



REPÚBLICA DEMOCRÁTICA DE TIMOR-LESTE
MINISTÉRIO DAS FINANÇAS

Terms of Reference

Job Title:	Senior Management Advisor to the Minister of Finance – Revenue Services Branch
Reporting to:	Minister of Finance
Counterparts:	Director-General of Revenue Services Branch (if appointed) Heads of Units under the Revenue Services Branch
Duration:	Twelve (12) months , with possibility of extensions subject to an annual review of performance and needs of the Ministry
Location:	Ministry of Finance

I. BACKGROUND

Planning and Finance 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 Planning and Finance Management (PFM) systems, 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 Finance Management Capacity Building Program (PFMCBP) to assist to secure these objectives.

The Planning and Financial Management Capacity Building Program

The 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.

PFMCBP faces two central challenges in the near term. The first challenge will be to creatively and flexibly support elaboration and implementation of the change management strategy by the RWG, task teams and senior management team. It will take time to define and communicate elements of the change process: it must not proceed too quickly, or according to a technical blueprint. The second challenge will be to ensure the program does not lose focus on the pressing need to improve the Ministry’s core public finance management responsibilities and maintain operations. Government capacity is already limited and there is a risk that dramatic changes may divert focus. PFMCBP should target activities that improve service delivery, support economy and employment outcomes, and underpin government’s efforts to establish its legitimacy.

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. The PIU is located within the Executive Office of the Ministry of Finance, and is designated part responsibility for aid effectiveness also, together with associated PIUs in MoF.

A Steering Committee chaired by the Minister of Finance and involving senior managers, key line agencies and district representatives as appropriate will provide the strategic direction for the program and ensuring 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 one or more development partners will monitor progress in program implementation and make recommendations to the Steering Committee on issues affecting the successful achievement of the program's objectives. The Supervision Committee will provide a forum for continuous policy dialogue and will oversee and advice 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

All Technical Advisers recruited to the PFM CBP are contracted by, and accountable to, the Minister of Finance. Senior Management Advisors will be responsible for planning and monitoring the quality of performance of TA assigned to their respective branches and units.

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 in the Ministry, including: i) Program Services; ii) Revenue Services; iii) Policy Analysis; iv) Corporate Services. The Senior Management Advisory Team provide counterparts to the Senior Managers.

II. ROLE OF THE REVENUE SERVICES GENERAL DIRECTORATE

The General Directorate of the Revenue Services (GDRS) refers to the units that are involved in the administration and collection of Government revenues, and the coordination and implementation of customs policy and services.

III. OBJECTIVES OF THE ASSIGNMENT

The Senior Management Adviser shall provide policy and technical advice to the Minister of Finance on matters that relates to Revenue Services Directorate functions. Similarly, the Senior

Management Adviser shall support the Minister in dispensing her ministerial functions as well as support the efficient management of the Ministry.

The Senior Management Adviser shall be part of the Senior Management Team of the Ministry of Finance.

IV. DUTIES AND RESPONSIBILITIES

In addition and in close coordination with the Director-General (if appointed) of the GDRS and the members of the Senior Management Team, the Senior Management Adviser on Revenue Services shall, among others:

1. Assist the line managers under the hierarchy of the structure to accomplish their day to day tasks better;
2. Provide advise to the Minister and support to the Director-General (if appointed) of the GDRS in the areas of tax and other related issues, customs management, and related legal services on both tax and customs services;
3. Provide advice, as required, to the Government of Timor-Leste on policy issues and their economic implications particularly those that relates to taxation and customs services;
4. Provide overall support to the goal to improve the management of the Ministry;
5. Responsible for the efficient management and coordination of the technical assistance extended within the GDRS;
6. Provide continuity and direction in the absence of the senior national staff;
7. Assist the Director-General in the discharge of his responsibilities;
8. Provide timely policy advice and support to the Minister of Finance on matters related to the concerns of GDRS; and,
9. Perform such other supporting tasks, both administrative and technical in nature, to enhance the operations of the GDRS, and as will be required by the Ministry of Finance.

B. Capacity building functions

In addition, the Senior Adviser will be expected to help develop on-the-job training program for basic skills on areas of concern of the GDRS, along the areas of revenue, taxation and customs services.

The Senior Management Adviser will be expected to incorporate the three pillar approach to capacity building in all aspects of his/her work with Timorese counterparts. The Senior Management 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 by:

- Agreeing 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 Senior Management Adviser shall prepare a Workplan based on the objectives of the assignment and specific functions for approval by the Minister of Finance or her duly authorized representative prior to implementation, copy furnished to the Director-General of the GDRS (if appointed) and the PIO-PFMCBP.

Within the **first six (6) weeks of the assignment**, the Senior Management 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 Senior Management Advisor shall then provide a duly endorsed monthly Workplan Progress Report to the Minister of Finance or her duly authorized representative prior to implementation or the Director-General of the GDRS (if appointed); copy furnished to the PIO-PFMCBP, on the progress and /or completion of the activities outlined in the Work Plan.

In the first year of assignment, the deliverables of the Senior Management Advisor shall include, among others:

- provision of high level strategic and technical advice to the Minister for Finance, on the management and efficient handling of the concerns of the GDRS.
- In close coordination with the Professional Development Program (PDP) Adviser and other concerned TA in the GDRS, develop a detailed professional development plan that will provide individuals within the GRDS to have high potential for growth, including an individual improvement plan involving both academic advancement and relevant work experience. Such plan shall include key program milestones and detailed reporting requirements.

In addition, the Adviser shall discuss and submit to the Minister of Finance or her duly authorized representative or the Director-General of the GDRS (if appointed), **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.

V. QUALIFICATIONS AND COMPETENCIES

Education

Advanced University degree (PhD, Masters or equivalent) in Economics, Management, Business Administration, Finance, Public Administration, Political Science, Law, or related fields; or a relevant combination of professional training and certification and extensive experience in policy formulation, management and public financial management.

Work Experience

- Minimum of five years work experience in developing countries.
- Proven experience in public management.
- Demonstrated excellent conceptual and analytical skills in areas related to the public financial management and an ability to see the big picture as well as the details, and address both macro and micro issues.
- Strong track record of excellence in analytical work and policy discussions.
- At least five years work experience in public finance management.
- At least five years experience in program management, preferably in the public finance management area, 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, financial management and capacity building.

Other Skills

- Strong collegial spirit and demonstrated ability to work well as a member of a multicultural team.

- Openness to issues facing new States including establishment of planning and budget systems, and recognition of specific systems and skills needed to implement relevant legislation.
- Diplomacy and tact in dealing with development partners so as to be able to influence positively the identification, development and delivery of capacity building programs.

Personal Profile

The selected candidate should:

- be service-oriented, disciplined, mature, honest, open, transparent, a self-starter, able to maintain good working relationships with counterparts and other staff members, and have a strong professional work ethic.
- have excellent qualifications and substantial experience as a manager (at least five years) of programs or projects related to PFM.
- have a good judgment and able to assess situation and render decision taking into account their political implications.
- significant leadership experience in the operational work of Government is a must.

Languages

- Fluency in written and oral English.
- Excellent communication skills.
- Demonstrate willingness to undertake further language training in Tetun and/or Portuguese.

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.
- Familiarity with Timor-Leste and Timorese culture and/or willingness to acquire it.

VI. 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 Program's objectives as evaluated by a Supervisory Review Committee at the end of the engagement. Where a contract extension is required, performance assessment results will be taken into consideration.

Application Procedure

To be considered for the post, applications with a covering letter, detailed curriculum vitae and at least three (3) references must be sent to the Programme Implementation Officer-PFMCBP at email address, pfmcbp@mof.gov.tl, no later than **COB on 30 August 2008**.

Only short-listed candidates will be contacted. Please note also that **applications received after the deadline will not be accepted**. Previous applicants to the same position **WILL BE CONSIDERED** and **NEED NOT RE-APPLY**.