Job Title: | Special Parliamentary Liaison Adviser (to the Minister) |
| Reporting to: | Minister of Finance Program Implementation Officer (PIO)-PFMCBP |
| Counterpart staff: | Chief of Staff and Head of the Executive Office, MOF |
| Duration: | One year with possibility of annual extensions for up to two years subject to an annual review of performance and needs of the Ministry of Finance |
| Location: | Ministry of Finance (MoF), Timor-Leste |

I. BACKGROUND

Planning and Financial Management Systems in Timor-Leste

Since the restoration of independence in 2002, the Government of Timor-Leste (GoTL) has made steady progress in building its public financial management system, but significant challenges remain. Institutions responsible for planning, budgeting, budget execution, revenue collection, internal control and reporting are particularly weak in a context of rapidly accumulating revenues and expansion of the state budget. The PFM system is characterized by extremely low budget execution on a cash basis, caused by low capacity within the civil service and weaknesses in planning, budgeting, procurement, implementation and project management. Progress to convert existing resources into economic growth and tangible service delivery improvements is slow.

Strengthening PFM in any country is a long-term agenda. Sound PFM requires government wide systems and processes that operate in a fully integrated manner; weak links must be addressed in a systematic manner. Areas requiring immediate attention include:

- Linking planning and budgeting
- Reform of procurement and devolution to the line agencies
- Improving cash planning and cash management to prevent excessive Treasury liquidity
- Strengthening core IT systems to support the budget process
- Improving internal and external controls and monitoring
- Implementation of a comprehensive program of capacity building and professional development for civil servants including delivery of incentive and reward reforms.

The GoTL is conscious of the key role of PFM systems for growth, service delivery and poverty reduction, and has commenced implementation of a Planning and Financial Management Capacity Building Program to assist to secure these objectives.

The Planning and Financial Management Capacity Building Project

The Planning and Financial Management Capacity Building Program (PFMCBP) aims to achieve *sustainably strengthened planning, budgeting, public expenditure management and revenue administration for growth and poverty reduction, with emphasis on efficiency, effectiveness, accountability, integrity, service culture, and transparency.*

Funded through a World Bank multi-donor trust fund, the PFMCBP is a five year coordinated program of targeted capacity building in planning and financial management. The key GoTL implementing agency is the Ministry of Finance (MoF), but PFMCBP also includes support for financial management staff in the line ministries and districts. The program comprises four major components, encompassing: (a) public expenditure management; (b) revenue administration and macro-economic management; (c) support for executive management and other cross cutting activities; and (d) support for program implementation.

Early capacity building initiatives in the MoF focused largely on getting the public financial management system up and running without fully addressing the capacity shortfalls of civil servants. This has created a system that remains heavily reliant on the presence of international advisers, who have largely focused on in-line performance and, to a limited extent, on the transfer of skills. Through PFMCBP the GoTL wants to move beyond the transitional substitution of international for local expertise, to an integrated approach to institution building that relies on three pillars: skills and knowledge; systems and processes; and attitudes and behaviours. Based on the three-pillar framework, the objectives for the PFM function are (i) improved service delivery, both to internal clients and to the population; and (ii) to create a sustainable PFM system that would be increasingly managed and run by national staff, with the number of advisers decreasing over time as national staff take on increasing responsibility. To achieve this, the Program has adopted a “platform” approach under which first steps and foundations are consolidated before more advanced steps are attempted.

Program Management

The Program is managed and implemented by the MoF through a dedicated Program Implementation Unit (PIU), led by the Program Implementation Officer (PIO). Comprising a core group of TA management specialists, the PIU ensures best practice capacity building efforts throughout the Program. A Steering Committee chaired by the Minister of Finance and involving senior managers, key line agencies and district representatives, as appropriate, provides the strategic direction for the Program and

ensures that the Program progresses in line with the Government's development and public financial management objectives.

A Supervisory Committee chaired by the Minister of Finance and comprising the World Bank and all donors contributing to the PFMCBP Multi Donor Trust Fund monitors the progress in the Program implementation and makes recommendations to the Steering Committee on issues affecting the successful achievement of the Program's objectives. The Supervision Committee also provide a forum for continuous policy dialogue and oversees and advises on the integration of all activities and advisers within the program framework, including coordination and consultation with donors involved in parallel financing and co-financing.

Ministry of Finance Reform

The Ministry of Finance is the Government body responsible for the design, execution, coordination and assessment of the finance policies defined and approved by the Council of Ministers, particularly in the areas of budget and finance, and the Government's annual planning and monitoring of their programs.

In 2008, the Ministry of Finance has commenced a process for institutional reform that aims to improve the quality of services the Ministry provides to policy-makers, line ministries and districts. A restructure of the Ministry and drafting of new Organic Law are underway, providing some of the conditions necessary to improve performance, in particular at senior management level. Plans are also underway to: establish a group of experienced managers; address issues of staff reward and incentives; review skills and proper job placement of existing staff; preparation of a program for the professional development (PDP) of ministry staff; systematically communicate planned changes to existing Ministry staff; and improve the Ministry's facilities, IT and other related infrastructure.

As an initial step in this restructuring process, a Senior Management team will be created to transmit reform messages and lead performance improvements within the Ministry. The team will comprise of the Minister, the Chief of Staff, the Directors and their Senior Advisers, as the case may be, of the four (4) major proposed management modules (branches) in the Ministry, including: i) Program Services Branch; ii) Revenue Services Branch; iii) Financial Management, Policy and Research Services Branch; iv) Corporate Support Services Branch.

II. OBJECTIVE OF ASSIGNMENT

Working closely with the Chief of Staff and the Directors of the different Services Branch of the Ministry (when appointed), the Parliamentary Liaison Adviser will be responsible for managing good relations and ensure the efficient and harmonious work

coordination between the Ministry of Finance and the various Commissions of the National Parliament.

The Adviser will also provide sound and timely advice to the Minister of Finance on strategic activities that must be pursued to ensure that the partnership and coordination with the two State bodies are fostered and nurtured.

III. Duties and Responsibilities

A. Core Functions/Specific Responsibilities:

1. Development of a communication plan, briefs and/or statements for the Minister of Finance, as required, emanating from issues raised in the National Parliament.
2. Fostering good Ministry working relationship with Parliamentarians.
3. Initiate and develop contacts with members of the National Parliament and keeping them informed on the programs and undertakings of the Ministry.
4. Provide support in the preparations of materials and/or documents for use by the Minister in her appearances in the National Parliament.
5. Attend National Parliament sessions as will be required.
6. Produce of materials such as key facts and/or statistics for use in liaison work and other related activities required by the Minister.
7. Perform such other supporting tasks, both administrative and technical in nature, as will be required by the Ministry of Finance.

B. Capacity building functions

The successful candidate will be expected to incorporate the three pillar approach to capacity building in all aspects of his/her work with Timorese counterparts. The Adviser shall model transparency and accountability in his/her own behavior, and by focusing on development of skills and systems, together with support to behavioral and attitudinal change, the adviser shall help to build capacity:

- Jointly with the Program Implementation Officer develop an agreed capacity building workplan (based on the Adviser's own workplan), to incorporate operational activities and capacity building into the core specific activities to be undertaken. Regularly review and revise the workplan;

- Agree on specific tasks within activities for which national counterparts will be responsible; agree on methodology and monitorable indicators for assessing progress on agreed tasks, and for providing feedback to staff;
- Increase, incrementally, the level and number of tasks for which national incumbents are responsible, commensurate with progress/improvements in technical and functional capabilities.

C. Deliverables

Within the **first three (3) weeks of the assignment**, the Adviser shall prepare a workplan based on the objectives of the assignment and specific functions for approval by the **Chief of Staff and Head of the Executive Office, MOF** prior to implementation, copy furnished to the PIO-PFMCBP.

Within the **first six (6) weeks of the assignment**, the advisor shall prepare a capacity building workplan, as outlined above. This will be prepared in consultation with human resource development staff and specialist advisers in the ministry.

The Adviser shall then provide a duly endorsed monthly Workplan Progress Report to the **Chief of Staff and Head of the Executive Office, MOF**; copy furnished to the PIO-PFMCBP, on the progress and /or completion of the activities outlined in the Work Plan.

In addition, the Adviser shall discuss and submit to the **Chief of Staff and Head of the Executive Office, MOF**, no later than **five (5) working days** before the end of the current contract, an end of assignment Workplan Progress Report summarizing work undertaken against the Workplan, the degree to which the work has concluded, and a statement of outstanding tasks.

IV. QUALIFICATIONS AND COMPETENCIES

A. Technical Competencies

Education

A University degree in public relations, journalism, advertising, business communications or in any other related fields combined with appropriate.

Personal Qualities

The selected candidate should be service-oriented, disciplined, mature, honest, open, transparent, able to maintain good working relationships with counterparts and other staff members, and have a strong professional work ethic.

He should have a strong knowledge and experience of the politics and a sound understanding of Timor-Leste's political system.

Work Experience

- At least ten (10) years of professional work experience.
- At least five (5) years work experience performing communications and public relations work.
- Strong familiarity with public sector systems and procedures with respect to public financial management.
- Minimum of five (5) years work experience in a developing country.
- At least five (5) years experience in a public sector environment performing liaison-related functions.
- Strong track record of excellence in analytical work and problem-solving.
- Experience in program management, including excellent organizational, analytical and prioritization skills, with ability to set out detailed steps required, follow assigned tasks/projects through to completion, and set up monitoring systems, strong skills in monitoring and evaluation, and capacity building.

Other Skills

- Ability to craft ministerial briefing papers, information briefs and media releases.
- Ability to communicate complex issues in a manner that is accessible, accurate and intelligible to parliamentary representatives.
- .
- Strong interpersonal communicative skills; an able communicator with the confidence to interact with politicians, the media, staff at all levels.
- Ability to write and produce complex project and activity report.
- Ability to proactively seek and recommend sound policy initiatives.
- Ability to solve complex problems.

Languages

- Fluent in written and oral English;
- Demonstrate willingness to undertake further language training in Tetun and/or Portuguese, as needed.

Other Key Competencies

- Strong collegial spirit and demonstrated ability to work well as a member of a multicultural team.
- Diplomacy and tact in dealing with other relevant bodies of the State, in particular, the National Parliament.
- Flexible and a team worker, prepared to help out other Ministry staff members when required and respond quickly under the pressure of events.
- Good moral character.
- Good management and organizational skill.
- Strong commitment to institutional values, policies and procedures.
- Numerate with a solid understanding of environment policy and experience of analyzing complex data and statistics.
- Experience in team leadership and participatory management.
- Ability to establish priorities and to plan, coordinate and monitor work plans.
- Computer literate of a high order and familiar with systems design
- Knowledge and familiarity of basic office decorum.
- Ability to organize and follow procedures and systems.
- Openness to issues facing new States including establishment of specific systems and skills needed to implement relevant policies and/or legislations.
- Energetic and with natural devotion towards technical competence.
- Ability to work well as team leader and coach.
- Pleasing personality, strong character and good team work traits.
- Strong motivation and initiative including willingness to work cordially with other staff working within the Ministry, including the line ministries.
- Willingness to work for extra hours, as will be required.
- Ability to work and adjust in a constant changing work-environment.

B. Capacity-building competencies

- A commitment to supporting Timorese staff to achieve the outcomes and objectives of the Ministry;
- Committed to training and promoting the professional development of the Ministry's staff;
- Recognition and respect of peers, and a demonstrated ability to interact effectively and collegially with peers at all levels;
- Demonstrated ability to make sound judgments on capacity issues that will require management referral and guidance;
- Demonstrated ability to work effectively in a mentoring role;
- Demonstrated ability to communicate ideas and analyses clearly and tactfully, both orally and in writing;
- Demonstrated ability to assist and support the development of useful processes and procedures within the unit to implement effectively the work program;

- Demonstrated ability to transfer skills and knowledge – previous training or teaching experience a plus;
- Demonstrated ability to adapt to challenges in the workplace, including finding creative solutions; and,
- Familiarity with Timor-Leste and Timorese culture and/or willingness to acquire it.

V. PERFORMANCE EVALUATION

Ongoing performance shall be assessed by the Programme Implementation Unit (PIU) in accordance with the functions and agreed deliverables in the TOR and performance review framework for advisors; and be subject to inputs and recommendations from the Steering and Supervisory Committees, joint supervision missions and the World Bank Task Team, as appropriate.

This position is subject to performance evaluations every six (6) months to ensure satisfactory progress in the implementation of the functions of the position.

Satisfactory execution of the indicated technical and capacity building functions mentioned above consistent with the PFMCBP's objectives as will be evaluated by a Supervisory Review Committee before the end of the engagement.