



Annex 7 to UNDP Timor-Leste
Programme Package Document

Development Advisory Services Phase II DAS II

August 2003



SUMMARY

Despite the fact that long term capacity building initiatives are in place in Timor-Leste, yet there are areas where the Government needs short term, quickly deliverable assistance from the international community to ensure that vital systems are put in place and a professional and effective public administration is developed and able to effectively implement the National Development Plan.

The Development Advisory Services Phase II (DAS II) project, co-funded by the New Zealand Government and UNDP and managed by UNDP, provides the Government of Timor-Leste with a quick response mechanism for short term policy advice and technical assistance while improving its capacity in the area of public administration and management.

DAS II represent the second phase of the Development Advisory Services project, which was established in year 2000 to quickly respond to the needs of UNDP's key counterparts, such as the transitional government, UNTAET and the East Timorese political parties umbrella organization CNRT, through the provision of policy advisory services, mainly in the form of short-term consultancies, training and study tours for East Timor civil servant.

The services provided under DAS II to the Government of Timor-Leste are as follows:

- Policy advice in all areas of public administration;
- Technical assistance;
- Support to advocacy activities;
- Training services, including workshops, study tours and other training activities.

UNITED NATIONS DEVELOPMENT PROGRAMME
Project Document

Project Number: TIM/03/031/01/34
Project title: Development Advisory Services Phase II
Project short title: DAS II

LPAC review date:
Programme officer: Alessandra Casazza

SRF classification information

G1: Governance
SGN4: Public Sector
SASN1: Civil Service Accountability

Summary of UNDP and Cost – Sharing
inputs [as per attached budgets]

	US\$
TOTAL BUDGET	1,000,000
Support Costs	40,945
TOTAL REQUIREMENT	1,040,945
UNDP:	
TRAC (1 & 2)	181,105
NZ Cost Sharing:	
Net Contribution	222,018
Support Costs (5%)	11,101
TOTAL NZ Contribution	233,119
TOTAL AVAILABLE	414,224
TOTAL FUNDING REQUIREMENT (Including 5% Support Costs)	626,721

Estimated Start date: 15/09/03
Estimated end date: 14/08/06
Management arrangement: Direct Execution - DEX
Designated institution: Ministry of Development and Environment
Project site: Dili
Beneficiary countries: Timor-Leste

On behalf of:	Signature	Date	Name/Title
Government of Timor-Leste	_____	_____	Abel Ximenes Minister of Development and Environment
UNDP	_____	_____	Sukehiro Hasegawa Resident Representative and Deputy Special Representative of The Secretary-General

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Part Ia. SITUATIONAL ANALYSIS

Background

After a struggle that lasted for over 25 years, in August 1999 Timor-Leste was given the opportunity to decide whether to become independent or to acquire a special autonomy status while remaining an Indonesian province. The outcome of the Popular Referendum that took place under the auspices of the international community was followed by an outburst of violence, which led to an extensive loss of life and property.

All government functions, including public services, law and order, health, education and community services collapsed with the sudden withdrawal of an estimated 7,000 Indonesian Government officials who occupied virtually all key positions in the country, leaving a vacuum in all areas of government. During the years of Indonesian rule the development of East Timorese skills in the areas of administration and governance had been very limited as the majority of the technical as well as senior and middle-level management positions in government had been occupied by Indonesian officials. The human resource base in East Timor is therefore very low and training and capacity building to develop a professional and effective public administration remains a major challenge in the coming years.

Even though, with the support of the United Nations and other development partners, much progress has been made to re-establish government institutions over the past three years, few systems have reached the level of maturity required to ensure an effective, efficient and accountable public administration. Putting in place an efficient professional administration is crucial to ensuring lasting stability and broad-based development. The emerging institutions are still very fragile and assistance is required to ensure that vital systems put in place remain sustainable.

On 20 May 2002 the first five years National Development Plan (NDP) for the country was launched and in 2003, to better operationalize it, the Government embarked on a prioritization and sequencing exercise of the activities outlined in the NDP. The results of this exercise were incorporated in the Road Map, which formed the basis for the preparation of the Annual Action Plans (AAPs) and Quarterly Reporting Matrices that will guide Government Ministries and Agencies in the implementation of the NDP during the financial year 2003/4. In addition the government expressed the commitment to adapt the MDGs to the specific situation of Timor-Leste including the setting up of national targets and develop policies and programmes to achieve them. The new challenge ahead for the government is to fulfill these commitments by drawing from a pool of East Timorese civil servants whose capacity to professionally and effectively perform their functions still needs to be built with the assistance of the international community.

Project justifications

The progressive downsizing of the United Nations Mission of Support in East Timor (UNMISET) and the decline of financial assistance from donor countries, which is expected to take place in the next few years, will prolong the need for external support in order to ensure that critical functions within public administration continue to be performed and that the capacity of East Timorese civil servants is progressively built.

A number of initiatives have been put in place to ensure long term capacity building in the country. Following the end of the mandate of the United Nations Transitional Administration in East Timor (UNTAET), the UN Security Council has supported the proposal of the Secretary-General to continue its civilian personnel support to the Government of Timor-Leste by financing, through the UN assessed contributions, 100 *stability posts*. These posts are vital to the viability of government, political stability, and basic service provision and are an integral part of UNMISSET, representing its civilian personnel support component.

Complementary to the 100 stability posts, some additional 200 *development posts* have been identified to support social and economic development and poverty eradication and are currently being funded through bilateral and multilateral assistance. UNDP is managing part of them under the umbrella project *Support to Development Posts for the Government of Timor-Leste*. Through the international advisers recruited under this project mentoring and training is being provided to national civil servants with the aim of building their capacity to perform their administrative functions.

Despite the fact that these long term capacity building initiatives are in place, there are still areas where the Government needs short term, quickly deliverable assistance from the international community to effectively implement the NDP and build a reliable public administration. This project will therefore provide the Government with a quick response mechanism for policy advice, technical assistance and training while building the capacity of East Timorese civil servants.

Part Ib. PROJECT STRATEGY

Overall Objective and general strategy

This project represents the second phase of the Development Advisory Services project designed in year 2000 to respond to the needs of the emerging East Timorese leadership (CNRT) while the country was still under the transitional administration of UNTAET.

After three and a half years from the popular consultation UNTAET handed over the administration of the country to the first East Timorese Government on 20 May 2002. Since the date of independence the Government has been facing the challenge of administering the newborn nation and building new institutions drawing from a pool of very low skilled human resources.

Phase II of the Development Advisory Services project has now been designed to respond to the needs of the Government of Timor-Leste after independence for short term assistance in the area of public administration and management. The project will provide a quick response mechanism for policy advice, technical assistance and training services. The substantive areas of intervention are not identified in details in this document to maintain this tool as flexible as possible to respond to the Government's needs as they arise.

Mechanisms will be in place to ensure that the assistance that the project will provide is in line with the Government's priorities as set out in the National Development Plan. More specifically it will be ensured that the requested assistance is closely linked with the activities outlined in the TSP Action Matrix and in the Annual Action Plan (AAP) of ministries and departments requesting assistance from DAS II.

Expected output at the end of the programme

At the end of the programme it is expected that the Government of Timor-Leste will have received adequate assistance to fill capacity gaps for policy development and for the establishment of systems for an effective and efficient public administration.

It is also expected that the capacity of East Timorese civil servants, through working closely with national or international experts and/or benefiting from training, will be enhanced to perform their functions more professionally and effectively.

Management procedures

Services provided by DAS II:

DAS II provides the government with a quick response mechanism for:

- Policy advice in all areas of public administration;
- Technical assistance;
- Support to advocacy activities;
- Training services, including workshops, study tours and other training activities.

DAS II services may not be accessed to perform line functions for service delivery at department or ministry level.

How to access DAS II services:

Government ministries and departments can access DAS II assistance by completing the DAS II Application Form (Annex 1) and submitting it to the UNDP project management with the supporting documentation.

Requested supporting documents include:

- Requesting letter from Minister or relevant Government Official;
- Detailed Terms Of Reference for the assistance requested (as per standard form in Annex 2);
- Detailed Work Plan (part of Annex 2);
- Detailed budget (part of Annex 1);
- Consultants' CVs, if suitable candidates are already identified by the requesting ministry/department;

On a monthly basis, or when required, DAS II Project Working Committee (PWC) shall meet to review submitted proposals. In reviewing the proposals the PWC shall apply the following principles:

- Capacity building of East Timorese civil servants is ensured and national counterpart identified;
- Consistency of the requested assistance with the NDP and with the activities scheduled in the TSP Action Matrix or in the AAP of the requesting department is ensured;
- Adequate mechanisms for evaluation of the assistance's impact are in place;

Duration of DAS II assistance:

The assistance provided by DAS II is short term in nature. Advisory and training services provided should be for a period no more than three months in total. To ensure continuity and capacity building of national counterparts, national or international consultancies shall be planned in two missions, a few weeks/months apart from each other and with follow up assignments for the national counterpart for the period in between the two missions.

Recruitment process:

The implementation of transparent recruitment procedures for national and international experts will ensure that DAS II assistance provides the government with the highest quality and most efficient services. The selection of experts for technical assistance or policy advice services will be done by the PWC following the collection of *curriculum vitae* of suitable candidates by the requesting ministry or department or by the project management upon request of the ministry or department and on the basis of the proposal's TOR.

For the recruitment process, whenever possible the project management shall draw from the pool of resources made available by the United Nations International Short-Term Advisory Resources (UNISTAR) programme to ensure quality and cost effectiveness of the DAS II assistance.

Reporting and Evaluation:

In order to ensure that the outputs expected from DAS II assistance are achieved, a proper reporting and evaluation mechanism will be in place.

A final report, as per Annex 3, is expected from the national or international expert at the end of his/her assignment or from East Timorese civil servants who have benefited from a study tour or training provided by DAS II. The report should highlight the results achieved by the assignment or training and identify bottlenecks that have hampered achievement of expected results. Recommendations for overcoming bottlenecks are also expected to be included in the report.

At the end of each project, the ministry or department that has received DAS II assistance shall prepare an evaluation report as per Annex 4. In the evaluation report the department or ministry shall identify the impact of the assistance received through DAS II and state whether the expected outputs have been achieved. The report shall also identify bottlenecks that hampered the achievement of expected results and give recommendations for overcoming them.

Part IIa. PROGRAMME RESULTS FRAMEWORK

Applicable Sub Goal and Strategic Area of Support as stated in the Country Results Framework: Public Administration, Civil Service Accountability.		
Intended Outcome as stated in the Country Results Framework: Improved efficiency, accountability and transparency in the civil service through National ownership and leadership.		
Outcome indicator as stated in the Country Results Framework: Outcome indicators: Capacity of East Timorese civil servants to perform administrative functions enhanced. Baseline: Civil servants lack experience in administrative management. Some 300 East Timorese receiving mentoring by international advisers through the 100 stability posts and the 200 development posts projects.		
Partnership Strategy: The strengthening of the civil service through the institutional development of civil service mechanisms and the enhancement of human resource capacity of public administration is one of UNDP main goal in Timor-Leste in partnership with the Government, donor agencies and other development partners. Amongst the most relevant initiatives in this area are the UNDP Human Resource Management project in support of the Public Service and the umbrella project <i>Support to Development Posts for the Government of Timor-Leste</i> . With the aim to provide the Government with short term policy advice and technical assistance services while building the capacity of its civil servants, UNDP has formed a partnership with the Capacity Building Coordination Unit (CDCU) and the Government of New Zealand for the implementation of the Development Advisory Services phase II project, which complement the two above mentioned projects. UNDP and its partners will manage DAS II under the overall guidance and coordination of the Ministry of Development and Environment, which has been entrusted with the coordination of the NDP implementation, and the Ministry of Planning and Finance. UNDP brings into the partnership its expertise in the area of capacity building, policy advice as well as technical assistance. UNDP will also bring the experience matured under the management of DAS phase I. The Government of New Zealand and other donors contribute to the project financially and provide policy guidance in consultation with the Government of Timor-Leste as member of the Project Steering Committee.		
Project Title: Development Advisory Services Phase II (DAS II)		
Intended Outputs	Output Targets	Activities

1. Enhanced capacity of East Timorese civil servants to perform their functions in the area of policy analysis, formulation and implementation.	1.1 At least 25 East Timorese identified as counterparts of national or international experts for short term policy advice, technical assistance and training.	<p>1.1.1 Establish a project steering committee (PSC) and a project working committee (PWC).</p> <p>1.1.2 Advocacy campaign carried out to make sure that Government departments understand which services are provided by DAS II and how to access them.</p> <p>1.1.3 The PWC to prepare guidelines for selection of proposals.</p> <p>1.1.4 The PWC to review and select proposals submitted by Government departments according to project's guidelines.</p> <p>1.1.5 The PWC to review CVs of national or international experts for selected proposals.</p> <p>1.1.6 Project management to make timely logistical arrangements for advisory services and training to be in place.</p> <p>1.1.7 The PWC to monitor and evaluate impact of assistance provided.</p>
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Part IIb. RISKS

There is the risk that DAS II is utilized to assist the government in performing line functions and in the delivery of services without the identification of government counterparts to transfer skills or knowledge. To mitigate this risk adequate mechanisms for selection of proposals and evaluation of impact will be in place. These will ensure that for each proposal a national counterpart is identified and that a final report is submitted by the expert and/or the trainee with an evaluation of impact. The recipient ministry and/or department will be also requested to prepare an evaluation report of the assistance received.

Another risk that has been identified is that DAS II may support only some government ministries and departments. To mitigate this risk a presentation of the project will be given to the Council of Ministers by the project management and information will be sent to all government departments.

Part III a. MANAGEMENT ARRANGEMENTS

The project will be executed by UNDP, as per the UNDP ‘Direct Execution’ guidelines and under the guidance and direction of a Programme Steering Committee. UNDP, as executing agency, shall be guided by the Project Steering Committee on policy issues, while remaining accountable for outputs within its mandate.

Programme Steering Committee

A Project Steering Committee (PSC) will be constituted for the purpose of providing overall guidance and direction to the project and reviewing progress of the project implementation periodically. Specifically, the PSC will be responsible for providing policy advice on the provision of advisory services, including guidelines for the formulation and selection of proposals and evaluation of assistance provided.

The indicative composition of the PSC is as follows:

<i>Chair:</i>	Representative of Ministry of Development and Environment
<i>Members:</i>	<i>Representatives of:</i> Ministry of Planning and Finance Capacity Development Coordination Unit (CDCU) New Zealand Government UNDP
<i>Secretariat:</i>	UNDP

Programme Working Committee

A Project Working Committee (PWC), which emanates from the PSC, will supervise the overall management of the project and will be responsible for deciding on matters such as selection of proposals, training activities, recruitment and monitoring. The PWC shall report directly, provide feedback and forward policy related issues to the PSC.

The composition of the PWC is as follows:

<i>Chair:</i>	Representative of New Zealand Government
<i>Members:</i>	<i>Representatives of:</i> Capacity Development Coordination Unit (CDCU) UNDP
<i>Secretariat</i>	UNDP

The PSC shall meet on a biyearly basis, or as required, while the PWC shall meet on a monthly basis or when deemed necessary. Members of the PSC and PWC shall provide their services free of charge.

Part IIIb. FINANCIAL ARRANGEMENTS

The total budget for this project is US\$ 1,040,945 including 5% UNDP support costs¹, with the Government of New Zealand contributing with NZD 400,000, equivalent to approximately US\$ 233,119 at the average exchange rate of 1.715, and UNDP with US\$ 181,105. A resource mobilization campaign will be carried out to cover the funding gap of US\$ 626,721.

The overall project duration will be 3 years, provided that additional funding are mobilized.

¹ 5% support costs are calculated on the total budget required, net of the UNDP contribution.
5% DEX execution fee is included in the budget.

Budget



United Nations Development Programme

TIM/03/031 - DAS II

Budget "A"

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1.2)

Executing Agency: DEX - Direct Execution

Sbln	Description	Implementing		Total	2003	2004	2005	2006
010	PERSONNEL							
011	International Consultants							
011.51	International Experts	DEX	Net Amount	470,000	50,000	150,000	150,000	120,000
			W/M	47	5	15	15	12
011.99	Line Total	-----	Net Amount	470,000	50,000	150,000	150,000	120,000
			W/M	47	5	15	15	12
014	UN Volunteers							
014.01	UNVs and UNISTAR	DEX	Net Amount	225,000	25,000	75,000	75,000	50,000
			W/M	72	6	24	24	18
014.99	Line Total	-----	Net Amount	225,000	25,000	75,000	75,000	50,000
			W/M	72	6	24	24	18
015	Monitoring and Evaluation							
015.01	Monitoring and Evaluation	DEX	Net Amount	50,000				50,000
015.99	Line Total	-----	Net Amount	50,000				50,000
017	National Consultants							
017.51	National Experts	DEX	Net Amount	36,000	3,000	12,000	12,000	9,000
			W/M	36	3	12	12	9
017.99	Line Total	-----	Net Amount	36,000	3,000	12,000	12,000	9,000
			W/M	36	3	12	12	9
019	PROJECT PERSONNEL TOTAL	-----	Net Amount	781,000	78,000	237,000	237,000	229,000

			W/M	155	14	51	51	39
020	CONTRACTS							
021	Contract A							
021.01	Audit	DEX	Net Amount	12,000	3,000	3,000	3,000	3,000
021.99	Line Total	-----	Net Amount	12,000	3,000	3,000	3,000	3,000
029	SUBCONTRACTS TOTAL	-----	Net Amount	12,000	3,000	3,000	3,000	3,000
030	TRAINING							
031	Fellowships							
031.01	Fellowship	DEX	Net Amount	47,500	7,500	15,000	15,000	10,000
031.99	Line Total	-----	Net Amount	47,500	7,500	15,000	15,000	10,000
032	Other Training							
032.01	Study Tours/Group Training	DEX	Net Amount	47,500	7,500	15,000	15,000	10,000
032.99	Line Total	-----	Net Amount	47,500	7,500	15,000	15,000	10,000
033	In-Service Training							
033.01	Inservice Training/Workshops	DEX	Net Amount	41,000	7,000	12,000	12,000	10,000
033.99	Line Total	-----	Net Amount	41,000	7,000	12,000	12,000	10,000
039	TRAINING TOTAL	-----	Net Amount	136,000	22,000	42,000	42,000	30,000
050	MISCELLANEOUS							
053	Sundries							
053.01	Miscellaneous	DEX	Net Amount	11,000	2,000	3,000	3,000	3,000
053.02	Media and Public Info	DEX	Net Amount	10,000	2,000	3,000	3,000	2,000
053.99	Line Total	-----	Net Amount	21,000	4,000	6,000	6,000	5,000
059	MISCELLANEOUS TOTAL	-----	Net Amount	21,000	4,000	6,000	6,000	5,000
090	EXECUTION FEE							
096	Direct Execution Fee							
096.01	DEX Fees	DEX	Net Amount	50,000	5,000	15,000	15,000	15,000
096.99	Line Total	-----	Net Amount	50,000	5,000	15,000	15,000	15,000
099	BUDGET TOTAL	-----	Net Amount	1,000,000	112,000	303,000	303,000	282,000
			W/M	155	14	51	51	39

Sbln	Donor		Total	2003	2004	2005	2006
103							
103.01	NZE	Net Contrib.	222,018	112,000	110,018		
		CO Adm. %		5.00	5.00	0.00	0.00
		CO Adm.	11,101	5,600	5,501		
		Total	233,119	117,600	115,519		
103.02	UND	Net Contrib.	596,877		11,877	303,000	282,000
		CO Adm. %		0.00	5.00	5.00	5.00
		CO Adm.	29,844		594	15,150	14,100
		Total	626,721		12,471	318,150	296,100
103.99		Net Contrib.	818,895	112,000	121,895	303,000	282,000
		CO Adm. %		5.00	10.00	5.00	5.00
		CO Adm.	40,945	5,600	6,095	15,150	14,100
		Total	859,840	117,600	127,990	318,150	296,100
109	C/S Total	Net Contrib.	818,895	112,000	121,895	303,000	282,000
		CO Adm. %		5.00	5.00	5.00	5.00
		CO Adm.	40,945	5,600	6,095	15,150	14,100
		Total	859,840	117,600	127,990	318,150	296,100
999		Net Contrib.	181,105	0	181,105	0	0
		Total	181,105	0	181,105	0	0

Part III c. MONITORING AND EVALUATION

The project will be reviewed every six months at the PSC meetings. A report reflecting the major achievements and issues for the semester will be prepared and circulated by the UNDP project management to all stakeholders at least two weeks in advance, and will be presented at the meeting. As such, these meetings will allow coherent discussion on substance and procedures to attain the identified outcomes. The project management will prepare and circulate, within two weeks following the above semi-annual reviews, a summary of the analytical assessments, conclusions and decisions of the meeting as well as the recommendations for the following six months.

Towards the end of the project life a terminal review will be held. The project management, in consultation with the Ministry of Development and Environment, prepares a descriptive project terminal report as well as the latest financial report and circulates them at least two weeks in advance to all parties. The terminal review focuses on analysing project results and on drawing lessons for future programming. The project management thereafter finalises the project terminal report incorporating the analytical inputs made during the review and, within four weeks, circulates it to all parties.

Part IV. LEGAL CONTEXT

This document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Democratic Republic of East Timor and the United Nations development Programme, signed on 20 May 2002. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in the agreement. The following types of revision may be made to this document with the signature of the UNDP Resident Representative only, provide he/she is assured that the other signatories of the document have no objections to the proposed changes:

- Revision in, or addition to, any of the annexes of the document;
- Revisions which do not involve significant changes in the immediate objectives, outputs, or activities of the Programme, but caused by the rearrangement of inputs already agreed to, or by cost increases due to inflation, and
- Mandatory annual revision, which re-phase the delivery of agreed inputs or increased expert or costs due to inflation or take into account agency expenditure flexibility.

Annex 1

Development Advisory Services Phase II (DAS II) Application Form

What is DAS II:

The Development Advisory Services project phase II (DAS II), co-funded by the New Zealand Government and UNDP and managed by UNDP, has been designed to provide the Government of Timor-Leste with a quick response mechanism for policy advice and technical assistance while improving its capacity in the area of public administration and management.

Support provided:

DAS II provides support to Government ministries and departments in a wide range of areas, including technical assistance and policy advisory services in the form of short term consultancies and training for civil servants.

The services provided under DAS II are as follows:

- *Policy advice in all areas of public administration;*
- *Technical assistance;*
- *Support to advocacy activities;*
- *Training services, including workshops, study tours and other training activities.*

Services provided by DAS II will not extend beyond a three-month period.

How to access DAS II assistance:

Government Ministries and Departments can access DAS II assistance by completing the DAS II Application Form and return it with supporting documentation to the UNDP DAS II project management at the UN House in Caicoli, Dili.

Requested supporting documents include:

- *Requesting letter from Minister, Secretary of State or relevant Government Official;*
- *Detailed Terms Of Reference for the assistance requested (as per DAS II standard form);*
- *Detailed Work Plan, as part of the TOR;*
- *Detailed budget, including consultants' daily rate, air ticket cost, etc...;*
- *Consultants' CVs, if suitable candidates are already identified by the requesting ministry/department.*

Project proposals submitted by ministries and departments will be reviewed and selected by the DAS II Project Working Committee (PWC), comprising representatives from the Government of Timor-Leste (CDCU), Government of New Zealand and UNDP.

In reviewing submitted requests, the PWC will ensure that the requested assistance meets the overall objective of building the capacity of East Timorese civil servants. In the case of

provision of technical assistance or policy advisory services, the identification of a national counterpart is considered as an essential criterion for the selection of proposals. The PWC will also assess the linkages between the requested assistance and the ministry's department or unit Annual Action Plan and TSP Action Matrix to ensure that it is in line with Government priorities. If these linkages are not identified, explanations shall be provided and adequately justified.

Details of the Government Agency applying for DAS II assistance

Person requesting assistance, position and contact details:

Ministry/Secretariat/other Government Agency:

Division/Unit:

Project information for DAS II assistance

Project title:

Project duration:

Brief project description, including target beneficiaries and project's immediate objective/s:

What are the problems/issues identified to be addressed by DAS II assistance?

Indicate the area requiring DAS II assistance, the type of assistance and how it can address the above identified problems/issues:

Detailed activities to be undertaken under DAS II assistance (as per attached TOR):

Expected development outcome from DAS II assistance (describe the specific impact expected from DAS II assistance):

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Indicate whether the identified problems/issues have been addressed by other initiatives; if any please provide details of these initiatives:

Identified ministry, department or division's counterpart and how he/she will work with the national or international expert (attach national counterpart's TOR):

Risks (identify possible constraints for the achievement of the outcome and proposed solutions/actions to mitigate them):

Monitoring and Evaluation (describe how the achievement of the development outcome will be assessed and measured):

Identify linkages between the requested assistance and the Unit/Division's Annual Action Plan or TSP Action Matrix. If there are no linkages, explain why.

Financing information

Identify linkages with the Unit/Division's budget (have funding sources been identified for the activity?)

Other assistance received by the Unit/Division in the area indicated above:

- ♦ Type of assistance:
- ♦ Organization:
- ♦ Total funds received or required:

Identified co-funding source for the requested assistance:

- ♦ Organization:
- ♦ Total funds received or requested:
- ♦ Status of the financing:

BUDGET

Description of items	Total amount in USD	Funding from other donors/sources in USD	Funding requested from DAS II
<i>National and/or International Consultants</i>			
Fee			

DSA			
Travel costs			
<i>Training</i>			
Fellowship			
Workshop			
Study Tour			
Travel costs			
<i>Equipment</i>			
List of items			
<i>Miscellaneous</i>			
Administrative costs (*)			
Total			

(*) Please provide details of administrative costs.

Annex 2

**Terms of Reference
For
Development Advisory Services Phase II (DAS II) assistance**

Project Title:

Ministry/Department/Unit:

Contact person and contact details:

Duration of the assignment/training:

Background information (provide a brief description of the area/department requiring DAS II assistance and indicate which are the problems/issues identified to be addressed)

--

Objective of the requested assistance:

--

Detailed activities:

--

Expected output/result:

--

Work Plan

	Week I	Week II	Week III	...
Activity 1				
Activity 2				
Activity 3				
Activity 4				
.....				

Annex 3

**Final Report Form
For
Development Advisory Services Phase II (DAS) assistance**

Project Title:

Ministry/Department/Unit:

Consultant/Trainee:

Duration of the assignment/training:

Activities carried out during the assignment:

--

Describe activities listed in the TOR that were not carried out during the assignment and explain why.

--

Describe results achieved and whether they are in line with the expected output; if they are not in line explain why.

Describe bottlenecks and problems that have hampered achievement of results and provide solutions and recommendations for future assistance in the same area:

Annex 4

**Project Evaluation Form
For
Development Advisory Services Phase II (DAS II) assistance**

Project Title:

Ministry/Department/Unit:

Contact person in ministry/department and contact details:

Consultant/Trainee under evaluation:

Duration of the assignment/training:

Activities carried out during the assignment:

--

Describe activities listed in the TOR that were not carried out and explain why they were not carried out.

--

Describe results achieved and whether they are in line with the expected output; if they are not in line explain why.

Describe bottlenecks and problems that have hampered achievement of results and provide solutions and recommendations for future assistance in the same area:

Rank the quality of service provided in a scale from 1 to 5 as follows:

1. Excellent
2. Very good
3. Fair
4. Poor
5. Unsatisfactory

Please explain below any 1, 4 or 5 ratings that were assigned. Please also add any comment that you feel should remain on record:



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