

United Nations Development Programme

Country: Timor-Leste

Project Document

Project Title	Strengthening Parliamentary Democracy in Timor-Leste
UNDAF Outcome(s):	UNDAF Outcome1: By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated.
Expected CP Outcome(s):	Outcome 1: State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency. Output 1: Legislative Support - Parliament supported with legal, sector-specific and gender expertise for scrutinizing, debating and amending bills, analyzing and presenting policy implications, as well as initiating and drafting laws Output 2: Oversight Support - Consolidation of in-house legal sector-specific and gender support systems and processes that enable Members of Parliament to analyze, debate and approve the national budget and provide continuous oversight of government policies, programmes and expenditures
Expected Output(s):	Output 3: Strengthened Parliamentary Administration and Secretariat Function - Assist Parliament to improve parliamentary administration and the capacity of the Secretariat to support parliamentary operations Output 4: Support Democratic Representation, Transparency and Accessibility - Improved institutional capacity to exercise the democratic representation function by strengthening communication with civil society, expanding information dissemination and promoting greater engagement and awareness among the public, particularly the youth. Output 5: Gender Mainstreaming - Support Parliament in development of gender-based agenda that ensures gender equality in legislation and parliament operations
Executing Entity:	UNDP Timor-Leste Country Office
Implementing Agencies:	National Parliament of Timor-Leste

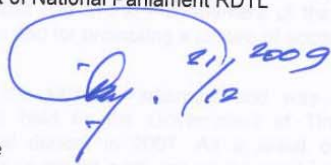
Brief Description

Seven years after its establishment in 2002, the National Parliament of Timor-Leste is approaching a new phase of development, moving from a period of stabilizing operations to a period of systematic capacity development and consolidation of its role within the democratic governance systems. While basic institutional foundations are largely in place allowing Parliament to exercise its legislative and oversight functions in accordance with its Constitutional mandate, significant capacity challenges remain. The first two cycles of the UNDP Parliament Project (2003-2005 and 2006-2009) played an essential role in assisting Parliament to establish and operationalize core institutional processes. However, as clearly identified in the Parliament's 2010-2014 Strategic Plan, continued external support remains critical in the short term to sustain ongoing operations and ensure effective transfer of skills. The current project reflects several shifts in strategy in order improve management efficiency, and resource utilization, and to address constraints identified in earlier phases. The objective of the new cycle (2010-2013) is three-fold: (1) to support the consolidation of parliamentary processes by continuing to provide technical expertise and advisory assistance; (2) to expand and integrate existing capacity building initiatives into a comprehensive capacity development strategy; (3) on the basis of this capacity-development strategy and in close coordination with NP, to articulate and lay the groundwork for a capacity transfer and eventual exit strategy.

Programme Period:	2010 - 2013
Key Result Area (Strategic Plan) accountable and responsive governing institutions'	Strengthening
Atlas Award ID:	00073028
Start date:	1 January 2010
End Date	31 December 2013
PAC Meeting Date	14 October 2009
Management Arrangements Committee	Project Steering

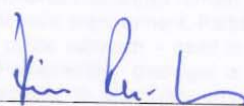
Total resources required	USD 15,300,000
Total allocated resources:	USD 1 500 000
• Regular	_____
• Other:	_____
o Donor Australia	USD 1 200 000
o Donor Italy	USD 300 000
o Donor	_____
o Government	_____
Unfunded budget:	USD 13 800 000
In-kind Contributions	_____

Agreed by (Government): H. E. Mr. Fernando La Sama de Araujo
President of National Parliament RDTL



Date: _____ Signature

Agreed by (UNDP): Mr. Finn Reske-Nielsen
UN Resident Coordinator/ UNDP Resident Representative



Date: 21.12.09 Signature

I. SITUATION ANALYSIS

Seven years after its establishment in 2002, the National Parliament of Timor-Leste is approaching a new phase of development. While, significant capacity challenges remain, basic institutional foundations are largely in place, allowing Parliament to exercise its legislative and oversight functions as outlined in the Constitution. This marks a significant achievement in a relatively short time, especially in a post-conflict setting with no previous parliamentary tradition, a crippling shortage of skilled personnel and, at times, considerable political instability.

Historically, the National Parliament is a successor to the Constituent Assembly that was elected on 30 August 2001, two years after the people of Timor-Leste voted in favour of independence under a UN supervised Referendum. The Constituent Assembly adopted the Constitution of Timor-Leste and transformed itself into the National Parliament on 22 March 2002. According to the Constitution, which entered into force on 20 May 2002, Parliament is the organ of sovereignty that “represents all Timorese citizens and is vested with legislative, oversight and political decision-making powers.” The Constitution further vests Parliament with exclusive legislative competencies in a number of areas, such as socio-economic policies, electoral legislation and fiscal policy. In practice, this means that Parliament has considerable powers: it seats (and can unseat) governments, appoints key office holders such as the Ombudsman (Provedor), plays an important role in the management of the Petroleum Fund, and bears ultimate responsibility for good governance and for promoting a culture of accountability. .

The current legislature (2007-2012) is the second Parliament and was established in the wake of Presidential and Parliamentary elections held by the Government of Timor-Leste, with support and assistance from UNMIT and international donors in 2007. As a result of the elections, the country transitioned from the discipline of a single dominant party-led government into the more complex political dynamic of a multiparty coalition and cohabitation structure. Parliament is composed of 65 Members who represent two electoral coalitions and five political parties. A notable achievement has been its ability to facilitate the smooth transition of power (since 2002, it has had to collaborate with four constitutional governments), as well as to display considerable maturity in the face of political instability. One such instance was the swift response to the assassination attempts against the President of the Republic and the Prime Minister in February 2008, when Parliament facilitated the constitutionally provided declaration of a state of siege and equally swiftly moved to withdraw the declaration once the political situation stabilized.

Despite considerable progress, important institutional challenges remain. The level of professional skills and human resources in particular requires considerable improvement. Parliamentary operations in major areas – legislation, oversight, communications and public outreach – need to be strengthened. The relationship with the Executive is not yet optimal, and Parliamentary oversight is inhibited by internal and external systemic inadequacies such as a limited capacity to effectively employ existing legal procedures and mechanisms, a lack of efficient records management, and limited sector specific technical skills to rigorously scrutinize ongoing programs from interdisciplinary perspectives.. Public perception appears to be that Parliament has to do much more to enhance its accessibility, transparency and outreach to civil society.

UNDP has played a vital role in providing technical assistance to Parliament throughout its different stages of development, and the proposed Project (2010-2013) comes at a critical juncture for the consolidation of the institutional processes established during the past seven years, as Parliament is undergoing a critical transition from a phase of institution-building (i.e., putting basic institutional building blocks and processes in place) to a new phase of consolidation and development. While continuing to provide direct technical assistance where needed, it will focus on addressing some of the challenges identified during the previous project cycles, notably by expanding and integrating existing capacity development initiatives into a comprehensive and systematic strategy that emphasizes capacity transfer, and, in close consultation with the National Parliament, will lay the groundwork for the draw-down and eventual exit of international advisers.

II. STRATEGY

The UNDP Parliament Project plays a critical role in supporting Outcome 1 of the CP - “State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency.” The first project, initiated in 2003, was designed for a period of three years and had the broad objective of supporting National Parliament to “promulgate effective legislation; foster

multi-partisanship and good governance; and create opportunities for constructive engagement between Deputies and the people of East Timor.” The second Project (2006-2009) refined this focus by placing an explicit emphasis on assisting Parliament in the development of “institutional capacities – systems and processes, skills and knowledge, attitudes and behaviours – to match its mandate under the Constitution.”

The goal of the proposed project (2010-2013) is to provide timely and effective support to the National Parliament in the implementation of its strategic objectives and initiatives

The objectives are three-fold:

- (1) to support the consolidation of these processes by continuing to provide technical expertise and advisory assistance;
- (2) to expand and integrate existing capacity building initiatives into a comprehensive capacity development strategy;
- (3) on the basis of this capacity-development strategy and in close coordination with NP, to articulate and lay the groundwork for a capacity transfer and eventual exit strategy

I. A new strategic approach to address a changing institutional context

The current project (2010-2013) builds on the achievements of its predecessors, while at the same time acknowledging that improvements in the way parliamentary operations are conducted have led to a changed institutional environment, which will require corresponding shifts in the strategic approach underlying technical assistance. Parliament is undergoing a critical transition from a phase of institution-building (i.e., putting basic institutional building blocks and processes in place) to a new phase of consolidation and development.

a. Parliament

Two major developments **on the Parliament side** require particular mention in this context:

1. The new **Law on the Organization and Functioning of Parliamentary Administration (LOFAP)** – adopted in December 2008, LOFAP provides for a restructuring of the Secretariat and a dramatic increase in the number of staff (from 73 staff currently employed to 139). In accordance with LOFAP, the Secretariat is headed by a Secretary General who is politically appointed and is structured around 3 Directorates:
 - the Directorate for Administration (includes 3 divisions)
 - the Directorate for Parliamentary Support Services (includes 4 divisions)
 - the Directorate of Research and Information (includes 3 divisions)

The divisions on ICT and International Relations, Protocol and Security are directly attached to the Office of the Secretary General (see Parliament chart on p. 34))

The Secretariat performs basic administrative duties, but the lack of availability of qualified human resources in the country poses a constraint. To date, there are very few specialized national staff – legal advisers, economists, technical experts, etc. – available to work in the Secretariat apart from the handful of new staff being trained through the UNDP project. **As a step towards addressing this constraint, the President of Parliament, with support from the UNDP Parliament Project, has initiated a legal drafters training programme for the next three years (see Outcome 1 of the Resources & Results Framework).**

2. The **National Parliament draft Strategic Plan (SP) (2010-2014)** – initiated by the President of Parliament and drafted with support from the UNDP project, the draft SP is the first document of its kind and reflects the growing institutional maturity of Parliament. It aims to serve as a roadmap for the continued development of Parliament over the next five years, in line with its aspiration “to evolve into a vibrant institution of democracy, supporting the nation’s aspiration for lasting peace and prosperity and a society based on mutual respect, equality, solidarity, and fraternity.”

The draft SP is the result of a broad consultative process involving representatives of all major stakeholders (MPs, Secretariat staff, civil society, media, as well as advisers). It identifies – and costs – a wide range of activities grouped under 6 broad strategic objectives:

- Assert the constitutional functions of the Parliament
- Improve accessibility and transparency
- Improve efficiency of parliamentary operations
- Enhance human resources and capacity
- Improve work environment
- Create and sustain a professional secretariat

In addition to the interventions above, the SP also clearly articulates the need for ongoing external support to **sustain ongoing operations** of the Parliament over the plan period, in order to ensure smooth operations and systematic skills transfer while it establishes new operational units and expands its staff strength in accordance with the LOFAP.

While the SP is developed to primarily serve as a management tool for Parliament, it provides valuable insight into Parliament's strategic needs and priorities, and underpins Parliament's endeavours to secure and organize external assistance from development partners, including UNDP.

b. the UNDP Parliament Project

The proposed UNDP Parliament Project cycle is designed to reflect the changing institutional context in Parliament and to provide focussed technical assistance in order to facilitate the consolidation of the institutional processes that have been established, including through the implementation of LOFAP and the Strategic Plan. **It explicitly aims to support the establishment and operationalization of the Directorates and Divisions provided for under LOFAP and it provides support for “Sustaining Ongoing Operations,” as articulated in the Strategic Plan.**

The proposed project has 5 strategic components/outcomes:

- Legislative Support
- Oversight Support
- Strengthened Secretariat Parliamentary Administration and Secretariat Function
- Democratic Representation, Transparency and Accessibility
- Gender Mainstreaming

(1) Legislative Support: The previous two projects have provided extensive technical support and advice to the Office of the President, the Standing Committees and individual MPs in analyzing draft laws and legislative procedures. Since this is one area where capacity development is most challenging, the current project provides for continued support for scrutinizing, debating and amending bills, analyzing and presenting policy implications, as well as initiating and drafting laws.

What is new:

- the new project will emphasize an integrated approach to legislative support – i.e., interdisciplinary analysis and advice that brings together the legal, technical, budget and gender expertise available in the Project;
- advisers in the Project will play an active role in supporting the capacity development programme for the 15 national legal drafters;
- legal advisors will not be assigned to select committees, but will rather form part of a pool of advisors that support all committees on demand, thereby maximizing efficiency and utilization.

(2) Oversight support: Under the second Parliament project, four national budget analysts were trained to support the Budget oversight process and will be absorbed by Parliament by the end of 2009 as the first technical staff on budgetary matters. While this represents a positive development, in order to support

Parliament in fully exercising its oversight mandate, the project provides for continued financial, legal, sector-specific and gender expertise in this area.

What is new:

- 5 sector-specific national analysts have been recruited under the second Parliament project and will be trained under a comprehensive capacity development strategy underpinning the proposed project (see Section II)
- full-time technical advisors will not be assigned to committees, but will form part of pool of experts providing interdisciplinary analysis/advice to all committees on demand, thereby maximizing efficiency and utilization
- a diverse panel of technical experts will be identified and pre-qualified, then deployed on short term basis to meet technical expertise requirements on demand—strengthening the responsiveness of the technical support service, and maximizing efficiency in utilization of funds
- technical assistance will directly support and strengthen the Directorate of Research and Information under the LOFAP.

(3) Strengthened Parliamentary Administration and Secretariat Function: The previous two Parliament projects have supported many critical processes in the Secretariat, including the adoption of basic management workflows, the establishment of a parliament budget structure and process, the preparation of a staff recruitment plan, as well as advice on procurement processes and the revision of Secretariat legislation (notably the LOFAP). The Project has also provided support in addressing immediate/urgent ICT infrastructure and equipment needs. Given the vast capacity gaps and needs that remain in the Secretariat, support in this area is a major focus of the proposed project.

What is new:

- the proposed project stresses the implementation of a comprehensive HR Management and Action Plan; Parliament is expected to internalize significant capacity and UNDP international advisory support will be correspondingly phased out before end of Project;
- ICT development will be a priority; implementation of the ICT strategy developed with UNDP support has already begun and will continue. Complete skills transfer and exit of UNDP support is expected before end of project;
- the Project will field a finance and procurement adviser for a limited time to assist the Secretariat in establishing and operationalizing the Division for Planning, Finance and Procurement;

(4) Democratic Representation, Accessibility and Transparency: While the previous Parliament projects have provided important support on communications, public understanding of parliamentary work is often limited and shaped by partial information. The constituency system (MPs have no individual constituencies) has made systematic outreach difficult. The role of the UNDP Parliament project in supporting Parliament is also insufficiently understood.

What is new:

- the current project places a strong emphasis on communications – notably the development of a comprehensive communications strategy (including supporting regular press conferences by the President of Parliament and regular updates on parliamentary activity) geared toward improving public perception of Parliament;
- the project will also explore, in close cooperation with Parliament, the possibility of developing an outreach strategy, including continued civic education regarding the role and activities of Parliament;
- the project will deploy a small team of advisors (led by an international advisor who will be phased out prior to project end) to provide effective support to the multiple dimensions of this component
- the project will concurrently promote a better understanding of its work;

(5) Gender Mainstreaming: The second UNDP Parliament project supported the establishment of the Women Parliamentarians' Caucus (GMPTL) as well as the operation of the Gender Resource Center (GRC).

What is new:

- the current project will support the transfer of the GRC to Parliament and its integration into the new administrative structure of the Secretariat;
- concurrently, the project will develop a capacity-building strategy for Secretariat staff to manage the research center;
- Gender research/analysis will be mainstreamed as part of the interdisciplinary approach to legislative and oversight support; the gender advisor will provide analysis/support as part of integrated advisory team, maximizing effectiveness and impact.

II. An integrated capacity development strategy

A lack of capacity represents the greatest challenge faced by Parliament as it works to consolidate the gains achieved so far. A mid-term evaluation of the Parliament Project undertaken by UNDP in 2008 assessed existing capacity as 'exceptionally' low and found that, without continued project support for the medium-term, the national staff as a whole will be unable to provide the support required to sustain ongoing operations. The Parliament's own SP underscores the same message and highlights the effort to "enhance human resources and capacity" as one of its six strategic objectives. To address these challenges, the current project proposes a comprehensive and multi-faceted capacity development strategy that is informed by several key principles:

(1) Capacity development will be **aligned** with the institutional development needs of Parliament. The project's strategy will be geared towards supporting the Directorates and Divisions established under LOFAP and guided by the capacity needs identified in the Strategic Plan;

(2) The strategy will carefully **differentiate** among the different types of capacity required in order to provide **targeted** support. While all initiatives should be coordinated and should be undertaken with a long-term view, capacity development in certain areas – such as legal drafting – is likely to take much longer than, for example, protocol or administrative support, where support can be phased out sooner..

(3) All capacity building initiatives must be **integrated and coordinated** with a view to achieving clear medium and long-term objectives. While long-term horizon for capacity development should be expanded – Parliament may realistically require several decades to become fully self-sufficient – individual capacity development activities must be broken down and structured in such a way that improvements in capacity are achievable in the short and medium-term and reinforce each other as part of a clear and coherent long-term strategy.

(4) The strategy must include **realistic milestones and clearly-defined indicators**. Balance score-cards for individual operating units, for example, will be considered a tool for assessing progress. They could be used as part of a broader, well-articulated monitoring and evaluation framework.

(5) The capacity development strategy will employ several **different approaches**, including on-the-job training, professional training, formal instruction, as well as internships and other programmes developed in partnership with the local university and other institutions. Initiative will also be taken to dovetail UNDP capacity development activities with the post-graduate training program outlined in the Parliament's SP.

(6) Finally, as outlined in UNDP's three-pillar approach to capacity development, an effective strategy will target different **levels**:

- **Individuals** who can develop and deploy relevant skills;
- A parliamentary **organization** that can build and utilize appropriate, clear and functional systems within which these individual skills can be used and multiplied; and
- An appropriate positive attitudinal and behavioural **culture** or environment in which individuals and functional systems can perform;

(7) Lastly, capacity develop will be conducted with a view to **preparing Parliament for the eventual exit** of international advisers.

The capacity development strategy will focus on all key strategic output areas, building on, expanding and integrating existing initiatives:

a. the legal drafters programme

At the behest of the President of NP, the UNDP Project recruited and has initiated the training of the first generation of national legal drafters in August 2009. There are currently 15 trainees in the programme, who are enrolled in a programme developed in partnership with a legal expert. The training programme will combine:

- i. legal training delivered by the legal expert with
- ii. mentoring and applied-skills development based on a curriculum developed by the resident UNDP advisers; and
- iii. language training to fully meet the requirement to analyze and draft legislation in Portuguese and to be able to participate in local and international professional development programmes

b. the national analysts training programme

The second UNDP Parliament project trained 4 national economists who will be absorbed by Parliament by the end of 2009, and recruited 5 national analysts who are being trained and mentored by the technical advisers of the Project.

The recent recruitment of the national analysts and legal drafters provides an opportunity to develop a common capacity development curriculum to be implemented by the current project. This curriculum will focus on providing both groups with a basic understanding of 3 key areas:

- foundations of legal and political thought
- research
- project analysis

The curriculum combines formal instruction in these areas with a mentoring programme that will draw on the wide range of expertise available in the UNDP programme.

c. continued support for capacity building in the Secretariat

The second UNDP Parliament Project has launched the basis for a comprehensive, integrated and planned capacity development approach. As a result of a series of exercises the Project concluded an extensive capacity gap assessment of all international advisers' counterparts. This assessment has guided the formulation of individual learning plan for all Secretariat staff.

The proposed project will address in a consistent and systematic manner the assistance to the Parliament in the formulation, implementation and monitoring of an integrated professional development strategy, that shall consider an approach that considers the global needs, the expertise or professional sectors needs and the individual learning needs, The strategy and programme will also include leadership skills development for managers in the Secretariat.

d. MPs and national staff as capacity builders

Increasingly, maximizing the developing capacity of national staff to pass on their internal capacity to colleagues must be a central pillar of the capacity building effort in the Parliament. National colleagues must be encouraged to see themselves not as passive recipients of capacity building but as vectors of capacity, and be positively challenged by international advisers at every turn to consolidate and hone their new skills.

The National Parliament as an institution should take every opportunity to host seminars and conferences in-region. This, too, will build self-confidence by providing useful experience and fits well with the stress on national ownership in this project design.

III. Staffing

The National Parliament requested an extension of the Parliament Project in full recognition that the input of a substantial number of international advisers will continue to be required for some time to come. The nature of international appointments should reflect the Parliament's requirement for mature staff with extensive experience of parliamentary and governance environments.

In order to effectively manage the project and the maintain quality control across the many disciplines involved, project staff will be organized into three operational teams: (i) legal; (ii) research and policy support; and (iii) management support, The staffing numbers, management arrangements and how the project advisors interface with the new structure of the Parliament as defined in the LOFAP is detailed in the Management Arrangements section of this project document on page 32.

Most project international advisors will have a dual role:

- First, and as an overriding function, to develop the capacity of national counterparts where counterparts exist;
- Second, to provide 'front line' services to the Parliament where no fully competent national personnel are available or could be appointed in the short term.

In the latter case – effective capacity substitution – a longer term strategy to generate competent national staff against a timeline must be agreed and operationalized in each case to ensure the eventual exit of internationals.

It will be vital for the effective transfer of skills, and therefore the overall success of the project, for national counterparts to be fully aware that the presence of international advisers will be time limited; and for the international advisors to appreciate that their exit on time – possibly within the life of this project, and without any resulting quality drop in parliamentary operations - will signal mission success. In this regards, the project will implement a monitoring and evaluation programme, which includes the joint identification of desired targets and indicators and the regular monitoring and reporting against these. (Refer Monitoring and Evaluation Framework).

The exit of internationals need not, indeed must not, be envisaged as happening all at once but progressively as national staffers with appropriate skills mature into or are appointed to posts and become ready to take over fully.

IV. Donor support

The project has received initial positive feedback from several development partners (including European Commission, AusAID, USAID and Sida) and discussions are continuing to finalise cost sharing agreements with these agencies.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: UNDAF Outcome1: By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated.
Outcome indicators as stated in the Country Programme Results and Resources Framework: Outcome 1: State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency.
Applicable Key Result Area (from 2008-11 Strategic Plan): 'Strengthening accountable and responsive governing institutions'
Partnership Strategy: To involve key partners in the monthly Project Steering Committee meetings and to establish a Parliament – Donor Forum to enable improved discussion of substantive issues.
Project title and ID (ATLAS Award ID): To be advised

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Legislative Support</p> <p>Parliament supported with legal, sector-specific and gender expertise for scrutinizing, debating and amending bills, analyzing and presenting policy implications, as well as initiating and drafting laws. Concurrently, the Project will support a capacity development program for national legal drafters and build capacity of new MPs upon entry.</p> <p><u>Output Baseline:</u> Support for legislative function provided by UNDP legal advisers. Limited internal capacity for initiating and drafting new legislation and for effectively scrutinizing bills proposed by the government. Limited internal capacity for applying rules of procedure. Training programme for national legal drafters initiated.</p>	<p>YEAR 1:</p> <p>Target 1: Continued effective support for legislative process provided by a joint team of legal, sector-specific and gender advisers</p>	<p><u>Activity 1.1:</u> Legislation reviewed and drafted</p> <ul style="list-style-type: none"> ▪ Review draft bills for consistency with national legal framework and conformity with national socio-economic priorities ▪ Legal and policy analysis and research performed as needed ▪ Draft bills as required ▪ Draft amendments as required <p><u>Activity 1.2:</u> Role and functioning of Standing Committees and Plenary strengthened</p> <ul style="list-style-type: none"> ▪ Facilitate comprehensive multi-disciplinary review and analysis of bills by the Committees ▪ Advise Committees on relevant policy and legislative implications and options based on national context and international best practice 	<p>Legal Team Leader & Secretariat Support Team Leader & Research and Technical Team leader & CTA</p> <p><i>For a detailed record of Responsible Parties, please see M&E Annex.</i></p>	<p>Total cost: \$4,566,016</p> <p>65% Legal Team 5% Secretariat Team 20% R&T Team 20% Project Manager</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><i>For a detailed Baseline by Action, please see M&E Annex.</i></p> <p>Indicators – Target 1 – YEAR 1:</p> <ul style="list-style-type: none"> • Percentage of bills accepted by Parliament analyzed from a legal perspective and legal opinions provided • Percentage of bills accepted by Parliament analyzed for potential impact, including social, economic and gender • Quality of analysis as assessed by MPs • Number of bills drafted by legal advisers • Number of amendments drafted • Percentage of bills assigned to Committees analyzed from a legal perspective and legal opinions provided • Percentage of bills assigned to Committees analyzed for potential impact, including social, economic and gender • Quality of analysis as assessed by MPs • Number of legal briefings provided • Number of documents and official speeches prepared • Number of documents prepared • Percentage of hearings supported (out of total number of hearings) • Number of follow-up reports 		<p><u>Activity 1.3:</u> Office of the Speaker strengthened</p> <ul style="list-style-type: none"> ▪ Provide the President of Parliament with professional and timely legal advice on all issues related to his responsibilities ▪ Assist the President in preparation of documents and official speeches as required <p><u>Activity 1.4:</u> Public hearings process consistently supported and strengthened</p> <ul style="list-style-type: none"> ▪ Support Committees to prepare documentation for dissemination and discussion ▪ Assist Committees in conducting public hearings and in drafting follow-up reports ▪ Assist Committees in ensuring compliance with due process <p><u>Activity 1.5 :</u>Parliamentary affairs conducted in compliance with the rules of procedure</p> <ul style="list-style-type: none"> ▪ Advise Secretariat Units, Committees and MPs and mentor staff regarding the rules of procedure ▪ Assist Parliament in conducting Plenary sessions and Committee meetings in compliance with the rules of procedure 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>drafted</p> <ul style="list-style-type: none"> • Number of breeches of due process recorded • Percentage of breeches addressed (out of total number of breeches) • Number of trainings conducted in accordance with training plan • Number of attendees at trainings (disaggregated by gender) • Number of breeches recorded • Percentage of breeches addressed (out of total number of breeches) 				
<p>Indicators–Target 1 – YEARS 2-4:</p> <ul style="list-style-type: none"> • Percentage of bills accepted by Parliament analyzed from a legal perspective and legal opinions provided • Percentage of bills accepted by Parliament analyzed for potential impact, including social, economic and and gender • Quality of analysis as assessed by MPs • Number of bills drafted by legal advisers • Number of amendments drafted • Percentage of bills assigned to Committees analyzed from a legal perspective and legal opinions provided • Percentage of bills assigned to Committees analyzed for 	<p>YEARS 2-4:</p> <p>Continued effective support for legislative process provided by a joint team of legal, sector-specific and gender advisers</p>	<p><u>Activity 1.1:</u> Legislation reviewed and drafted</p> <ul style="list-style-type: none"> ▪ Review draft bills for consistency with national legal framework and conformity with national socio-economic priorities ▪ Legal and policy analysis and research performed as needed ▪ Draft bills as required ▪ Draft amendments as required <p><u>Activity 1.2:</u> Role and functioning of Standing Committees and Plenary strengthened</p> <ul style="list-style-type: none"> ▪ Facilitate comprehensive multi-disciplinary review and analysis of bills by the Committees ▪ Advise Committees on relevant policy and legislative implications and options based on national context and international best practice <p><u>Activity 1.3:</u> Office of the Speaker strengthened</p>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>potential impact, including social, economic and gender</p> <ul style="list-style-type: none"> • Quality of analysis as assessed by MPs • Number of legal briefings provided • Number of documents and official speeches prepared • Number of documents prepared • Percentage of hearings supported (out of total number of hearings) • Number of follow-up reports drafted • Number of breeches recorded • Percentage of breeches addressed (out of total number of breeches) • Number of trainings conducted in accordance with training plan • Number of attendees at trainings (disaggregated by gender) • Number of breeches recorded • Percentage of breeches addressed (out of total number of breeches) • Induction programme in existence and approved by Parliament • Number of MPs enrolled in induction programme • Percentage of induction programme completed by enrolled MPs 		<ul style="list-style-type: none"> ▪ Provide the President of Parliament with professional and timely legal advice on all issues related to his responsibilities ▪ Assist the President in preparation of legal documents, official speeches and other documents as required <p><u>Activity 1.4:</u> Public hearings process consistently supported and strengthened</p> <ul style="list-style-type: none"> ▪ Support Committees to prepare documentation for dissemination and discussion ▪ Assist Committees conducting public hearings and in drafting follow-up reports ▪ Assist Committees in ensuring compliance with due process <p><u>Activity 1.5 :</u>Parliamentary affairs conducted in compliance with the rules of procedure</p> <ul style="list-style-type: none"> ▪ Advise Secretariat Units, Committees and MPs and mentor staff regarding the rules of procedure ▪ Assist Parliament in conducting Plenary sessions and Committee meetings in compliance with the rules of procedure <p><u>Activity 1.6:</u> New MPs inducted to Parliament and parliamentary processes</p> <ul style="list-style-type: none"> ▪ Induction programme designed ▪ Programme implemented 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Indicators–Target 2 – YEAR 1:</p> <ul style="list-style-type: none"> • Curriculum developed (Y/N indicator) • Percentage of legal drafters with a recorded performance review (out of total number of legal drafters) • Peer review of curriculum conducted bi-annually (Y/N indicator) • Capacity assessment conducted (Y/N indicator) • Percentage of legal drafters with a learning plan (linked to overall capacity development strategy) out of total number of legal drafters • Glossary developed (Y/N indicator) 	<p>Target 2</p> <p>YEAR 1:</p> <p>Improved in-house capacity for scrutinizing and amending government bills, as well as initiating legislation</p>	<p><u>Activity 1.7:</u> Legal drafters curriculum refined and programme under implementation</p> <ul style="list-style-type: none"> ▪ Support in development and implementation of programme curriculum ▪ Identify capacity gaps and develop individual learning plans ▪ Support development of glossary of parliamentary legal terms 		
<p>Indicators–Target 2 – YEARS 2-4:</p> <ul style="list-style-type: none"> • Percentage of legal drafters with a recorded performance review • Peer review of curriculum conducted bi-annually (Y/N indicator) • Percentage of legal drafters with a learning plan (linked to overall capacity development strategy) • Cumulative results from annual knowledge assessment • Programme revised annually (Y/N) 	<p>YEARS 2-4: Improved in-house capacity for scrutinizing and amending government bills, as well as initiating legislation</p>	<p><u>Activity 1.8:</u> Strategy for absorption of legal drafters developed and implemented. Programme curriculum implemented</p> <ul style="list-style-type: none"> ▪ Learning programme developed, resourced and implemented ▪ Assessment of legal drafters' knowledge conducted and programme revised 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2: Oversight Support</p> <p>Consolidation of in-house legal sector-specific and gender support systems and processes that enable Members of Parliament to analyze, debate and approve the national budget and provide continuous oversight of government policies, programmes and expenditures</p> <p><u>Output Baseline:</u> Support for oversight function provided by UNDP sector-specific, legal and gender advisers. Limited internal capacity. National economists trained and sector-specific national analysts recruited.</p> <p><i>For a detailed Baseline by Action, please see M&E Annex</i></p> <p>Indicators–Target 1 – YEARS 2-4:</p> <ul style="list-style-type: none"> • Number of background papers • Number of Questions prepared for MPs • Number of research and analysis reports prepared • Percentage of hearings supported out of total number of hearing organized by Parliament • Number of reports prepared • Debate is conducted in compliance with rules of procedure 	<p>Targets (year 1)</p> <p>-</p> <p>YEAR 1: Continued effective support for oversight process provided by a joint team of legal, sector-specific and gender advisers</p> <p>-</p> <p>-</p> <p>-</p>	<p><u>Activity 2.1:</u> Parliament supported in comprehensively analyzing and debating the State Budget</p> <ul style="list-style-type: none"> ▪ Assist Parliament in analyzing budget proposal from legal, socio-economic and gender perspectives ▪ Advise Parliament on policy implications and options based on national priorities and international commitments ▪ Support Parliament in conducting Budget hearings and drafting Budget reports ▪ Support Parliament in conducting Budget debate in compliance with rules of procedure <p><u>Activity 2.2:</u> Parliament supported in reviewing and analyzing Budget Execution reports</p> <ul style="list-style-type: none"> ▪ Assist in analyzing Budget Execution reports provided by Government from a multi-disciplinary perspective ▪ Provide advisory support regarding remedial measures ▪ Support relevant Committee in performing its oversight role <p><u>Activity 2.3:</u> Parliament supported in reviewing and analyzing Audit Report and process</p> <ul style="list-style-type: none"> ▪ Assist in analyzing Audit Report and process from a multi-disciplinary perspective ▪ Provide advisory support on policy implications 	<p>Legal Team Leader & Secretariat Support Team Leader & Research and Technical Team leader & CTA</p> <p><i>For a detailed record of Responsible Parties, please see M&E Annex.</i></p>	<p>Total cost: \$3.978,688</p> <p>20% Legal Team 5% Secretariat Team 60% R&T Team 20% Project Manager</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>(yes/no indicator)</p> <ul style="list-style-type: none"> • Number of research and analysis reports prepared • Number of remedial measures considered • Percentage of sessions supported where government ministers and civil servants were called before the Committee • Number of research and analysis reports prepared • MPs assessment of quality of support 				
<p>Indicators–Target 1 – YEARS 2-4:</p> <ul style="list-style-type: none"> • Number of background papers • Number of questions prepared for MPs • Number of research and analysis reports prepared • Percentage of hearings supported out of total number of hearing organized by Parliament • Number of reports prepared • Debate is conducted in compliance with rules of procedure (yes/no indicator) • Number of research 	<p>YEARS 2-4: Continued effective support for oversight process provided by a joint team of legal, sector-specific and gender advisers</p>	<p><u>Activity 2.1:</u> Parliament supported in comprehensively analyzing and debating the State Budget</p> <ul style="list-style-type: none"> ▪ Assist Parliament in analyzing budget proposal from legal, socio-economic and gender perspectives ▪ Advise Parliament on policy implications and options based on national priorities and international commitments ▪ Support Parliament in conducting Budget hearings and drafting Budget reports ▪ Support Parliament in conducting Budget debate in compliance with Constitutional and financial legal frameworks <p><u>Activity 2.2:</u> Parliament supported in reviewing and analyzing Budget Execution reports</p> <ul style="list-style-type: none"> ▪ Assist in analyzing Budget Execution reports provided by Government from 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>and analysis reports prepared</p> <ul style="list-style-type: none"> • Number of remedial measures considered • Percentage of sessions supported where government ministers and civil servants were called before the Committee • Number of research and analysis reports prepared 		<p>a multi-disciplinary perspective</p> <ul style="list-style-type: none"> ▪ Provide advisory support regarding remedial measures ▪ Support relevant Committee in performing its oversight role as outlined in the new Standing Orders <p><u>Activity 2.3:</u> Parliament supported in reviewing and analyzing Audit Report and process</p> <ul style="list-style-type: none"> ▪ Assist in analyzing Audit Report and process from a multi-disciplinary perspective ▪ Provide advisory support on policy implications 		
<p>Indicators–Target 2 – YEAR 1:</p> <ul style="list-style-type: none"> • Percentage of field visits and study tours resulting in tabled reports (out of total number of visits and tours) - disaggregated according to: supported by UNDP/not supported by UNDP; gender • Percentage of debates supported (out of total number of debates) • Percentage of Q&A sessions supported (out of total number of sessions) • Percentage of national analysts with 1 & 4 year work plans (of total number of analysts) • Percentage of workplans linked to capacity development strategy (out of total number of workplans) • Annual assessment 	<p>Target 2</p> <p>YEAR 1:</p> <p>Improved capacity of MPs to conduct oversight process</p>	<p><u>Activity 2.4:</u> Parliament supported in exercising its oversight function</p> <ul style="list-style-type: none"> ▪ Assist in organizing Committee field visits and study tours ▪ Assist in preparation of MPs and Committees for debates and Q&A sessions with Government <p><u>Activity 2.5:</u> Support establishment and operation of the Directorate for Research Services</p> <ul style="list-style-type: none"> ▪ Capacity development strategy for national analysts developed ▪ Strategy implemented, including on-the-job training for analysts complemented by formal technical instruction ▪ Directorate supported in absorbing national analysts 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> Existence of handover plan signed by both parties (Y/N indicator) 				
<p>Indicators–Target 2 – YEARS 2-4:</p> <ul style="list-style-type: none"> Percentage of field visits and study tours resulting in tabled reports (out of total number of visits and tours) - disaggregated according to: supported by UNDP/not supported by UNDP; gender Percentage of debates supported (out of total number of debates) Percentage of Q&A sessions supported (out of total number of sessions) Strategy revised annually (Y/N) Percentage of national analysts with 1 & 4 year work plans (of total number of analysts) Percentage of workplans linked to capacity development strategy (out of total number of workplans) Existence of medium-term learning plans (Y/N indicator) 	<p>YEARS 2-4: Improved capacity of MPs to conduct oversight process (continued)</p>	<p><u>Activity 2.4:</u> Parliament supported in exercising its oversight function</p> <ul style="list-style-type: none"> Assist in organizing Committee field visits and study tours Assist in preparation of MPs and Committees for debates and Q&A sessions with Government <p><u>Activity 2.5:</u> Support operation of the Directorate for Research Services</p> <ul style="list-style-type: none"> Capacity development strategy implemented Directorate supported in continuing to develop the capacity of national analysts 		
<p>Output 3: Strengthened Parliamentary Administration and Secretariat Function</p> <p>Assist Parliament to improve parliamentary administration and the capacity of the Secretariat to support parliamentary operations.</p>	<p>YEAR 1: Improved Secretariat capacity to support parliamentary operations</p>	<p><u>Activity 3.1:</u> Support implementation and functioning of new Secretariat structure</p> <ul style="list-style-type: none"> Assist Secretariat in the recruitment process of Heads of Division Support the establishment of Secretariat Divisions and Directorates and the recruitment of staff 	<p>Legal Team Leader & Secretariat Support Team Leader & Research and Technical Team leader & CTA</p> <p><i>For a detailed record of Responsible Parties,</i></p>	<p>Total cost: \$2,887,024</p> <p>5% Legal Team 65% Secretariat Team 5% R&T Team</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><u>Output Baseline:</u></p> <ul style="list-style-type: none"> - Inadequate staffing, very limited staff capacity and weak HR management. - New Parliamentary Administration and Service Act adopted in Dec. 2008; however, new Divisions not yet established, including HR, Plan, Finance and Procurement and ICT Divisions. - Limited compliance with finance, procurement and asset management procedures and/or best management practices. - Limited planning and budgeting capacity - Basic ICT infrastructure and services established. - A dedicated Office for International Relations and Protocol created but still to be established, staff to be recruited and/or assigned and trained <p><i>For a detailed Baseline by Action, please see M&E Annex.</i></p> <p>Indicators– YEAR 1</p> <ul style="list-style-type: none"> • Percentage of recruitment processes supported (out of total number of senior management recruitments) • Number of Divisions and Directorates established with Project support • Percentage of recruitment processes conducted with Project support in line with HRM strategy • Percentage of Parliament 		<p><u>Activity 3.2:</u> Support Parliament administration</p> <ul style="list-style-type: none"> ▪ Support in the preparation of annual work plans and budgets ▪ Support the functioning of the Council of Administration ▪ Assist the S-G in its role as Head of the Secretariat and Council of Administration ▪ Assist and advise on international cooperation and development partnership (bilateral and multilateral) <p><u>Activity 3.3:</u> Develop and implement Human Resource Management Strategy and Action Plan for Parliament Develop HR</p> <ul style="list-style-type: none"> ▪ Assist Parliament with recruitment and implementation of HR plan ▪ Help to conduct annual performance reviews ▪ Assist HR Head of Division to continuously apply and monitor the strategy and plan <p><u>Activity 3.4:</u> Train and develop professional skills of Secretariat staff</p> <ul style="list-style-type: none"> ▪ Articulate capacity development strategy and assist in the implementation ▪ Conduct capacity assessment of national counterparts and develop individual capacity development plans ▪ Develop a comprehensive and integrated professional development training programme for all areas of expertise and parliament operations. ▪ Implement training according to professional development programme 	<p><i>please see M&E Annex.</i></p>	<p>20% Project Manager</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>bodies and Secretariat Units with action plans (out of total number of bodies and Units)</p> <ul style="list-style-type: none"> • Percentage of budgets prepared with Project support • Percentage documents of tabled produced with Project support • Number of technical briefs delivered • Number of technical cooperation agreements • Strategy and plan developed (Y/N) • Percentage of recruitment processes supported in line with HRM Plan (out of total number of recruitments) • Percentage of annual reviews conducted with Project support (out of total number of staff) • Monitoring plan in place (Y/N) • Capacity development strategy in place (Y/N) • Capacity assessment conducted (Y/N) • Percentage of staff with capacity development plans in line with capacity development strategy • Plan developed (Y/N) • Number of learning activities conducted • Number of attendees at activities (disaggregated by gender) • Protocols in existence (Y/N) • Evidence of execution, 		<p><u>Activity 3.5:</u> Support establishment and operations of the Division for Planning, Finance and Procurement and implementation of applicable procedures</p> <ul style="list-style-type: none"> ▪ Assist in establishment of internal protocols for the Division ▪ Assist in budget execution, tracking and reporting ▪ Assist in the set up of a procurement cell and its operations in accordance with MoF decentralization plan ▪ Support for the improvement of assets management <p><u>Activity 3.6:</u> Train and develop professional skills of Secretariat staff on finance, procurement and assets management.</p> <ul style="list-style-type: none"> ▪ Design and execute on-the-job training programme for relevant staff. ▪ Produce learning materials intended to support skills development and job performance <p><u>Activity 3.7:</u> Support implementation of ICT strategy and initiation of e-Office and e-Parliament</p> <ul style="list-style-type: none"> ▪ Assist and advise on development of ICT infrastructure development ▪ Support the designing of a dynamic Parliament website and assist its operation and regular update ▪ Assist in the establishment and operation of E-mail, file-sharing and communication systems ▪ Support the development of a ICT disaster recovery plan 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>tracking and reporting mechanisms (by number and frequency)</p> <ul style="list-style-type: none"> • Procurement cell established (Y/N) • Evidence of asset management mechanisms (by number) • Percentage of staff with capacity development plans in line with capacity development strategy • Number of learning materials produced • Number of ICT development briefs provided • Dynamic Parliament website in place (Y/N) • Parliament website updated (Y/N - quarterly indicator) • Percentage of MPs and Secretariat staff with access to e-Office • ICT disaster recovery plan in place (Y/N) • Number of trainings • Number of attendees (disaggregated by gender) • Number of staff certified • Number of training sessions conducted 		<p><u>Activity 3.8:</u> Support IT skills development for MPs and staff.</p> <ul style="list-style-type: none"> ▪ Develop and deliver ICT training programmes for MPs and Staff ▪ Support specialized training and certification for ICT staff in accordance with ITIL modality <p><u>Activity 3.9:</u> Continuing support to Secretariat leadership knowledge and skill development</p> <ul style="list-style-type: none"> ▪ Assist Parliament in development and implementation of leadership training plan 		
<p>Indicators– YEARS 2-4:</p> <ul style="list-style-type: none"> • Number of Divisions and Directorates established with 	<p>Years 2-4: Improved Secretariat capacity to support parliamentary operations</p>	<p><u>Activity 3.1:</u> Support implementation and functioning of new Secretariat structure</p> <ul style="list-style-type: none"> ▪ Support the establishment of Secretariat Divisions and Directorates 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Project support</p> <ul style="list-style-type: none"> • Number of internal operations procedures / protocols established • Percentage of recruitment processes conducted with Project support in line with HRM strategy • Percentage of Parliament bodies and Secretariat units with work plans (out of total number of bodies and units) prepared with Project support • Percentage of documents tabled produced with Project support • Number of technical briefs delivered • Number of agreements • Number of follow-up or evaluation actions • Strategy and plan reviewed and refined every year (Y/N) • Percentage of recruitment processes conducted in line with HRM strategy and plan • Percentage of annual reviews conducted with Project support (out of total number of staff) • Monitoring / implementation reports (Y/N) • Capacity development strategy reviewed (Y/N) • Capacity assessment conducted (Y/N) • Percentage of staff with capacity development plans in line with capacity development 		<ul style="list-style-type: none"> ▪ Support the recruitment of staff ▪ Support in and building capacity for preparation of annual work plans and budgets <p><u>Activity 3.2:</u> Support Parliament administration</p> <ul style="list-style-type: none"> ▪ Support the functioning of the Council of Administration ▪ Assist the S-G in its role as Head of the Secretariat and Council of Administration ▪ Assist and advise on international cooperation and development partnership (bilateral and multilateral) <p><u>Activity 3.3:</u> Develop and implement Human Resource Management Strategy and Action Plan for Parliament Review and refine HR strategy and plan as required</p> <ul style="list-style-type: none"> ▪ Assist Parliament with recruitment and implementation of HR plan ▪ Help to conduct annual performance reviews ▪ Assist HR Head of Division to continuously apply and monitor the strategy and plan <p><u>Activity 3.4:</u> Train and develop professional skills of Secretariat staff</p> <ul style="list-style-type: none"> ▪ Assist review of capacity development strategy and plan ▪ Conduct capacity assessment of national counterparts and develop individual capacity development plans ▪ Support implementation of the comprehensive and integrated professional development training programme for all areas of expertise 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>strategy</p> <ul style="list-style-type: none"> • Number of learning activities conducted according to programme • Number of attendees at activities (disaggregated by gender) • Action plans in existence (Y/N) • Budgets in existence and developed according to action plan (Y/N) • Evidence of execution, tracking and reporting mechanisms (by number and frequency) • Protocols fully implemented (N/Y). • Number of breaches in procurement process. • Evidence of management mechanisms (by number) • Percentage of staff with capacity development plans in line with capacity development strategy • Number of learning materials produced • Dedicated Parliament email domain (Y/N). • Types of electronic documents (in number) accessible to MPs and staff • Percentage of MPs and Secretariat staff with access to shared documents • Intranet in existence (Y/N) • Parliament website updated (Y/N - quarterly indicator) 		<p>and parliament operations.</p> <p><u>Activity 3.5:</u> Support establishment and operations of the Division for Planning, Finance and Procurement and implementation of applicable procedures</p> <ul style="list-style-type: none"> ▪ Assist in preparation of annual action plans and budgets ▪ Assist in budget execution, tracking and reporting ▪ Assist in the consolidation of the procurement cell and its operations ▪ Support for the improvement of assets management <p><u>Activity 3.6:</u> Train and develop professional skills of Secretariat staff on finance, procurement and assets management.</p> <ul style="list-style-type: none"> ▪ Design and execute on-the-job training programme for relevant staff. ▪ Produce learning materials intended to support skills development and job performance <p><u>Activity 3.7:</u> Support implementation of ICT strategy and initiation of e-Office and e-Parliament</p> <ul style="list-style-type: none"> ▪ Maintain dedicated email domain fully operational ▪ Maintain file-sharing and communication systems fully operational ▪ Support the maintenance and fully operational dynamic Parliament website ▪ Support the regular reassessment and reviewing of the ICT disaster recovery plan 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> • Number of visitors • ICT disaster recovery plan regularly reassessed and reviewed (Y/N) • Number of trainings • Number of attendees (disaggregated by gender) • Percentage of staff certified out of total staff <p>Plan in existence (Y/N)</p> <p>Number of trainings organized in accordance with training programme</p>		<p><u>Activity 3.8:</u> Support IT skills development for MPs and staff.</p> <ul style="list-style-type: none"> ▪ Continue develop and deliver ICT training programmes for MPs and Staff ▪ Support specialized training and certification for ICT staff in accordance with ITIL modality <p><u>Activity 3.9:</u> Continuing support to Secretariat leadership knowledge and skill development</p> <ul style="list-style-type: none"> ▪ Assist Parliament in develop a training plan for further professional development of Secretariat leadership 		
<p>Output 4: Support Democratic Representation, Transparency and Accessibility</p> <p>Improved institutional capacity to exercise the democratic representation function by strengthening communication with civil society, expanding information dissemination and promoting greater engagement and awareness among the public, particularly the youth. Improved translation and interpretation services.</p> <p><u>Output Baseline:</u> Unclear public perception of Parliament's mandate and activities. Limited capacity to interact with civil society and the public (e.g., no mechanisms to exercise public right of petition). Limited capacity for publication and information dissemination. No formal system for documentation, publication and archiving of parliamentary proceedings and</p>	<p>YEAR 1:</p> <p>Improved Parliamentary Communications, Accessibility and Transparency</p> <p>National and international partners are aware UNDP Parliament Project activities</p>	<p><u>Activity 4.1:</u> Support Parliament in communicating effectively and consistently with its stakeholders</p> <ul style="list-style-type: none"> ▪ Support Parliament in refining its communications strategy ▪ Support Parliament in drafting and widely disseminating press releases in official languages on a regular basis ▪ Support the President of Parliament in regularly conducting regular press conferences ▪ Support Parliament is developing, publishing and disseminating information regarding the content of its legislative and oversight activities ▪ Support media coverage of Parliamentary activities, including documentaries, TV and radio programs and other multi-media coverage 	<p>Legal Team Leader & Secretariat Support Team Leader & Research and Technical Team leader & CTA</p> <p><i>For a detailed record of Responsible Parties, please see M&E Annex.</i></p>	<p>Total cost:</p> <p>\$1,495,984</p> <p>5% Legal Team</p> <p>20% Secretariat Team</p> <p>5% R&T Team</p> <p>20% Project Manager</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>legislation. Limited capacity for translation and interpretation.</p> <p>Ad hoc Project communications to raise awareness among MPs, donors, government officials as well as the public about its role and objectives.</p> <p><i>For a detailed Baseline by Action, please see M&E Annex.</i></p> <p>Indicators–YEARS 1:</p> <ul style="list-style-type: none"> • Updated communications strategy in place (Y/N - annual) • Percentage of press releases edited (out of total number of press releases) • Percentage of press conferences supported (out of total number of press conferences) • Information dissemination strategy in place (Y/N - annual) • Number of multi-media programs supported by UNDP Project • Number of trainings organized in accordance with training programme • Number of MPs attending (disaggregated by gender) • Number of trainings organized in accordance with training programme • Number of MPs attending (disaggregated by gender) 		<p><u>Activity 4.2:</u> MPs trained on media communication and community outreach skills</p> <ul style="list-style-type: none"> ▪ Support Parliament in developing and implementing a training programme for MPs on communication skills, including public speaking and interviews ▪ Support Parliament in developing and implementing a training programme for public outreach, including field visits and follow-up actions <p><u>Activity 4.3:</u> Journalists trained on reporting about parliamentary affairs</p> <ul style="list-style-type: none"> ▪ Conduct regular training for journalists on the legislative and oversight processes <p><u>Activity 4.4:</u> Support Parliament in discussing and agreeing on an outreach strategy adapted to the country contextSupport Parliament in the</p> <ul style="list-style-type: none"> ▪ Support Parliament in implementing the outreach strategy on a pilot basis ▪ Support Parliament in promoting civic education about its role and function <p><u>Activity 4.5:</u> Support development of mechanisms to enhance parliamentary transparency Support establishment of mecha</p> <ul style="list-style-type: none"> ▪ Support development and implementation of institutional processes for recording, archiving and making parliamentary proceedings available to the public ▪ Support establishment research facilities to encourage a scholarly understanding of Parliament's history and activity 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> • Number of follow-up actions • Number of trainings organized in accordance with training programme • Number of journalists attending (disaggregated by gender) • Outreach strategy in place (Y/N) • Percentage of events outlined in outreach strategy supported (out of total number of events) • Percentage of civic education events supported • Number of civic education materials developed • Mechanisms in place (Y/N) • Number of petitions received • E-Parliament archiving system in place (Y/N) • Research facilities in place (Y/N) • Capacity development strategy in place (Y/N) • Percentage of staff with capacity development plans in line with capacity development strategy • Communications strategy in place (N/Y) • Number of trainings conducted • Number of attendees (disaggregated by gender) • Number of newsletters disseminated • Website redesigned (Y/N) • Number of materials 		<p><u>Activity 4.6:</u> Support establishment of the Division of PR, Communications and Civic Education [see also Output 3]</p> <ul style="list-style-type: none"> ▪ Develop and implement capacity building strategy for the Div. on PR, Communications and Civic Education ▪ Support development of communications strategy for President's Office ▪ Support development and implementation of communications training for Parliament staff <p><u>Activity 4.7:</u> Project raises awareness among MPs, donors, government officials as well as the public about its role and objectives</p> <ul style="list-style-type: none"> ▪ Flash News in English and Tetum disseminated weekly through Parliament mailing list ▪ Project website redesigned ▪ Publications and other information materials highlighting project activities developed, published and disseminated as needed 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
disseminated				
<p>Indicators–YEARS 2-4:</p> <ul style="list-style-type: none"> • Percentage of events supported by Project (out of total number of events) • Percentage of press releases edited (out of total number of press releases) • Percentage of press conferences supported (out of total number of press conferences) • Information dissemination strategy in place (Y/N - annual) • Number of multi-media programs supported by UNDP Project • Number of trainings organized in accordance with training programme • Number of MPs attending (disaggregated by gender) • Number of trainings organized in accordance with training programme • Number of MPs attending (disaggregated by gender) • Number of follow-up actions • Training programme developed (Y/N) • Percentage of new MPs attending trainings • Number of trainings organized in accordance with training programme 	<p>YEARS 2-4: Improved Parliamentary Communications, Accessibility and Transparency</p> <p>National and international partners are aware UNDP Parliament Project activities</p>	<p><u>Activity 4.1:</u> Support Parliament in communicating effectively and consistently with its stakeholders</p> <ul style="list-style-type: none"> ▪ Support Parliament in implementing its communications strategy ▪ Support Parliament in drafting and widely disseminating press releases on a regular basis ▪ Support the President of Parliament in conducting regular press conferences ▪ Support Parliament in developing, publishing and disseminating information regarding the content of its legislative and oversight activities ▪ Support media coverage of Parliamentary activities, including documentaries, TV and radio programs and other multi-media coverage <p><u>Activity 4.2:</u> MPs trained on media communication and community outreach skills</p> <ul style="list-style-type: none"> ▪ Support Parliament implementing a training programme for MPs on communication skills, including public speaking and interviews ▪ Support Parliament in implementing a training programme for public outreach, including field visits and follow-up actions ▪ Support Parliament in developing a training programme on outreach and communications for new MPs <p><u>Activity 4.3:</u> Journalists trained on reporting about parliamentary affairs</p>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> • Number of journalists attending (disaggregated by gender) • Percentage of events outlined in outreach strategy supported • Percentage of civic education events supported • Number of civic education materials developed • Number of petitions received • E-Parliament archiving system operational (Y/N) • Percentage of research projects supported by the Project (out of total number of research projects) • Percentage of staff with capacity development plans in line with capacity development strategy • Percentage of communications activities undertaken by the President in line with communications strategy supported by Project • Number of trainings conducted • Number of attendees (disaggregated by gender) • Number of newsletters disseminated • Website updated (Y/N) • Number of materials disseminated 		<ul style="list-style-type: none"> ▪ Conduct regular training for journalists on the legislative and oversight processes <p><u>Activity 4.4:</u> Support Parliament in implementing an outreach strategy adapted to the country context</p> <ul style="list-style-type: none"> ▪ Support Parliament in implementing the outreach strategy ▪ Support Parliament in promoting civic education about its role and function <p><u>Activity 4.5:</u> Support development of mechanisms to enhance parliamentary transparency</p> <ul style="list-style-type: none"> ▪ Support operation of mechanisms to exercise public right to petition ▪ Support implementation of institutional processes for recording, archiving and making parliamentary proceedings available to the public ▪ Support research projects regarding Parliament's history and activity <p><u>Activity 4.6:</u> Support establishment of the Division of PR, Communications and Civic Education [see also Output 3]</p> <ul style="list-style-type: none"> ▪ Develop and implement capacity building strategy for the Div. on PR, Communications and Civic Education ▪ Support communications strategy in President's Office ▪ Support development and implementation of communications training for Parliament staff <p><u>Activity 4.7:</u> Project raises awareness among MPs, donors, government officials as well as</p>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		<p>the public about its role and objectives</p> <ul style="list-style-type: none"> ▪ Flash News disseminated weekly through Parliament mailing list ▪ Project website updated regularly ▪ Publications and other information materials highlighting project activities developed, published and disseminated as needed 		
<p>Output 5: Gender Mainstreaming</p> <p>Support Parliament in development of gender-based agenda that ensures gender equality in legislation and parliament operations</p> <p><u>Baseline:</u> Women’s Caucus and Gender Resource Center operational (GRC). GMPTL action plan adopted and budgeted.</p> <p><i>For a detailed Baseline by Action, please see M&E Annex.</i></p> <p>Indicators–YEAR 1:</p> <ul style="list-style-type: none"> • Number of background papers provided • Number of laws analyzed from a gender perspective • Number of activities related to the implementation of gender-responsive budgeting • Number of gender workplans • Gender Focal Point Team established (Y/N) • Workplan prepared 	<p>YEAR 1: Support Parliament in taking a gender perspective into account when exercising its constitutional mandate and conducting parliamentary operations</p> <p>Support Parliament in providing equal opportunities to men and women</p>	<p><u>Activity 5.1:</u> Support Parliament in providing MPs with access to gender-related analysis</p> <ul style="list-style-type: none"> ▪ Provide technical support to National Parliament ▪ Support review and analysis of draft legislation from a gender perspective ▪ Support introduction of gender-responsive budgeting as an oversight tool ▪ Assist Committees in preparation of gender workplans ▪ Support establishment of Gender Focal Point team <p><u>Activity 5.2:</u> Support the functioning of GMPTL (Women's Caucus)</p> <ul style="list-style-type: none"> ▪ Support GMPTL in preparation of annual workplans and budgets ▪ Assist GMPTL in organizing public dialogues and managing constituency relations ▪ Signed Capacity Development PlanSup ▪ No capacity development program in placeProvide advice and technical supp ▪ Support GMPTL in drafting and widely disseminating its quarterly bulletin of KAMAHA <p><u>Activity 5.3:</u> Support establishment and operation of gender division under Research</p>	<p>Legal Team Leader & Secretariat Support Team Leader & Research and Technical Team leader & CTA</p> <p><i>For a detailed record of Responsible Parties, please see M&E Annex.</i></p>	<p>Total cost: \$1,233,568</p> <p>5% Legal Team 5% Secretariat Team 10% R&T Team 20% Project Manager</p>

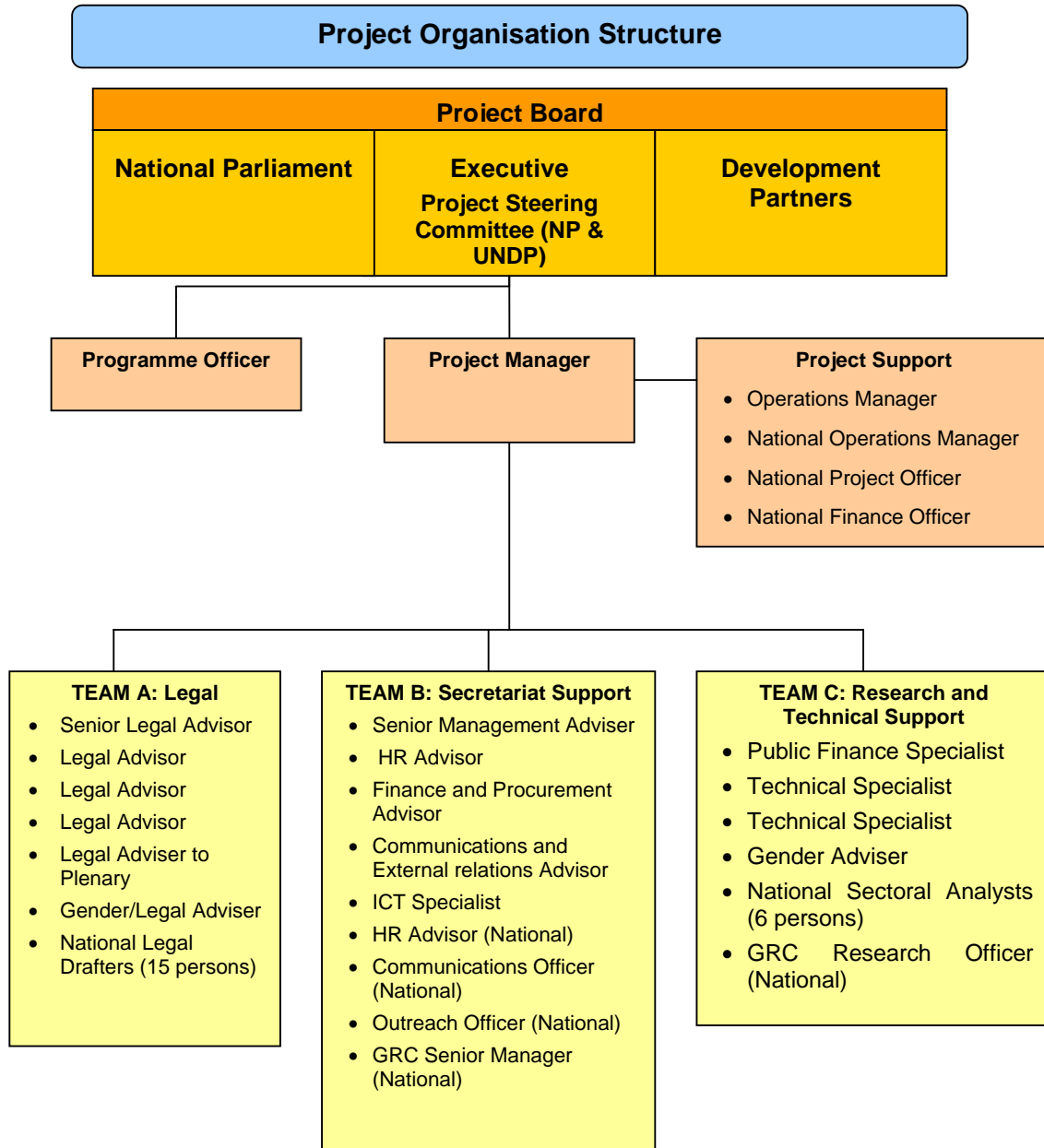
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> • Budget prepared • Percentage of public dialogues supported (out of total number of dialogues) • Percentage of partnerships supported (out of total number of partnerships) • Number of GMPTL legislative initiatives with UNDP Project support • Number of bulletins disseminated • GRC workplan • GRC workplan • Percentage of GRC activities supported by UNDP Project • Handover plan developed (Y/N) • Capacity development strategy for Parliament gender analysts and researchers and gender focal points in existence (Y/N) • Programme developed (Y/N) • Number of trainings • Number of attendees • [See indicators for relevant Project activities] 		<p>Directorate in Secretariat</p> <ul style="list-style-type: none"> ▪ Support continued operation of Gender Resource Center (GRC) ▪ Support handover of GRC to Parliament <p><u>Activity 5.4:</u> Continued implementation of capacity development of MPs and staff from a gender perspective</p> <ul style="list-style-type: none"> ▪ Awareness raising and capacity development programme developed and implemented 		
<p>Indicators–YEARS 2-4:</p> <ul style="list-style-type: none"> • Number of background papers provided • Number of laws analyzed from a gender perspective • Number of activities related to the implementation of gender-responsive budgeting • Number of gender workplans 	<p>YEAR 2-4: Support Parliament in taking a gender perspective into account when exercising its constitutional mandate and conducting parliamentary operations</p> <p>Support Parliament in providing equal opportunities to men and</p>	<p><u>Activity 5.1:</u> Support Parliament in providing MPs with access to gender-related analysis</p> <ul style="list-style-type: none"> ▪ Provide technical support to National Parliament ▪ Support review and analysis of draft legislation from a gender perspective ▪ Support introduction of gender-responsive budgeting as an oversight tool ▪ Assist Committees in preparation of 		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> • Number of Gender Focal Point Team activities supported • Workplan prepared • Budget prepared • Percentage of public dialogues supported (out of total number of dialogues) • Percentage of partnerships supported (out of total number of partnerships) • Number of GMPTL legislative initiatives with UNDP Project support • Number of bulletins disseminated • GRC workplan • GRC workplan • Percentage of GRC activities supported by UNDP Project • Percentage of staff with capacity development plans in line with capacity development strategy • Number of trainings • Number of attendees • [See indicators for relevant Project activities] 	<p>women</p>	<p>gender workplans</p> <ul style="list-style-type: none"> ▪ Support Gender Focal Point team <p><u>Activity 5.2:</u> Support the functioning of GMPTL (Women's Caucus) Support GMPTL in preparati</p> <ul style="list-style-type: none"> ▪ Assist GMPTL in organizing public dialogues and managing constituency relations ▪ Support GMPTL establishing networks & partnerships ▪ Provide advice and technical support to legislative initiatives of GMPTL members ▪ Support GMPTL in drafting and widely disseminating its quarterly bulletin of KAMAHA <p><u>Activity 5.3:</u> Support establishment and operation of gender division under Research Directorate in Secretariat</p> <ul style="list-style-type: none"> ▪ Support continued operation of Gender Resource Center (GRC) ▪ Support implementation of capacity development strategy for Parliament gender analysts and researchers and gender focal points in existence <p><u>Activity 5.4:</u> Continued implementation of capacity development of MPs and staff from a gender perspective</p> <ul style="list-style-type: none"> ▪ Awareness raising and capacity development programme implemented 		

IV. ANNUAL WORK PLAN

Included in Results and Resources Framework above (Refer Year 1 targets and activities for 2010 AWP)

V. MANAGEMENT ARRANGEMENTS



Project direction and supervision

General direction and supervision within the spirit of the project document will be effected by a Project Steering Committee (PSC) comprising senior representatives of the National Parliament, UNDP and development partner representatives, which will meet preferably monthly. The PSC Chair will be the President of Parliament or his nominated substitute.

Donor/Parliament Forum

A Donor Parliament Forum (DPF) will meet quarterly to encourage coordination. The DPF will be chaired by the President or his nominated substitute.

Project management

Supervision and management of the Parliament Project will continue to remain a joint undertaking of the National Parliament and the UNDP.

The Project will be headed by a Project Manager (PM) at P4 level who will have overall responsibility for the implementation of project activities.

Project operations

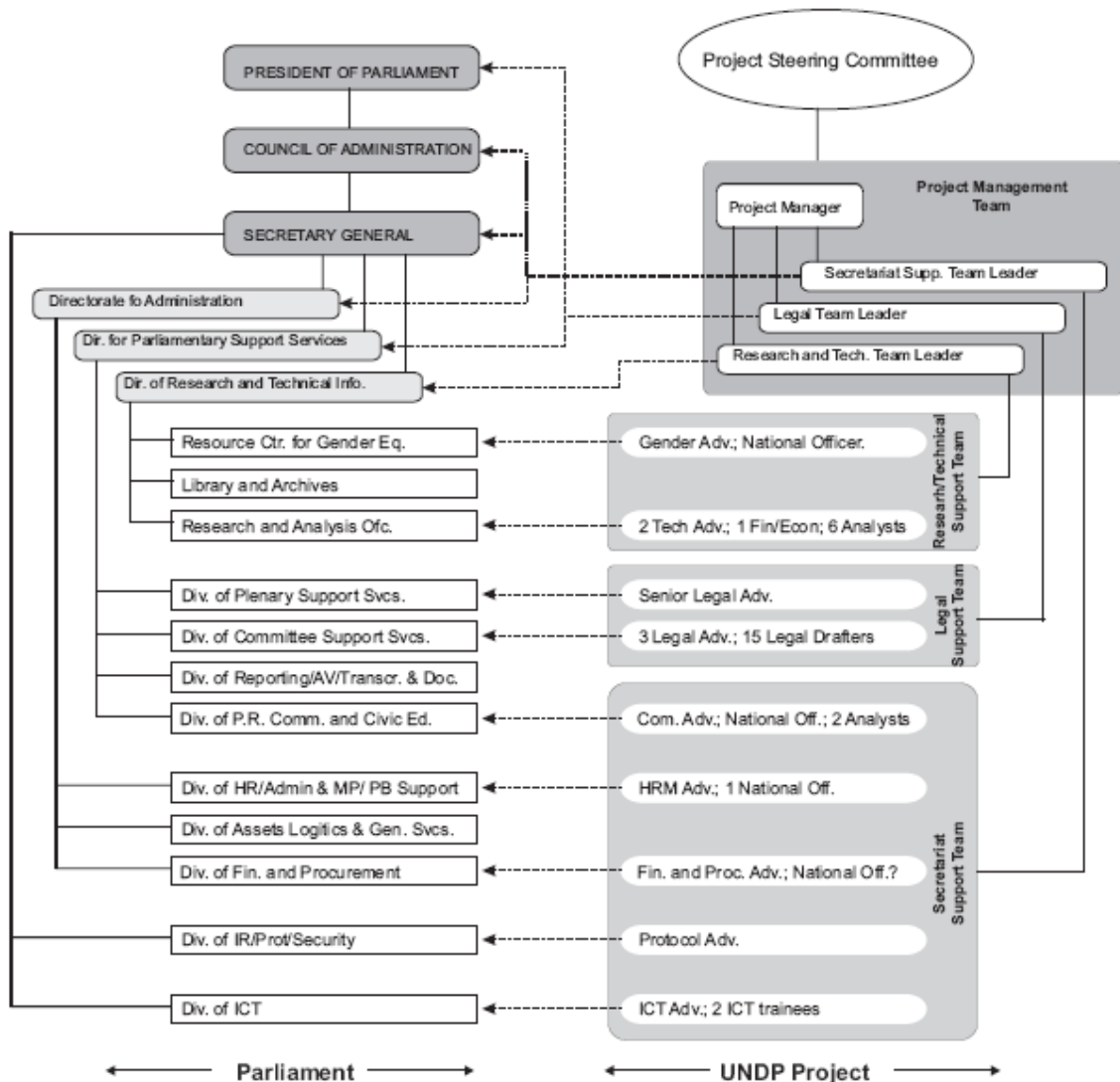
The Operations Manager will be responsible for directing project operations, human and financial resource management, procurement and logistical services. S/he will also support the PM in tasks relating to programming, monitoring and evaluation. S/he will be assisted in the performance of his functions by a National Finance Officer and a National Project Officer.

Project technical support for Parliament

The Project is presently providing technical support services to the Parliament in legal and sector/subject areas with a complement of 16 international advisors and 26 national analysts.

These advisors/analysts will be grouped around 3 teams as follows:

- Legal Team: providing support to the President of the Parliament and to the Committees
- Secretariat Support Team: providing support on Management, Public Relations/Communications, ICT, Human Resources and Finance and Procurement.
- Research and Technical Team: Finance, Socio-Economic Development, Infrastructure and Gender



Responsibilities of the International Advisors for achieving project outputs are defined in the Resources and Results Framework

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored as follows:

The Parliament project is a complex system, and monitoring and evaluation (M&E) will consequently be difficult. A detailed M&E action plan will allow assessment at both output and action level.

Design

Initially the team developed a comprehensive list of indicators for each activity and action. In the initial comprehensive matrix (annex 1) each activity and action was listed, and an indicator for success was determined for each. A gap analysis was then undertaken in determining a means of verification for each indicator. The high percentage of indicators which would require project data collection created a need to develop the initiatives listed below (adviser logs, MP surveys etc).

The initial intention was then to determine where indicators could be combined to meet more than one indicator. The project design team worked with a monitoring and evaluation specialist to make this assessment. It was determined that this was unnecessary. Although there are a long list of indicators, the means of verification are similar for most actions. Consequently, it was decided that it would be best to leave the long list, so that reporting could note the most significant changes.

The team returned to the initial matrix in order to ensure that this new system allowed for the assessment of Project effectiveness at output, activity and action levels. It is recommended that 1-2 *critical indicators* are decided on for each output at the completion of year one, once trends become apparent. It is intended that these indicators will assist in providing an understanding of the Project's effectiveness at output level

Data Collection

The lack of available secondary data also created a challenge for the project design team. As the parliament of Timor-Leste has limited facilities for record keeping, it was determined that most monitoring data would need to be collected by the Project team. To this end, the Project team intends to instigate the following monitoring initiatives:

- **Adviser Logs** – as part of their quarterly reports, advisers engaged by the Project will be required to provide the CTA with a comprehensive log, detailing the number and type of written advice provided to the MPs.
- **MP Survey** – an annual survey of MPs will be administered by the CTA. The survey will use Goal Attainment Scaling (GAS) [strongly disagree, disagree, neither agree nor disagree, agree, strongly agree] to allow the Project an understanding of how the quality of advice has been perceived.
- **Comprehensive Capacity Development Tool** – the Project design requires the development of a range of capacity development tools, all of which will be completed within the first (timeframe) of the Project. Once these have been completed, the Project will combine these into a comprehensive capacity development tool, which will cover all of parliament.
- **Log of planned training** (as outlined in the Comprehensive Capacity Development tool) **against all actual training** (Project and non-project supported).

Quality Management for Project Activity Results (Monitoring and Evaluation – available on request)

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the [Standard Basic Assistance Agreement \(SBAA\)](#) between the Government of Timor-Leste and UNDP, signed on 20 May 2002.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1: Risk Log.

Annex 2: Terms of Reference. (available on request)



RISK LOG

Project Title: Strengthening Parliamentary Democracy in Timor-Leste	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	There are insufficient development partner funds to fully support the proposed initiatives	During project formulation phase	Financial	The project would be required to reduce legal and technical advisory support to the NP. P = 3 I = 4 scale = 1 (low) to 5 (high)	Consultations with NP and development partners	Project Manager, UNDP Country Director			Medium – high level risk
2	There is a high level dependency on the project to provide legal and technical services	During project formulation phase	Environmental	The project would need to review its level of advisory support and its capacity development strategies P =1-2 I = 1	The project has designed systematic medium-term capacity development strategies to enable development of national capacities	Project Manager			Low to moderate level risk
3	Inadequate language capacity developed in national staff	During project formulation phase	Environmental	The project would need to extend international advisory support P =1-2 I = 1	The project has developed language training activities to address this	Project Manager			Low to moderate level risk
4	Political instability calls for new elections	During project formulation phase	Political	This would require significant review of project activities P = 1 I = 4	Monitoring brief only	Project Manager			Low level risk