



**REPÚBLICA DEMOCRÁTICA DE TIMOR-LESTE**  
**MINISTÉRIO DAS FINANÇAS**

## Terms of Reference

<b>Job Title:</b>	Translator-Interpreters (4) <sup>1</sup> – National Consultant
<b>Reporting to:</b>	Program Implementation Officer (PIO)-PFMCBP Adviser to the PIO
<b>Counterpart staff:</b>	
<b>Duration:</b>	Twelve (12) months with options to renew subject to a review of the performance and the need of the Program
<b>Location:</b>	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.

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<sup>1</sup> Indicative number, the final of which will be based on the needs of the TAs.

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

## **II. OBJECTIVES OF THE ASSIGNMENT**

The Interpreter/Translator will work within the Planning and Financial Management Capacity Building Program and will be based in the Program Implementation Unit (PIU) in the Ministry of Finance, but may be required to work at a number of locations in Dili (and possibly elsewhere in Timor-Leste, on some occasions) on program-related business.

The Interpreter/Translator will undertake oral interpretation and written translation duties.

The Interpreter/Translator will generally report to the Program Management Support Officer (PMSO) in all day-to-day work matters. However, overall responsibility will be exercised by the PIO-PFMCBP and the Adviser to the PIO who reserves the right to vary these duties from time to time, commensurate with the level of this position.

It is expected that the Interpreter/Translator will work closely with the Long-Term Advisers in carrying out their duties.

#### **IV. DUTIES AND RESPONSIBILITIES**

##### *A. Core tasks*

- Provide oral interpretation from English to Indonesian, Tetun, and vice versa as required.
- Translate documents from English to Indonesian and/or Tetun and vice versa as required.
- Assist in the development and compilation of reports and other information documents as required.
- Provide briefing notes to the Advisers on discussions held in meetings.
- Attend meetings with Advisers as required and prepare the draft minutes of the meeting.
- Offer advice and guidance to Project Advisers in relation to effective language use and cultural relevant advice, as required.
- Assist in the delivery of Advisers' training sessions (translation and compilation of materials, interpretation during the session, assistance with management and logistics of the session).
- Perform other duties as will be required by the PIU and the Ministry of Finance, as needed.

##### *B. Deliverables*

The translator/ interpreter shall provide a weekly activity report to the PIO-PFMCBP, outlining key activities undertaken, documents translated, and key events at which interpretation was provided.

In addition, the Translator-Interpreter shall discuss and submit to the PIO-PFMCBP, **no later than five (5) working days** before the end of the current contract, an end of assignment activity report summarizing work undertaken during the assignment and a statement of outstanding tasks.

#### **V. QUALIFICATIONS AND COMPETENCIES**

##### *A. Technical competencies*

University undergraduate degree or diploma, or a final year student, in English or a related field, or extensive practice and experience in written translation work in a Government of Timor-Leste environment

##### *B. Other qualities and experiences*

- Excellent written, oral and interpersonal communication skills in English, Indonesian, and Tetun
- Good basic computer skills in MS Excel and Word, and willingness to learn PowerPoint
- Ability to work under pressure in an organised and systematic way
- Ability to work unsupervised and independently.
- Willingness to cooperate with project Advisers to facilitate their outputs.
- Willingness to work flexible hours in order to meet project deadlines.
- Able to maintain attention for extended periods of time and to maintain high quality outputs.

- Willingness to learn new skills.
- Working knowledge of Portuguese highly advantageous
- Demonstrated ability to work as part of a team.
- Previous experience as a translator/ interpreter highly desirable

## **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 a list of at least three (3) references must be sent to the Programme Implementation Officer-PFMCBP at email address, [pfmcbp@mof.gov.tl](mailto:pfmcbp@mof.gov.tl), no later than **COB on 15 September 2008**.

Only short-listed candidates will be contacted. **Please note also that applications received after the deadline will not be entertained.**