



Technical Assistance Report

Project Number: 49002-001
Capacity Development Technical Assistance (CDTA)
January 2016

Democratic Republic of Timor-Leste: Capacity for Regional Economic Integration (Cofinanced by the Regional Cooperation and Integration Fund)

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

CURRENCY EQUIVALENTS

The currency of Timor-Leste is the United States dollar.

ABBREVIATIONS

ADB	–	Asian Development Bank
ASEAN	–	Association of Southeast Asian Nations
MFAC	–	Ministry of Foreign Affairs and Cooperation
REI	–	regional economic integration
TA	–	technical assistance

NOTE

In this report, “\$” refers to US dollars.

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CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49002-001	
Project Name	Capacity for Regional Economic Integration	Department /Division	PARD/TLRM
Country	Timor-Leste, The Democratic Republic of	Executing Agency	Asian Development Bank
2. Sector		ADB Financing (\$ million)	
✓ Public sector management	Economic affairs management		1.00
		Total	1.00
3. Strategic Agenda		Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
Regional integration (RCI)	Pillar 1: Cross-border infrastructure		
	Pillar 2: Trade and investment		
	Pillar 3: Money and finance Pillar 4: Other regional public goods		
4. Drivers of Change		Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional systems and political economy	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Implementation Regional organizations		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Nation-wide	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		1.00	
Capacity development technical assistance: Regional Cooperation and Integration Fund		0.50	
Capacity development technical assistance: Technical Assistance Special Fund		0.50	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		1.00	
9. Effective Development Cooperation			
Use of country procurement systems			No
Use of country public financial management systems			No

I. INTRODUCTION

1. The Asian Development Bank (ADB) has been supporting the development of Timor-Leste's capacity for regional economic integration since 2013. Assistance has been provided through a 3-year capacity development technical assistance (TA) project financed by the Japan Fund for Poverty Reduction.¹ Responsibility for project administration was transferred to ADB's Timor-Leste Resident Mission in November 2014. The project is scheduled for completion in early 2016. It has made good progress in building capacity for regional integration and has supported important analytical work.

2. The government appreciates the initial TA and has requested ADB to continue to support its preparations for regional economic integration, with a focus on achieving full membership in the Association of Southeast Asian Nations (ASEAN). A new capacity development TA project was included in the nonlending pipeline of the country operations business plan, 2015–2017.² The TA will enable a smooth continuation of ADB support following completion of the current project.

3. TLRM staff meet regularly with government officials responsible for Timor-Leste's regional cooperation and integration to discuss implementation of the current TA project and future TA needs. A fact-finding mission was fielded from 24 October to 9 November 2015 to confirm the objectives and design of the new TA. The government has confirmed the impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference presented in this report.

II. ISSUES

4. Regional cooperation and integration is an important part of Timor-Leste's strategy to grow the non-oil economy. The petroleum sector has accounted for up to 84% of total gross domestic product, but production from current fields is declining and the prospects for new developments are uncertain. Government spending underpins the non-oil economy. The private sector is nascent and is constrained by limited human capital, poor quality infrastructure, and gaps in the basic legal framework for commerce. The government is working to address these constraints and is targeting regional integration as a means of promoting trade, investment, and labor market linkages that will support economic diversification.

5. ASEAN membership is Timor-Leste's principal regional cooperation and integration objective. Timor-Leste formally applied for membership in 2011, and aims to become a full and active member. It also participates in Pacific regional fora, is pursuing subregional integration with Australia and Indonesia, and is considering an application to join the World Trade Organization. These regional cooperation and integration initiatives may have synergies if they are appropriately coordinated and sequenced.

6. The ASEAN Charter establishes four conditions for membership: (i) location within Southeast Asia, (ii) recognition by all ASEAN member states, (iii) agreement to be bound and to abide by the ASEAN Charter, and (iv) ability and willingness to carry out the obligations of membership. Meeting the fourth condition will be challenging for Timor-Leste. ASEAN's move

¹ ADB. 2012. *Technical Assistance to the Democratic Republic of Timor-Leste for Preparing for Regional Economic Integration*. Manila.

² ADB. 2014. *Country Operations Business Plan: Timor-Leste, 2015–2017*. Manila.

toward deeper cooperation and integration means that accession is more technically demanding now than when Cambodia, the Lao People's Democratic Republic, Myanmar, and Viet Nam joined in the 1990s.

7. A new ASEAN member would be required to accede to at least 64 substantive legal treaties, and make the necessary changes to domestic legislation to ensure consistency. A new member must also show commitment to ASEAN policy objectives not captured in these treaties, and develop the capacity to participate meaningfully in ASEAN's technical working meetings. Effective and regular participation in relevant working meetings is directly tied with Timor-Leste's ability to carry out the obligations of ASEAN membership.³

8. The Government of Timor-Leste is preparing for ASEAN accession. It has strengthened its diplomatic and economic relations with ASEAN member countries, established a system of focal points in relevant line ministries, and carried out public awareness programs. ADB has provided TA to support capacity building, analysis of the economic implications of ASEAN accession, and comprehensive analysis of Timor-Leste's current laws and policies and the reforms needed to meet current ASEAN requirements.

9. The Government of Timor-Leste has requested additional TA to support the preparations for ASEAN accession. The key issues to be addressed in the next phase of assistance are (i) limited technical understanding of the requirements and implications of ASEAN accession and other regional integration initiatives, (ii) limited capacity to plan and implement required reforms and participate in regional integration, and (iii) gaps in the systems for coordination and communications to support ASEAN accession. Addressing these issues would support the broader objective of improving the business environment and growing the non-oil economy.⁴ Timor-Leste is well positioned to achieve its goal of ASEAN membership, but the benefits of the TA are not conditional on this.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

10. The impact will be Timor-Leste becoming a full member of ASEAN. The outcome will be an improvement in Timor-Leste's ability to meet ASEAN's requirements and be a full and active ASEAN member. This encompasses changes to Timor-Leste's legal and regulatory frameworks, the development of individual and institutional capacities, and the coordination of complementary initiatives across a wide range of government and nongovernment institutions.

B. Methodology and Key Activities

11. The TA outcome will be achieved through the delivery of four interrelated outputs: (i) enhanced understanding of the requirements and implications of ASEAN membership, (ii) successful implementation of legal and regulatory reforms to meet ASEAN requirements, (iii) improved individual and institutional capacity to meet ASEAN requirements, and (iv) effective communications with domestic and international stakeholders during the accession process.

³ In the event that ASEAN sets out a gradual path to full membership, the frequency and quality of participation in meetings may be linked, formally or informally, to successful progression.

⁴ Government of Timor-Leste. 2011. *Timor-Leste Strategic Development Plan, 2011–2030*. Dili.

12. **Output 1.** Basic understanding about ASEAN has improved, but many key government stakeholders lack the detailed understanding needed to (i) design appropriate reform programs, (ii) identify priorities in the event that Timor-Leste can negotiate the terms of its accession, and (iii) plan and implement supporting reforms to maximize the benefits of ASEAN accession. The TA will address these gaps through the following key activities:

- (i) detailed analysis of the alignment of Timor-Leste's current legal and regulatory frameworks with the requirements under the ASEAN Community Blueprints and ASEAN legal instruments;
- (ii) training and awareness-raising programs for government officials, nongovernment organizations and civil society, the private sector, and the public, to build familiarity with ASEAN and the requirements and implications of Timor-Leste's accession;
- (iii) provision of technical training and capacity building to selected government ministries and agencies to support improved understanding of ASEAN requirements that fall within their mandates, and the implications of required reforms; and
- (iv) analysis of conditioning reforms that are not compulsory for ASEAN accession but can help to leverage the benefits of accession.

13. **Output 2.** The achievement of full ASEAN membership will require successful implementation of legal and regulatory reforms to meet ASEAN requirements. Previous TA from ADB and the Japan International Cooperation Agency has supported the mapping of relevant laws and regulatory arrangements, and high-level analysis of reform requirements.⁵ This analysis will be used to develop a time-bound program of legal and regulatory reforms to achieve full compliance with ASEAN requirements. The TA will also support the design and implementation of a scalable pilot activity to accelerate integration with ASEAN members.⁶ This could be implemented by identifying gaps and constraints on trade between Timor-Leste and ASEAN members, building institutional capacity to address key constraints, and identifying possible investment opportunities to address gaps. Other potential pilot activities will also be considered. Key activities under output 2 will include the following:

- (i) finalization of an overall time-bound reform program and the development of work plans for subcomponents;
- (ii) mapping of external sources of technical and financial assistance to support implementation of the reform program;
- (iii) design and implementation of a scalable pilot activity to accelerate Timor-Leste's ASEAN readiness;
- (iv) support for the establishment and operation of coordination mechanisms for reforms that involve multiple government and nongovernment stakeholders, such as the establishment of a National Committee on Trade Facilitation;
- (v) support to the Directorate for ASEAN Affairs to coordinate the reform program, monitor implementation progress, and prepare regular implementation reports; and
- (vi) technical inputs to support selected legal and policy reforms where the support available from other sources is insufficient.

⁵ See footnote 1

⁶ A national single window provides a single entry point through which traders can submit all the necessary documentation and data required for the import or export of goods, and a single decision-making point for customs release and clearance. The ASEAN Single Window is a platform to achieve integration and technical interoperability of the national single windows of ASEAN member countries.

14. **Output 3.** The TA will build individual and institutional capacity to meet ASEAN requirements. Substantial human resources will be needed for Timor-Leste to meet its goal of being an active and valued ASEAN member. The TA will help the government and its agencies to understand their capacity requirements and design and implement programs to meet these requirements. Key activities under this output will include the following:

- (i) needs assessment and the development of an overall framework for training and capacity development;
- (ii) mapping of resources available to support capacity development and training;
- (iii) support for strengthening of the ASEAN focal point system, including capacity assessments of the focal points, and targeted training to address knowledge and skill gaps;
- (iv) support for increased participation of government officials as observers at ASEAN meetings, including mapping and prioritization of opportunities for increased participation, and training and mentoring support for participating officials;
- (v) support to the Ministry of Foreign Affairs and Cooperation and its Directorate of ASEAN Affairs to coordinate internal and externally supported capacity development and training programs; and
- (vi) direct provision of training and capacity development to address areas where the support available from other sources is insufficient.

15. **Output 4.** Effective communications with domestic and international stakeholders are a key enabler of ASEAN accession. They will underpin the implementation and coordination of legal and regulatory reform, and ensure effective collection and dissemination of information to domestic and international stakeholders. The TA will support effective communications by completing the following key activities:

- (i) review of the communications strategy to support ASEAN accession;
- (ii) maintenance of a map of stakeholders in Timor-Leste's ASEAN accession process;
- (iii) support for regular consultation and communication with nongovernment organizations and civil society, the private sector, and the public; and
- (iv) support for communications with international stakeholders in Timor-Leste's accession including ASEAN members, the ASEAN Secretariat, and other partners.

16. The methodology and activities assume that current ASEAN member states are willing to accept Timor-Leste as a member and that the Government of Timor-Leste will remain committed to membership. Successful implementation of TA activities and the transformation of activities into outputs, outcomes, and impacts would all be threatened by the failure of these two assumptions. However, both these risks are assessed as having very low probability.

17. Other risks include delays in the planning and implementation of TA outputs resulting from capacity constraints, competing commitments, and insufficient ownership of planned reforms. These risks will be managed by adopting a consultative and participatory process during TA inception; integrating the planning and implementation of TA outputs into broader national frameworks for policy formation, legal reform, and capacity development; emphasizing realistic planning; and incorporating measurable progress indicators into the plans for TA implementation.

C. Cost and Financing

18. The TA amount is estimated at \$1,000,000, of which \$500,000 will be financed on a grant basis by the Regional Cooperation and Integration Fund⁷ and \$500,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The government will provide counterpart support in the form of counterpart staff, office and accommodation, office supplies, and other in-kind contributions.

D. Implementation Arrangements

19. ADB will be the executing agency for the TA, and will be responsible for all recruitment of consultants and procurement. This will be done in consultation with the Ministry of Foreign Affairs and Cooperation, which is mandated to coordinate Timor-Leste's preparation for ASEAN membership. The ministry will be the implementing agency, with support from consultants, and will coordinate TA-supported activities with other line ministries and government agencies. The director general for ASEAN affairs will provide overall guidance and supervision of TA activities. In the absence of a director general, the responsibility for guidance and oversight will be given to the national director for the ASEAN economic community.

20. All TA consultants will be recruited as individuals because of the specialized nature of the tasks. Outline terms of reference are in Appendix 3. The total consulting services will include 54 person-months of international consultants and 48 person-months of national consultants comprising (i) international team leader (24 person-months), (ii) national deputy team leader (24 person-months), (iii) national communications and liaison officer (24 person-months), (iv) international senior legal adviser (12 person-months), and (v) international technical specialists (18 person-months). All TA consultants will be engaged in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). All procurement will be carried out according to ADB's Procurement Guidelines (2015, as amended from time to time). Proceeds of the TA will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Technical specialists will be engaged as resource persons to support workshops, knowledge sharing, and training events. This modality will not be used to finance ADB staff participation in TA activities.

21. TA implementation will draw on ADB's expertise in regional cooperation and integration. A panel of ADB regional cooperation and integration specialists will be formed to provide peer review and guidance during TA implementation and to foster linkages between TA activities and ADB's other programs to support regional integration. Progress in delivering TA outputs will be monitored by ADB specialists during TA implementation, and outputs and outcomes will be evaluated upon TA completion.

IV. THE PRESIDENT'S DECISION

22. The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Regional Cooperation and Integration Fund, and (ii) ADB providing the balance not exceeding the equivalent of \$500,000 on a grant basis, to the Government of Timor-Leste for Capacity for Regional Economic Integration, and hereby reports this action to the Board.

⁷ Established by ADB. Financing partner: the Government of Japan.

DESIGN AND MONITORING FRAMEWORK

Impacts the Technical Assistance is Aligned with			
Timor-Leste will be a full member of ASEAN (Timor-Leste Strategic Development Plan, 2011–2030) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<p>Outcome</p> <p>Improvement in Timor-Leste's ability to meet ASEAN's requirements and be a full and active ASEAN member</p>	<p>a. Proportion of binding ASEAN legal agreements that Timor-Leste is fully compliant with increased to 50% by June 2018 (2015 baseline of 1.6%)</p> <p>b. Proportion of relevant ASEAN working meetings attended by Government of Timor-Leste officials increases to 50% by June 2018 (2015 baseline of 0%)</p>	<p>MFAC Directorate of ASEAN Affairs reports</p>	<p>Political changes lead to reduction in domestic commitment to implement reforms to support ASEAN accession.</p> <p>National elections disrupt reform process.</p> <p>Limited fluency in English prevents government officials from participating in ASEAN meetings.</p>
<p>Outputs</p> <p>1. Enhanced understanding of the requirements and implications of ASEAN membership</p> <p>2. Successful implementation of a program of legal and regulatory reforms to meet ASEAN requirements</p>	<p>1a. Analytical report on the alignment of Timor-Leste's legal code with ASEAN's binding legal instruments completed by March 2016</p> <p>1b. Information and training workshops held every two months during TA implementation</p> <p>2a. Time-bound reform program to achieve compliance with binding and non-binding ASEAN requirements is finalized by June 2016.</p> <p>2b. Analysis and mapping of current initiatives and sources of additional assistance completed by June 2016</p> <p>2c. Scalable pilot activity is implemented in partnership with one or more ASEAN members.</p> <p>2d. Reform implementation is monitored and coordinated by MFAC.</p>	<p>TA consultants' and progress reports</p> <p>TA consultants' and progress reports</p>	<p>Time required for legal analysis exceeds expectations.</p> <p>Competing priorities lead to low participation in workshops and training.</p> <p>Finalization of the reform program is delayed because of the challenges of consulting and coordinating with a wide range of government stakeholders.</p> <p>Key government stakeholders do not provide the required information on implementation progress to MFAC.</p>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<p>3. Improved individual and institutional capacity to meet ASEAN requirements</p> <p>4. Effective communications with domestic and international stakeholders during the accession process</p>	<p>3a. ASEAN focal point system is functional in all relevant government ministries.</p> <p>3b. Focal points and other senior officials attend ASEAN meetings as observers or participants.</p> <p>4a. Timor-Leste makes regular reports on progress toward meeting ASEAN requirements to the ASEAN Secretariat and member states</p> <p>Baseline: no formal reports from 2012 to 2015</p> <p>Target: at least two reports per year for 2016–2018</p>	<p>TA consultants' and progress reports</p> <p>TA consultants' and progress reports</p>	<p>High workloads and competing priorities undermine the effectiveness of the focal point system, and the ability of focal points and other officials to participate in ASEAN meetings.</p> <p>Delays in achieving progress lead to pressure to postpone or withhold progress reports.</p>

Key Activities with Milestones

1. Enhanced understanding of the requirements and implications of ASEAN membership

- 1.1 Detailed analysis of the alignment of Timor-Leste's current legal and regulatory frameworks with the requirements under the ASEAN Community Blueprints and ASEAN legal instruments (completed by end of Q2 2016).
- 1.2 Training and awareness-raising programs for government officials, nongovernment organizations and civil society, the private sector, and the public, to build familiarity with ASEAN and the requirements and implications of Timor-Leste's accession (ongoing throughout TA).
- 1.3 Provision of technical training and capacity building to selected government ministries and agencies to support improved understanding of ASEAN requirements that fall within their mandates, and the implications of required reforms (ongoing throughout TA).
- 1.4 Analysis of supporting reforms that is not compulsory for ASEAN accession but can help to leverage the benefits of accession (initial analysis by end of Q2 2016 with updates in 2017 and 2018).

2. Successful implementation of a program of legal and regulatory reforms to meet ASEAN requirements

- 2.1 Finalization of an overall time-bound reform program and development of work plans for subcomponents (completed by end of Q2 2016).
- 2.2 Design of a scalable pilot activity to accelerate Timor-Leste's ASEAN readiness that can be implemented in partnership with one or more ASEAN member countries (completed by end 2016).
- 2.3 Mapping of external sources of technical and financial assistance to support implementation of the reform program (completed by end of Q1 2016).
- 2.4 Support for establishment and operation of coordination mechanisms for reforms that involve multiple government and nongovernment stakeholders, such as establishment of a National Committee on Trade Facilitation (completed by end of Q1 2016 and ongoing throughout TA).
- 2.5 Support to the Directorate for ASEAN Affairs to coordinate the reform program, monitor implementation progress, and prepare regular implementation reports (ongoing throughout TA).
- 2.6 Technical inputs to support selected legal and policy reforms where the support available from other sources is not sufficient (beginning in Q2 2016 and continuing throughout TA).
- 2.7 Implementation of a scalable pilot activity to accelerate ASEAN readiness in partnership with one or more ASEAN members (beginning Q1 2017 and continuing until completion).

<p>3. Improved individual and institutional capacity to meet ASEAN requirements</p> <p>3.1 Needs assessment and development of an overall framework for training and capacity development (initial report in Q2 2016 with 6-monthly updates for remainder of TA).</p> <p>3.2 Mapping of resources available to support capacity development and training (completed by end of Q1 2016).</p> <p>3.3 Support for strengthening of the ASEAN focal point system, including capacity assessments of the focal points, and targeted training to address knowledge and skill gaps (ongoing throughout TA).</p> <p>3.4 Support for increased participation of government officials as observers at ASEAN meetings, including a mapping and prioritization of opportunities for increased participation, and training and mentoring support for participating officials (ongoing throughout TA).</p> <p>3.5 Support to the MFAC Directorate of ASEAN Affairs to coordinate internal and externally supported capacity development and training programs (ongoing throughout TA).</p> <p>3.6 Direct provision of training and capacity development to address areas where the support available from other sources is not sufficient (from Q2 2016 to end of TA).</p> <p>4. Effective communications with domestic and international stakeholders during the accession process</p> <p>4.1 Review and updating of MFAC and the Directorate for ASEAN Affairs' communications strategy to support ASEAN accession (completed by end of Q2 2016 with additional reviews in 2017 and 2018).</p> <p>4.2 Maintenance of a map of stakeholders in Timor-Leste's ASEAN accession process (ongoing throughout TA).</p> <p>4.3 Support for regular consultation and communication with nongovernment organizations and civil society, the private sector, and the public (ongoing throughout TA).</p> <p>4.4 Support for communications with international stakeholders in Timor-Leste's accession, including ASEAN members, the ASEAN Secretariat, and other partners (ongoing throughout TA).</p>
<p>Inputs</p> <p>ADB: \$500,000</p> <p>Regional Cooperation and Integration Fund: \$500,000</p> <p>Note: The government will provide counterpart support in the form of counterpart staff, office accommodation, office supplies, and other in-kind contributions.</p>
<p>Assumptions for Partner Financing</p> <p>Not applicable.</p>

ADB = Asian Development Bank, ASEAN = Association of Southeast Asian Nations, MFAC = Ministry of Foreign Affairs and Cooperation, Q = quarter, TA = technical assistance.

^a Government of Timor-Leste. 2011. *Timor-Leste Strategic Development Plan, 2011–2030*. Dili.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	376.2
ii. National consultants	25.8
b. International and local travel	26.5
2. Training, seminars, and conferences	
a. Resource persons ^b	17.5
b. Training	17.5
c. Workshops and seminars	10.0
3. Miscellaneous administration and support costs ^c	2.5
4. Contingencies	24.0
Subtotal (A)	500.0
B. Regional Cooperation and Integration Fund^d	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	376.2
ii. National consultants	25.7
b. International and local travel	26.5
2. Training, seminars, and conferences	
a. Resource persons ^b	17.5
b. Training	17.5
c. Workshops and seminars	10.0
3. Miscellaneous administration and support costs ^c	2.5
4. Contingencies	24.1
Subtotal (B)	500.0
Total	1,000.0

Note: The technical assistance (TA) is estimated to cost \$1,100,000, of which contributions from the Asian Development Bank and Regional Cooperation and Integration Fund are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office accommodation, office supplies, and other in-kind contributions. The value of government contribution is estimated to account for 9% of the total TA cost.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

^b Resource persons will be technical specialists and Association of Southeast Asian Nations (ASEAN) experts. Asian Development Bank staff participation will not be financed through this modality.

^c Office supplies to support TA activities.

^d Established by the Asian Development Bank. Financing partner: the Government of Japan.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A consultant team will be established within the Directorate for the Association of Southeast Asian Nations (ASEAN) Affairs of the Ministry of Foreign Affairs and Cooperation (MFAC). A team leader, deputy team leader, and communications specialist will assist the directorate on a day-to-day basis with the design and implementation of a time-bound work plan to prepare for ASEAN membership and other regional economic integration (REI) initiatives.
2. The team leader and deputy team leader will coordinate the inputs of a senior legal advisor who will visit Timor-Leste periodically and a group of short-term technical specialists who will contribute specific expertise needed to design and implement priority reform and capacity development programs. The team leader and deputy team leader will also assist the directorate with the coordination of other development partner support for REI.
3. **Team leader** (international, up to 24 person-months, intermittent). The team leader will report to the director general of the MFAC's Directorate of ASEAN Affairs (or their delegate) and hold overall responsibility for technical assistance (TA) implementation. The team leader will have a postgraduate degree in economics, law, public policy or political science, or a closely related field, and have at least 10 years of experience in regional cooperation and integration initiatives. A strong background in ASEAN initiatives is essential, preferably gained within relevant national or regional organizations. Fluency in English is essential. Fluency in Tetum or Bahasa Indonesia would be an advantage.
4. Based in Dili, Timor-Leste at the MFAC's Directorate of ASEAN Affairs, the team leader's specific tasks will include the following:
 - (i) take responsibility for the overall development and implementation of the TA under the guidance of the directorate, including coordination, capacity development and training, communication, information sharing, and dialogue with line ministries and their ASEAN focal points;
 - (ii) support the directorate to prepare a detailed work plan for delivery of the TA activities and outputs;
 - (iii) assist the directorate to develop and implement the reform and capacity development programs, including through the identification and engagement of additional specialist technical expertise required for the implementation of priority initiatives;
 - (iv) identify and engage partner institutions and individuals that can help plan and implement relevant policy reviews and analysis, training, and knowledge sharing;
 - (v) assist the directorate with reporting on the implementation of capacity development and reform programs;
 - (vi) support the directorate in establishing an effective communication system that will raise the awareness of government and external stakeholders of REI initiatives, including through the conduct of seminars, workshops, and preparing knowledge products and other information releases;
 - (vii) facilitate dialogue events with international stakeholders, including securing the support of specialists from ASEAN and ASEAN+3 member countries¹ and regional institutions to participate in training, seminars, conferences, and workshops in Timor-Leste; and

¹ The ASEAN+3 includes the 10 members of the Association of Southeast Asian Nations (Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Viet Nam) plus the People's Republic of China, Japan, and Republic of Korea

- (viii) transfer skills and build the capacity of the director general and directors of the directorate so they can take on the responsibilities of the team leader upon completion of the TA.
5. The team leader will also be responsible for the following tasks:
- (i) lead the TA implementation in accordance with the terms and conditions specified in the agreement between the government and the Asian Development Bank (ADB);
 - (ii) coordinate and manage the inputs, activities, and outputs of TA consultants, including the allocation of responsibilities between consultants, the administration of all contracts under the TA, and monitoring the performance of all consultants;
 - (iii) manage TA resources to achieve the results sought by the design and monitoring framework, including initiating and leading discussions of key implementation issues with the government, and managing TA quality control and quality assurance;
 - (iv) organize TA inception and concluding workshops with senior representatives of the government, other government officials, and relevant stakeholders to inform the preparation and/or review of the TA;
 - (v) prepare and monitor progress against a risk management plan that will identify key risks to sustainability and the actions required to minimize these risks;
 - (vi) ensure timely preparation and submission of the inception report, monthly progress reports, the midterm report, and the project completion report; and assist with TA reviews undertaken by ADB and the government;
 - (vii) consult with development partners on TA activities, ensuring that development partners are frequently informed of activities and that a high level of coordination is maintained that avoids duplication or overlap of work; and
 - (viii) undertake other tasks as required by the directorate, and as may be required for successful TA implementation.
6. **Deputy team leader** (national, 24 person-months, full time). The deputy team leader will report jointly to the director general of the ASEAN Affairs Directorate of MFAC (or their delegate) and the team leader. The deputy team leader will have a degree in economics, law, public policy or political science, or a closely related field, and have at least 5 years of experience in government or international agencies. A solid understanding of regional cooperation and integration would be an advantage. Fluency in Tetum and English is essential. Fluency in Portuguese and/or Bahasa Indonesia would be an advantage.
7. Based in Dili, Timor-Leste at MFAC's Directorate of ASEAN Affairs, the deputy team leader's specific tasks will include the following:
- (i) support the team leader in the management and implementation of the TA, helping to ensure that all activities are implemented in accordance with the design and monitoring framework and the terms and conditions specified in the agreement between the government and ADB;
 - (ii) assist the directorate in high-level dialogue within Timor-Leste on ASEAN accession, including support presentations to the National Parliament, the Council of Ministers, and other ministerial meetings as required;
 - (iii) help the directorate and the team leader to organize meetings, seminars, dialogue events, and training, including the preparation of knowledge products and other information releases;
 - (iv) support the team leader in developing and maintaining an effective communication system;

- (v) collect information and data relevant for Timor-Leste's membership in ASEAN and other REI initiatives, including helping to analyze the information and feeding this into policy analysis and reports prepared by the directorate's TA consultants;
- (vi) support the team leader in budgeting, financial management and control, human resource management, contract management, facilities management, logistics, and monitoring, reporting, and record management for the TA implementation; and
- (vii) undertake other tasks as required by the directorate and as may be required for successful TA implementation.

8. **Senior legal adviser** (international, up to 12 person-months, intermittent). The senior legal adviser will report to the director general of MFAC's Directorate of ASEAN Affairs (or their delegate) in coordination with the team leader. The senior legal adviser will have a postgraduate degree in economics, law, public policy or political science, or a closely related field, and have at least 10 years of experience in regional cooperation and integration initiatives. A strong background in the ASEAN or ASEAN+3 initiatives is essential, preferably gained within national or regional organizations. Fluency in English is essential.

9. Working from Dili, Timor-Leste at the directorate and home office, the senior legal adviser will visit Timor-Leste periodically to provide a high-level, strategic review of progress toward full ASEAN membership. Specific tasks will include the following:

- (i) contribute high-level expertise on policy issues raised by Timor-Leste's application for ASEAN membership and other REI initiatives;
- (ii) interact with ministers and senior members of government agencies to provide high-level guidance on REI initiatives;
- (iii) conduct briefings and seminars with stakeholders to share experience and disseminate information on REI;
- (iv) advise on the preparation of knowledge products on REI, and prepare priority knowledge products;
- (v) advise on the progress of the TA and ways of maximizing the contribution of TA resources, and resources provided on a coordinated basis by other development partners;
- (vi) document activities in accordance with TA requirements; and
- (vii) undertake other tasks as required by the directorate and as may be required for successful TA implementation.

10. **Technical specialists** (up to six positions, international, up to 3 person-months each, intermittent). The technical specialists will report to the team leader. The technical specialists will have a postgraduate degree in economics, law, public policy or political science, or a closely related field, and at least 10 years of relevant experience. A strong background in REI work and the ASEAN or ASEAN+3 initiatives is highly desirable. Fluency in English is essential. Fluency in Tetum, Portuguese, and/or Bahasa Indonesia would be an advantage.

11. Based in Dili, Timor-Leste at the directorate and reporting to the team leader, the technical specialists will contribute specific expertise needed to design and implement priority initiatives of a REI action plan. Specific tasks will include the following:

- (i) undertake specific, results-based assignments following detailed terms of reference prepared by the team leader;
- (ii) conduct briefings and seminars to disseminate the findings of specific assignments;

- (iii) advise on the preparation of knowledge products on ASEAN accession and regional integration, and prepare priority knowledge products;
- (iv) document activities in accordance with TA requirements; and
- (v) undertake other tasks as required by the directorate, and as may be required for successful TA implementation.

12. **Communication and liaison officer** (national, 24 person-months, full time). The communication and liaison officer will report to the team leader. Responsibilities will include assisting the directorate and the consultant team in:

- (i) reviewing and updating the communications strategy of MFAC and the directorate;
- (ii) supporting implementation of the communications strategy, including preparation of communications products including press releases and photos;
- (iii) preparing Tetum versions of key TA documents, including training and operating manuals and guides, and project reports;
- (iv) providing Tetum–English interpreter services to a high professional standard for TA activities;
- (v) leading information dissemination in Tetum for the TA activities, including to government agencies, development partners, the media, and civil society representatives;
- (vi) assisting in user consultations, including focus group discussions;
- (vii) assisting in preparing reports and providing input related to contract management under the TA; and
- (viii) undertaking other tasks as required by the team leader.

13. **Reporting requirements.** The team leader will be responsible for the quality of all reports, documentation, and submissions produced under the TA to a publishable and high professional standard. All reports required to explain and assess TA activities are to be in English and suitable for public circulation. With the support of TA consultants, the team leader will submit an inception report, monthly progress reports, a midterm report, a draft final report, and a final report to the government and ADB.