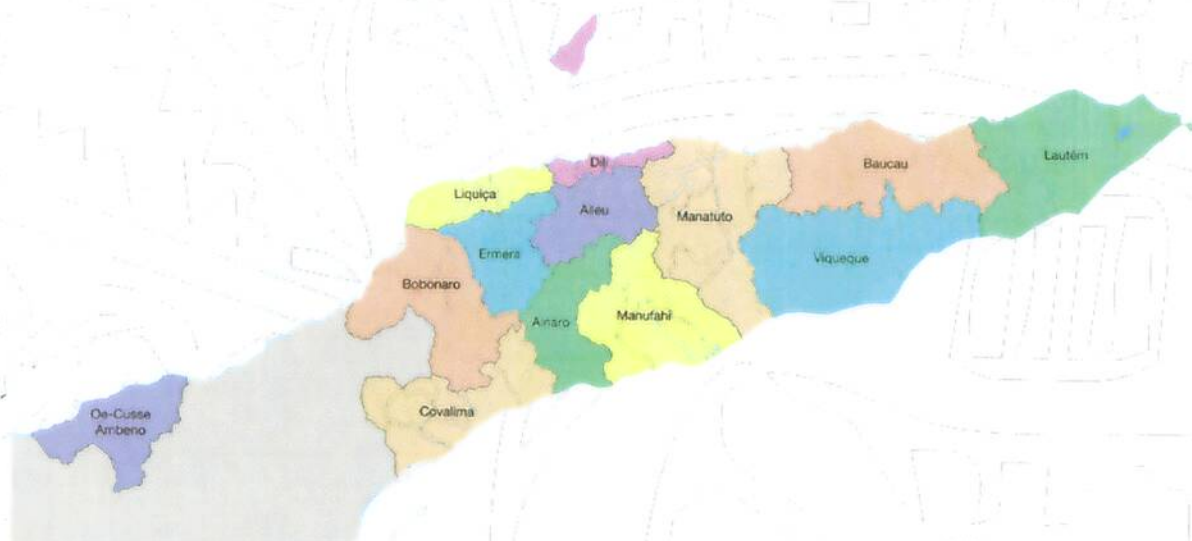




## **5<sup>th</sup> CONFERENCE ON DECONCENTRATION, ADMINISTRATIVE DECENTRALIZATION AND LOCAL GOVERNMENT**



Díli, Timor-Leste  
August / 2016

## **Contents**

SPEAKER, .....	3
CONTACTS IN TIMOR-LESTE AND ABROAD .....	12
INTRODUCTION .....	16
BACKGROUND OF THE FIFTH CONFERENCE ON DEVOLUTION, ADMINISTRATIVE DECENTRALIZATION AND LOCAL GOVERNMENT .....	18
Working visit to Portugal.....	19
Working visit to Australia .....	21
Visits of the partners to the Municipalities.....	24
Urban rehabilitation .....	25
Donation of educational and logistical materials.....	27
OBJECTIVE .....	27
AGENDA OF THE CONFERENCE ON ADMINISTRATIVE DECENTRALIZATION AND LOCAL GOVERNMENT (AUGUST 13-19, 2016) .....	29

SPEAKER



Dr. Rui Maria de Araujo

The Prime Minister

The Prime Minister has its own competence and that delegated by the Council of Ministers, under the Constitution and the Law.

It is especially incumbent upon the Prime Minister, to lead the Government and to preside over the Council of Ministers; to direct and guide overall policy of the Government and the governing action; represent the Government and the Council of Ministers in their relationship with the President of the Republic and the National Parliament; to guide the overall policy of the Government in its external relations and represent the Government regarding the international community; to lead the overall policy of the Government towards CPLP and ASEAN; to direct and guide the overall policy of the Government concerning defence and security and national intelligence; to coordinate the National Security Integrated System; to lead the overall policy of the Government concerning financial management, which includes bank sector, revenue sector and investment of the Petroleum Fund; to appoint a lawyer, according to the law, to represent the State, in case of judicial disputes where the State takes part; to manage the information technology system of the Government and ensure the provision of the concerning services, as well as implement IT systems in the national territory; to coordinate with the Authority for the Special Administrative Region of Oe-cusse Ambeno the administrative autonomy of the Region.

While head of Government, the Prime Minister has the power to issue instructions to any member of Government and to make decisions on subjects included in the areas of the responsibility of any Ministry or Secretariat of State, as well as to create permanent or temporary committees or workgroups for subjects under the Government.

The Prime Minister also has powers regarding the services, bodies and activities under the Presidency of the Council of Ministers that are not the responsibility of the other members of Government that are part of it, and may delegate this power on any member of Government as well as others legally given to him.

The following services and organisms are under the direct purview of the Prime Minister: National Intelligence Service, Council for Permanent Delimitation of Sea Boundaries, Civil Service Commission, AMRT – Archive and Museum of the Timorese Resistance, E-government ITC and the Supporting Office to the Civil Society.

The Prime Minister is assisted by the Minister of State and of the Presidency of the Council of Ministers; the Minister of State and Coordinator of Social Affairs; the Minister of State and Coordinator of Economic Affairs and the Minister of State and Coordinator of State Administration Affairs and Justice.





**Kayrala Xanana Gusmao**

The Minister of Planning and Strategic  
Investment

The Ministry of Planning and Investment Strategy is the central Government body responsible for the design, execution, coordination and evaluation of policy, defined and adopted by the Council of Ministers, for the areas of promotion of economic and social development of the country.

Through strategic and integrated planning and the rationalization of available financial resources, the Minister of Planning and Strategic Investment takes on specific responsibilities over the implementation of the Strategic Development Plan, particularly in relation to Infrastructure and Urban Planning, Petroleum and Mineral Resources, and Territorial Planning.

It is incumbent upon the Minister of Planning and Strategic Investment, the responsibility over the quality of work and activities for the implementation of physical projects of the Special Funds and other construction works, National Procurement Commission – NPC, and National Development Agency - NDA.

On the basis of the statistical data and records made available by the competent services, it is incumbent upon the Minister of Planning and Strategic Investment to assess the development capital projects, based on careful analysis of the feasibility of the projects and on their respective cost-benefit; supervise, monitor and certify the implementation and execution of the projects, thus contributing to the rationalize the available financial resources, and to the economic development and the economic activity at national, provincial and local level; plan and control costs and quality of development capital projects; promote transparency and quality through the provision of procurement services for development capital projects; develop studies, opinions and technical and sectorial analyses in order to assess the impact and economic viability of development projects; review and select proposals for investment in the country; ensure the coordination and the implementation of Planning for District Integrated Development, in coordination with the relevant entities; ensure the coordination and implementation of the National Program for Suco Development; develop and implement policies and mechanisms to support community and suco development; develop the Program Millennium Development Goals Sucos (MDG Sucos); study, plan and propose policies for sectorial development; study, plan, and propose a national housing and spatial planning policy; study, plan and propose the urban planning, throughout the territory; propose and develop a national policy for natural resources and minerals; support and develop the legal framework and regulate activities related to renewable energy resources; support studies on the capacity of renewable energy resources and alternative energy sources; maintain a record of information about renewable energy operations and resources; contribute to the development of the national policy on transport and communications; help prepare and develop, in cooperation with other public services, the implementation of the road plan for the national territory; provide support for the coordination and promotion of a management system, maintenance and

modernization of the airport infrastructure, air navigation, roads, port and related services, and propose and develop a policy of training of human resources, taking into account the needs in the short, medium and long term, and in areas that are crucial to the Development of the country.

The Minister of Planning and Strategic Investment supervises the National Procurement Commission - CNA, the National Development Agency - ADN, the Secretariat of Major Projects and the Mission Unit for Integrated Regional Development - TIA.





**Dionisio da Costa Babo Soares (PhD)**

The Minister of State, Coordinator of State Administration and Justice Affairs and Minister of State Administration

The Minister of State and Coordinator of State Administration Affairs and Justice assists the Prime Minister with the supervision of the general policy for the governance of State administration and Justice Affairs.

He is responsible for the work and activities developed and for the provision of related services by the Ministry of State Administration, as Minister, and by the Ministry of Justice, the Secretary of State for Institutional Strengthening, the Administrative Decentralization, the INAP – National Institute for Public Administration, and the State General Inspection.

The Minister of State and Coordinator of State Administration Affairs and Justice has competence to: coordinate the preparation and organization of governmental work for the State administration and Justice fields; follow-up and assess the works and services provided by the Ministry of Justice; the Secretary of State for Institutional Strengthening; the Administrative Decentralization; the INAP – National Institute for Public Administration; and the State General Inspection; propose and develop public policies for State administration that account for a better provision of services to the citizens; support training and permanent assistance to administrative devolution and decentralization, in coordination with relevant ministries and institutions; promote less bureaucracy and develop the capacity, transparency and efficiency of State administrative services; promote and supervise the entities responsible for training and enhancement of civil servants; develop and implement a scholarship policy that is competitive and transparent; and uphold the coordination with relevant entities for public administration development.

As Minister of State Administration has the following responsibilities: lead the process of administrative decentralization and the setting up of new services and bodies belonging to the Local Government; support permanent training and assistance regarding the devolution and decentralization processes, in coordination with the Ministries and other relevant entities; coordinate and supervise the activities performed by the peripheral services of the Ministry; lay down coordination and cooperation mechanisms with other Public Administration bodies that supervise related areas; propose the public policy and draft the legislation required for the areas under its responsibility; suggest and execute the legislation to promote urban hygiene and law and order; propose and implement legal provisions on place names; give technical support to elections and referendums; raise policies of local and rural development, to reduce social and economic inequalities, in cooperation with other governmental bodies for its execution; lay down and implement cooperation and technical support mechanisms to traditional community leaderships; suggest and develop standards and technical instruction to classify, treat and archive historical and State documents; and to promote the recovery, preservation and proper care of historical and State documents.

The Ministry of State Administration supervises the Technical Secretariat for Election Administration, the National Archive and the National Institute of Public Administration.

The Ministry of State Administration is the central Government body responsible for the design, execution, coordination and assessment of the policy defined and approved by the Council of Ministers



for the areas of local Government, administrative decentralization, organization and execution of elections and referendums, promotion of urban hygiene and organization, and classification and preservation of official documents with historical value.

### **Biography**

Dionisio da Costa Babo Soares, PhD, was born in Ermera, on August 16, 1966, and is not a new figure in Timorese politics. Dionisio da Costa Babo Soares, PhD is Minister of State, Coordinator of State Administration affairs and Justice and Minister of State Administration of VI Constitutional Government of Timor-Leste for the period of 2015-2017, and Secretary General of the National Congress of Timorese Reconstruction Party, which assumed the power since 2007 until today, having been elected twice consecutively. In the mandate of the V Constitutional Government (2012-2015) assumed responsibility as Minister of Justice, and guided in the exercise of their functions for carrying out the national interests, as well as contributing to the strengthening of the State in the justice sector. Apart from assuming the responsibility as Minister of Justice, he also assumed other positions, including member of the State Security Council, President of the Coordinating Council in the Justice sector (2012-2015), Chairman of the Board of Education and Management in the Justice Sector, President of the National Commission for Evaluation of Money Laundering and Financing of Terrorism (2012-2015) and President of the Higher Council for Public Defender's Office (2012-2017). In addition to the strategic positions mentioned, the confidence to serve in judicial and security areas he was also deposited either as a manager or as a member, having been achieved and significant progress for two years in the formation of the Scientific and Criminal Investigation Police (PCIC) and the survey project of the National Register by the National Registry System (NRS).

Dionisio da Costa Babo Soares, PhD, also participated in different activities during the period of resistance, demonstrating an active role in the fight for the independence of Timor-Leste. Having participated in informal activities of nationalist students' resistance. He was one of the main subscribers of the petition sent to the decision to request the UN on the destiny of Timor-Leste, in 1989. Along with other students he also organized the demonstration in Indonesian Embassy in Wellington - New Zealand - asking for a fair solution to the case of Timor-Leste. He was a member of various resistance groups, including LEP (League of Patriots Students), participating in several demonstrations for the right to self-determination of Timor-Leste, both inside and outside the country, particularly in Australia and New Zealand. Before the independence of Timor-Leste, more precisely in 1998, along with Dr. Jose Ramos Horta, Mari Alkatiri, José Luis Guterres, Dr. Vicente Guterres, Mr. David Dias Ximenes and Eng. Estanislau Aleixo da Silva, participated in a meeting held in Algarve, Portugal to prepare the resistance activities. In 1999, more precisely at the time of the crisis triggered by the referendum result announcement, Dionisio Babo Soares together with Dr. Jose Ramos Horta, the late John Carrascalão and Dr. Agio Perreira met with Australian Foreign Minister – Mr. Alexander Downer in Canberra to urge the immediate intervention of the international community in the crisis that occurred in TL after the referendum, which led to the withdrawal of invading forces from the territory of Timor-Leste.

As an academic, Dionisio da Costa Babo Soares, PhD hold bachelor degree in Constitutional Law from the University of Udayana, Denpasar, Bali, Indonesia, in 1990, Master in Philosophy with a specialization in Development Studies from the University of Massey in Palmerston North, New Zealand in 1995 and doctorate (PhD Program) in Anthropological Sciences, with a thesis entitled "Branching from the Trunk: East Timorese Perception of Nationalism in Transition" by ANU (Australia National University), Canberra,



Australia. Dionisio da Costa Babo Soares, PhD, began his academic career as a professor, Vice Dean of the Faculty of Social Sciences and Policy and researcher at UNTIM (University of Timor Timur) from 1995 to 1999. From 2012 to date, is a member the Scientific Council for Graduate studies and Research in cycles of master and doctoral studies and the Teachers Council of the National University of Timor Lorosae, also taught in Private Universities such as the Universidade da Paz, from 2003 to 2012 and at the Universidade de Dili between 2003 and 2004.

In his leisure time he dealt with some musical activities, which led him to compose some outstanding songs during the period of Indonesian occupation, namely: Dame Folin Laek (Lemorai).

It should be noted the publication of a wide range of scientific articles and studies:

- The Future Directions of Timor-Leste's Foreign Policy, Special Report Issue 39 - A reliable partner: Strengthening Australia - East Timor relations, Friday, 8 April 2011;
- Post-Independence Violence in East Timor: Can History be Blamed? Upcoming Publication by Christian Michelsen Institute, Bergen Norway and Cambridge University Press, 2010;
- An Overview of Customary Law in East Timor published in a new book, by Prof. Paulo Seixas (University Fernando Pessoa - Portugal) in 2007;
- The judicial system in East Timor, published in Timor: Behind the Stage 2007 editors Prof. Dra. Christina Kelly and Professor Dr. Daniel Social College and Anthropology, National University Brasilia, Brazil;
- Out of the Ashes: Destruction and Reconstruction of East Timor, Book co-edited with Prof. James J. Fox, Crawford Publishing House, Adelaide ISBN 1 86333 189 1;
- East Timor: Perceptions of Culture and Environment, Conference on Sustainable Development and the Environment in East Timor, Published in Sustainable and the Environment in East Timor, Proceedings of the Conference on Sustainable Development in East Timor, from held 25-31 January 2001 Timor Aid ISBN 0-646-41716-9;
- Success, Weakness and Challenges of the Political Transition, in East Timor (Chapter II) in Hadi Susastro and Landry Subianto (eds) Peace-building and State-Building in East Timor, "CSIS Jakarta;
- Judiciary Development in East Timor (Chapter III), in Hadi Susastro and Landry Subianto (eds) Peace-building and State-Building in East Timor, "CSIS Jakarta;
- Building the Foundation for an Effective Civil Service in East Timor, Pacific Economic Bulletin, Volume 18, May 1, 2003, Asia Pacific Press;
- Grassroots Reconciliation (and Justice) in East Timor, Asia Pacific Journal of Anthropology, Routledge, Issue: Volume 5, Number 1 / April 2004 Pages: 15 -33. An updated version of this paper was published recently In the United States in the Astrid Shurke et al Roads to Reconciliation (Christian Michelsen Institute, Bergen);
- East-Timor: Reconciliation and reconstruction, East Timor Law Journal site, online, 2007;
- The contributor of various articles to different newspapers in East Timor, Australia and Indonesia since 1992.



## **Biography**



### **Tomás do Rosário Cabral**

The Vice Minister of the Ministry State Administration of RDTL

Born on July 27, 1965 in Laclo, in Manatuto.

Member of the Government of RDTL

Deputy Minister of State Administration of VI RDTL Constitutional government.

Secretary of State for Administrative Decentralization of fifth Constitutional Government of RDTL [2012-2015]

#### *Head of Mission*

Head of the Mission of Technical Support to the process of Electoral Registration Process in Sao Tome e Principe - MATPRE-STP [March 1, 2016 – April 30, 2016]

Head of the Mission of Support to Electoral Process of Guinea-Bissau [November 1, 2013 – June 9, 2014]

Head of Exploration Mission - (Order No. 022/2015 / VII / GPM, to June 13, 2015) - Survey of technical, logistical, human and financial to the electoral registration process in Sao Tome e Principe (under CPLP).

Head of Exploration Mission - (Order No. 022/2015 / VII / GPM, to June 13, 2015) - Survey of technical, logistical, human and financial to the electoral registration process in the Central African Republic (under the G7 +).

Head of Exploration Mission - (Order No. 022/2015 / VII / GPM, to June 13, 2015) - Survey of technical, logistical, human and financial to the process of Electoral Registration and Election in Guinea-Bissau, under CPLP and the G7 +.

#### *Director*

He assumed the post as the National Director [20/05/2002 - 2007]

Director-General of STAE [2007 - July 2012]

#### *Electoral activities*

A founding member of the Forum of Electoral Management Bodies of the CPLP [2007]

Officer of the Independent Electoral Commission of UNO [2000-2002]

#### *Honors*

Awarded by His Excellency the Special Representative of the Secretary-General of the United Nations, Dr. Jose Ramos Horta for the services provided in the Republic of Guinea-Bissau.

Awarded by His Excellency the President of the Democratic Republic of Timor-Leste with the Order of Nicolau Lobato RDTL.

Awarded by His Excellency the President of the Republic of Guinea Bissau with the Order of the Medal and National Development and provision of international service.

Awarded by His Excellency the President of the Democratic Republic of Timor-Leste with the Order of Merit Medal.

Awarded by His Excellency the President of the Democratic Republic of Timor-Leste with Timor-Leste Order Medal.

### **Delegated powers**

1. Implementing the necessary actions to ensure the coordination and supervision of the activities of the Municipal Administrations;
2. To take the necessary actions for the promotion and conduct of the administrative decentralization process and the implementation of the municipalities and other local authorities;
3. To perform the necessary actions to ensure the implementation of local and rural development policies and to ensure the reduction of economic and social disparities among the regions;
4. To exercise the necessary actions to ensure coordination and distribution of internal and external information to local government structures;
5. Representing the Ministry of State Administration on the issues relating to administrative decentralization and the electoral process;
6. To exercise the necessary actions for the creation of the appropriate mechanisms to ensure good practice and transparency in the services under his direct responsibility;
7. To propose, define, monitor and evaluate the propose plan, programs and the annual budget of the services under his direct responsibility;
8. To present regular activity reports of services under his direct responsibility to the Minister of State Administration;
9. submit to the Minister of State Administration the legislative and regulatory proposals necessary for the implementation of administrative decentralization policy, the installation of the organs and Local Government services, as well as the achievement of elections or another that is deemed relevant to the activity of the services under his direct responsibility;
10. To propose to the Minister of State Administration the adoption of public policies in the State administration that contribute to improve service delivery to the citizens;
11. To formulate proposals for debureaucratization and simplifying the administrative procedures with the aim to achieve greater transparency and efficiency of state services;
12. To monitor and conduct capacity building policies and enhancement of civil servants;



13. To manage the human resources and promote the realization of capacity building programs and specialization of public servants of the services under his responsibility;
14. Dispatching correspondence and general office services under his direct responsibility;
15. To sign mere expedient of letters for the organs, agencies and departments of the Ministry, the national public entities, diplomatic representatives and heads of international agencies;
16. To approve expenditure, including the signing of the payment commitment forms, up to the amount of US \$ 10,000.00 (ten thousand American dollars) and according to the State budget in force;
17. Decide on matters relating to logistics, equipment and vehicles of the services under his direct responsibility.

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The Director General of the Administrative Decentralization is responsible for ensuring the general guidance of services and MSA bodies responsible for the implementation of the National Programme for Administrative Decentralization and for the implementation of the Administrative Decentralization and Local Government Policy.



**Maria Gorreti Marques Belo**

National Director for Administrative Modernization

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The National Director of Administrative Modernization is responsible to design, study, coordination and implementation of qualification measures and modernizing of the local administration services.



**Valente Fatima Miranda**

National Director for Municipal Finance

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Mob. : (+670) 777 325 35

The National Director of Municipal Finance is responsible to provide technical and administrative support to MSA decentralized services in the respective area of financial management.



**Hermes Correia Barros**

National Director for Local Administration

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The National Director for Local Government is responsible for ensuring the technical and administrative support to the organization and the functioning of the MSA decentralized services.



**Amandio Paulino Gastao de Sousa**

National Director for Suku Administration (DNAS)

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The National Director of Suco Administration is responsible to study, design, coordination and implementation of measures to support the Traditional Community Leaders and strengthening cooperation between them and the Central and Local Government.



**Aderito Aparicio Guterres**

National Director of SAIM (Secretariat of Support for Installation of Municipalities)

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The Director of the Secretariat of Support for Installation of Municipalities (SAIM) is responsible to support the implementation of administrative decentralization policies.



**Joanico Soares**

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Francisco José Filipe

Consul General of the Democratic Republic of Timor -  
Leste in Darwin

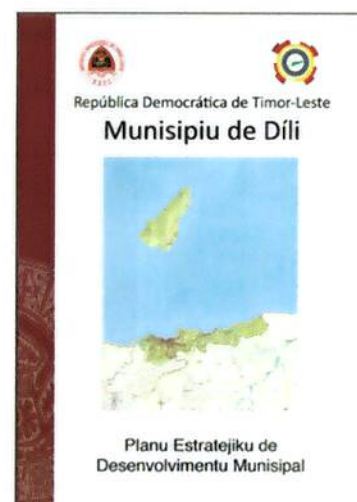
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## INTRODUCTION

The 5<sup>th</sup> Conference on Administrative Decentralization and Local Government comes as the culmination of a series of actions promoted over the past few years that foresaw to the establishment of an effective and lasting cooperation with international partners towards common objectives for the development. It also aims to provide an opportunity to synthesize and consolidate political contribution, which will be part of the legacy of Sixth Constitutional Government for continued strengthening the bilateral relations with partner countries: the Intermunicipal Cooperation.

Timor-Leste is presently making efforts across the country to implement the phase of administrative deconcentration. Deconcentrate services and their respective competencies, allocating the human, financial and logistical resources, is one of the major challenges that mobilizes the Ministry of State Administration and, through this, all ministerial services which nature should be respected in a decentralized manner, in the context of future competencies of the Timorese municipalities. The fundamental importance in the preparation of future municipal structures was also the conclusion of the Municipal Strategic Development Plan, on the measure that constituted a basis of understanding, widely participated on a future idea for each of the 12 Timorese municipalities. An essential basis of work also to define approaches in the cooperation effort develop by international partners



It justified so at this stage to promote an intensive exchange of experiences and make an exhaustive study of some of the local development models tested in other countries, activating and / or intensifying cooperation partnerships to serve this purpose and contributing towards an effective and efficient decentralization in Timor-Leste. Friendly countries such as Portugal, Australia and China, have been highlighting the strategic relations of the Ministry of State Administration (MAE), as preferred partners for the internal capacity building process of its services and socio- economic development of municipal communities. The developed bilateral relations have come to materialize in diverse nature of initiatives, either by carrying out the previous editions of the International Conference on Administrative Decentralization and Local Government, either by promoting recognition of visits from international partners to Timor-Leste, or by sending MAE political and/ or technical delegations to partner cities. This interaction have resulted several mutual collaboration and support programs , which focused on the daily lives of communities and their own municipal structures also opening up prospects for intensifying those in the medium and long term programs.

It is currently under discussion in the National Parliament the Law of Local Government, Administrative Decentralization and Municipal Election Law.

As part of the administrative decentralization process, the Ministry of State Administration has two ongoing intervention programs in order to promote the development and integration, the National Program of Suco Development (PNDS) and the Integrated Municipal Development Planning (PDIM).



The National Programme of Suco Development (PNDS) is an initiative of the Government of Timor-Leste that enables communities to select, design and build small-scale infrastructure in their villages. PNDS is jointly led by the Ministry of State Administration (MAE) and the Ministry of Finance (MF), in partnership with other ministries.

The suco (villages) receive an annual grant of \$ 40,000 \$ 70,000 directly from the Government to plan, build and manage their own small-scale infrastructure projects in alignment with the village development priorities. Infrastructure can be built or rehabilitated include water systems, local roads, community centers or schools.

The PNDS allows communities to participate, to manage their own development, and the community ownership and leadership of the key elements of the program. The PNDS aims to create job opportunities in rural areas and develop the capacities of community members in construction, procurement and accounting. Communities are supported by trained facilitators in the areas of financial management, engineering and construction, and social inclusion.

Between 2012 and 2020, the Timor-Leste government plans to spend \$ 294.3 million under the National Programme of Suco Development.

The PNDS implements the commitment of the Government of Timor-Leste to improve the living standards of the people, particularly in rural areas. The PNDS intends to increase rural development by financing basic infrastructure, creating jobs and training. Infrastructure are essential to provide people access to the national transportation system, health services and education, and opening up the local market.

The most important actors in the PNDS are the communities themselves, and they are fully control over the assessments, decisions, planning, execution and results.

The program of Integrated Municipal Development Planning (PDIM) establishes the rules of jurisdiction, planning, financing and implementation of state investment projects at the municipal level and the Administrative Post (sub districts) under the procedure for establishing the Municipal Investment Plan (PIM), which harmonizes the National Plan of Suco Development (PNDS), with the Local Development Programme (PDL) and the Decentralized Development Program (PDD) at the municipality and the Administrative Post levels. [Http://www.mj.gov.tl/jornal/public/docs/2015/serie\\_1/SERIE\\_I\\_NO\\_35.pdf](http://www.mj.gov.tl/jornal/public/docs/2015/serie_1/SERIE_I_NO_35.pdf))

## BACKGROUND OF THE FIFTH CONFERENCE ON DEVOLUTION, ADMINISTRATIVE DECENTRALIZATION AND LOCAL GOVERNMENT

In 2013, on May 28 and 29, the First International Conference on Administrative Decentralization and Local Government took place in Dili. The President of the National Association of Portuguese Municipalities - ANMP also as Mayor of Viseu, and delegations of the municipalities from Castelo Branco, Funchal, Torres Novas, Figueira de Castelo Rodrigo, Grândola, Ilhavo, Lamego, Lisbon, Ourem, Viseu, Guarda and Bragança were presented in the conference. The Director of the Institute of Social and Political Sciences of Lisbon also presented in the conference. Cape Verde was presented by the General Secretariat of the Government of Cape Verde and the General Directorate of Support to Electoral Process. Australia was represented by a delegation of the State of Victoria. Indonesia was counted with the participation of President of the Association of Builders Enterprises.



On 30 and 31 October 2014, the Third International Conference on Administrative Decentralization and Local Government was held. Under the theme "A Local Administration for the service of the development of Timor-Leste", the event was counted of the presence of Australian state delegations of Victoria, as well as Portuguese municipalities of Paredes and Porto, the latter then signed the cooperation agreement.



In 2015, between 14 and 21 May, the 4<sup>th</sup> International Conference on Administrative Decentralization and Local Government took place. Under the theme "Improving the Administration, Affirming the Citizenship". This event had a wide participation of partners of Portuguese municipalities, and the Secretary of State for Local Government of Portugal, as well as the Australian municipalities of Darwin and the Australian State of Victoria. An initiative whose program included several field activities, including



visits to local development projects (Aquaculture in Metinaro, marble extraction and processing in Behau and craft production spaces in Atauro).



Meeting with H.E. Secretary of State of Local Government in Lisbon, in the Office of the Council of Ministers



Meeting with H.E. the Director General of the Local Government in Lisbon.

### Working visit to Portugal

Essential part of the MSA's development strategy through the direct contact of its technical and managers with different realities. It is intended that the observation, *in loco*, the practices implemented by partners, can be an example to consider in the process of creation and/ or consolidation of public structures of Timor-Leste. Within this objective that, between 18 and 22 April 2016, a delegation from the Ministry of State Administration departed to Portugal for a direct interaction with various entities. Through its Director of the Secretariat of Support for Installation of Municipalities, the National Director of Administration Support of sucos and National Director for Administrative Modernization, the delegation of MSA proposed the following objectives:

a) Furthering the cooperation links in order to monitor the stages of devolution and Administrative Decentralization, as well as towards a support in the administrative modernization of MSA and dependent organisms. Assessing the possibility of

establishing a distance learning with the support of INAP - National Institute of Public Administration, and



sending technical by Portuguese municipalities in areas such as Strategic Planning, Local Development and Portuguese language;



Visit to the Exhibition on the cooperation between Torres Novas and Manatuto municipalities

b) Understanding the mechanisms used for the development of a municipal budget , how to track the process/ monitoring of budget execution of municipalities by the State's Central Administration , and how to calculate the grant from the State Budget allocated to the local Government;

c) Knowing the measures implemented in Portugal under the Administrative Modernization , and the model of operation and services provided by the One Stop Shop, as well as the solutions adopted for effective

coordination between various public bodies that focus their activities in a single space;

d) Understand how to process the provision of data communication networks by the state to the municipalities, seeking to know also that other solutions are available in the market to facilitate internal management of local administration services.

Considering the objectives in question, the delegation had the opportunity to meet with entities as follows: His Excellency the Secretary of State for Local Government, the President of ANAFRE - *Associação Nacional de Freguesias* , the Agency for Administrative Modernization, Torres Novas Municipality, Directorate General for Local Government, Municipality of Lisbon, Trigenius - computer technology company , and Instersismet - a company specialized in public administration.



Melbourne



## Working visit to Australia

### PROGRAM

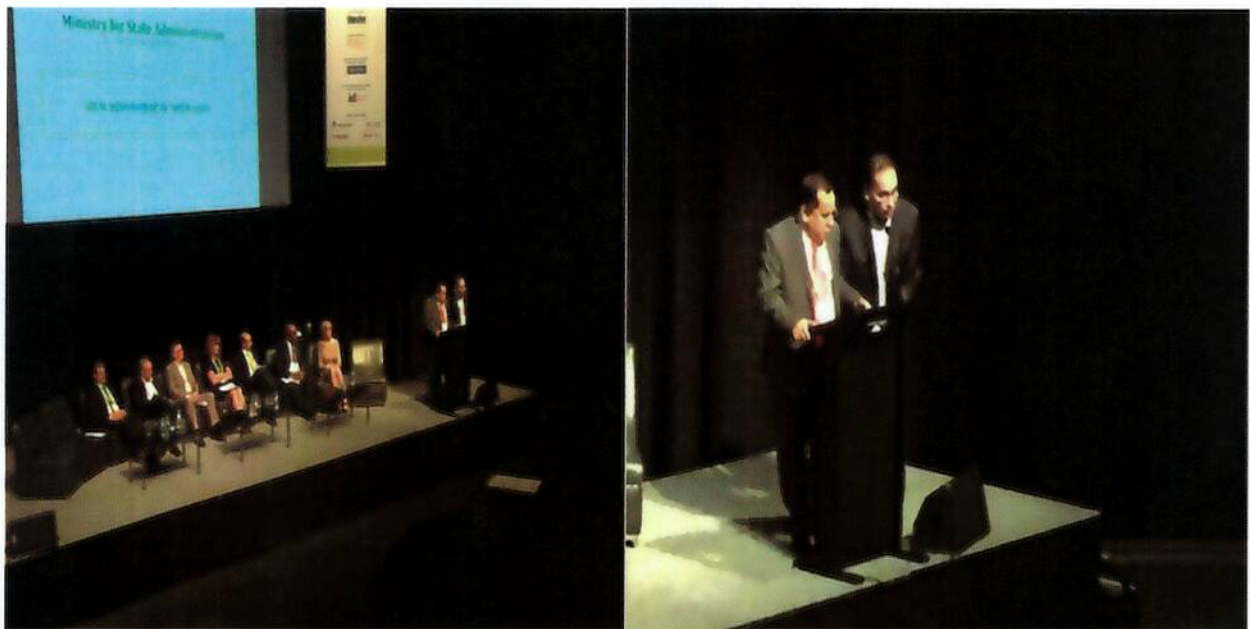
Other contact with the outside was what took a Timorese delegation to observe *in loco* the reality of Administrative Decentralization in Australia. Led by its Director General and composed of the Director of DNAL, Mr. Hermes Barros da Rosa, the Director of PNDS, Miss. Dulce Junior Guterres and the Administrator of Dili Municipality, Mr. Gaspar Soares da Silva, the delegation traveled to Melbourne for a meeting with the stakeholders, in particular Local Government Victoria and the National Convenor of the Australia Timor-Leste Friendship network, where were highlighted the roles of friendship relationships involving Friendship Groups and their sponsoring or supporting municipalities as one of the important points to be considered for the next fifth Conference on Administrative decentralization and Local Government, that will be held in Dili on 13 to 21 August 2016. Other issues were also discussed in the context of preparations for the aforementioned "Friendship Networking Conference", such as:

- Calendar
- Logistics
- The number of participants, particularly the Friendship Groups and their sponsoring or supporting municipalities
- The location
- Transport
- Accommodation and
- Invitation Letters to Speakers

### **The visit in Brisbane**



After the meeting the Timorese delegation of Melbourne joint another delegation headed by His Excellency the Vice Minister of MSA, Mr. Tomas do Rosario Cabral. This last delegation composed of members such as: the Chief staff of the office of Vice Minister of State Administration, Mr. Joanico Soares and the Vice Minister's Legal Advisor, Dr. Nuno Filipe Machado Reis, to participate in the Conference held in Gold Coast, Brisbane, Australia, on May 4 -6, 2016, which addressed the theme "Professional Local Government".



H.E. the Vice Minister of State Administration presented to the conferees the government Decentralization Process in Timor-Leste that led its government to opt for the policy of the Administrative



*Fifth Conference on Administrative Decentralization and Local Government*

Decentralization that having already exceeded two phases: the pre-devolution and administrative deconcentration – which is now intend to reach the stage of Administrative Decentralization.

The presentation had a particular appreciation by the conferees, relatively in relation to the applied method and the option process to reach the objective.

At the end of the Conference both parties - the Ministry of State Administration of Timor-Leste and the



Coordinator of Friendship Cities of Australia - signed a Memorandum of Understanding.



Following this event the Local Government Council proposed and organized another separate meeting which was highlighted about the implementation process of National Programme of Suco Development (PNDS) and PDIM.

The Director of the PNDS was available to make a brief presentation on:

1. The Regulatory Regime
2. Implementation Process
3. Training in all areas related to the Policy of Decentralization
4. The contributions and assistance provided by the partners, and
5. The still prevalent needs for the continued implementation of the PNDS

On the presentation of PDIM issue, the Dili municipal administrator and the Director General of Administrative Decentralization also had the opportunity to present to the members of the Brisbane Local Government Council those initiatives that linked to the planning, the implementation process and what so called Indicative Menu.



### Visits of the partners to the Municipalities

The cooperation that has been stimulated was planned to move to the stage of the meeting of development and implementation of the existing municipal structures, aiming to adapt solutions to the specific reality of Timor-Leste. The aim of the visit is to create a direct contact with local agents, visiting the communities and their resources, getting a personal experience as a starting point for defining strategies, partners are encouraged to adopt, as a priority, the

displacement of political and technical delegations to Timor-Leste. By this way that the majority of the municipalities in Timor-Leste expected to the occasional presence of the Portuguese and Australian partners, with the aim of knowing the terrain and assess the real possibilities of cooperation between two parties.





## Urban rehabilitation

Under the cooperation agreement concluded in 2009 with the National Association of Portuguese Municipalities - ANMP, the ANMP donated an amount of 100 thousand euros with the aim to rehabilitate Baucau old market. Given the imminent ruin of the building and the urgency in a preventive intervention, the Government Timor-Leste proceeded with the work to safeguarding the building, fit out the building to be a new convention center for the city of Baucau. Thus, the ANMP donation was directed to major urban rehabilitation works in the center of Baucau city, as well as to keep the origin of the Portuguese architectural legacy. The project was started since August 7, 2015, by laying down its foundation and inaugurated by H.E. the Vice Minister of State Administration – Mr. Tomas do Rosario Cabral - on May 19, 2016.







During the fourth International Conference on administrative decentralization and local governance on May 2015 in Lautem, the Mayor of Penafiel, Mr. Antonio de Sousa, was keen to make the first contribution to the partner municipality by providing urban equipment (playground) for the children to be installed in Los Palos Reference School. The devices are already in Timor-Leste.

### **Training in Municipalities**

It has been always assumed to be a priority in the framework of cooperation with our international partners, the technical capacity building of the municipal staffs and the MSA itself has had their own early experiences, particularly in the municipality of Lautém. Considering of its direct relationship with Lautém, the Portuguese municipality of Lagoa, Algarve, sent two technical to Lospalos, to train together with the technical from Lautem Municipal Administration in the key areas of Technical Information and Communication and Local Government. The two Lagoan technicians stayed over a month on May 2015 with colleagues, producing concrete references about the potential of developing technical mutual aid in the future. Other cities, such as Lisbon and Torres Novas, are preparing similar initiatives in areas such as Urban Organization, Libraries and Archives.



Training in Lospalos



## Donation of educational and logistical materials



Another aspect of the established cooperation ties involves the donation of logistic resources to support the services of the municipal administration as well as educational material which is essential to the implementation effort of Portuguese language throughout the country. Thus, the Lisbon City Council provided to Dili Municipal Administration, respectively the cooperation in the area of firefighters, 25 sets uniforms of firefights, with exposure up to 400 ° C, 10 mobile phones model that suitable for the operations to be carried out. The Lisbon City Council also donated 12 sets of reconditioned computers, for the services of Dili

Municipal Administration.

The association that based in Lisbon, Karinganawa Karingana, bound to all municipal administration, as well as the library of UNTL, 14 thousand books.

## OBJECTIVE

The policy of Administrative Decentralization and Local Government, aims to fulfill the constitutional principles of the policy of the governments of Timor-Leste on administrative decentralization as stipulated in Article 72 of RDTL Constitution and embedded in National Strategic Development Plan (SDP) 2011-2030.

The policy is also intended to pursue the achievement of fundamental objectives:

1. The development of the private sector in rural areas;
2. To establish a strong and legitimate of State Institutions in the territory of Timor-Leste;
3. The creation of new opportunities for democratic participation, and
4. To ensure a more efficient, equitable and effective public service delivery.

These objectives are set by the firm intention to proceed an introduction of a new form of governance in the municipalities, with their respective administrative structure, that enable them to perform their functions for the satisfaction of the local population's needs, relatively for their well-being and development.

With this ability the government promotes, not only the private sector development in rural areas, but also the role as a major instrument for the consolidation of state public institutions in the provision of effective, efficient and equitable public services that allowing the involvement and participation of the population in the democratic life of the country.

According to the Sixth Constitutional Government Programme the establishment of the Municipalities as a territorial legal entity should be preceded with an administrative capacity building program and management, with the introduction of the systems, processes and procedures in terms of public management and local democratic governance, without having to go through the pilot.

Thus, all municipalities will be given an equal opportunities for a gradual implementation of the administrative deconcentration policy, and for the long term, the establishment of the local government that will be initiated with the delegation of competencies by the Central Government through the Ministries and the Secretary of States, either by the government financial allocation or necessary equipment, to carry out the activities in the municipalities through the Municipal Administrators and their respective structures.

The main objective that related to the fifth Conference is to deal with the analysis and discussions on the continued support, technical and material contribution to be provided by international partners, namely Portugal and Australia, in the implementation process of policy on Administrative Decentralization and on the establishment of Local Government in Democratic Republic of Timor-Leste.

To stimulate the interest and the information of the policy of the people as above mentioned and to provide a learning opportunity to the people itself during this Conference, it is the objective of the Conference to extract patent elements for setting a more realistic Local Government model, more adapted to the precarious situations that may persist, due to the combined efforts in minimizing the volume of challenges to be faced in the future, during performing the duties by the Local Government members.

It also noted the objective of the Conference is to deeply promote the relationship between Timorese Municipal Authorities with Portuguese, Australian and other partners in the field of cooperation, which comprises three distinct phases: the past Deconcentration phase; the present decentralization and the future Administrative Modernization, which will introduce to a local municipal administration endowed with competencies in Local Government.



## AGENDA OF THE CONFERENCE ON ADMINISTRATIVE DECENTRALIZATION AND LOCAL GOVERNMENT (AUGUST 13-19, 2016)

Date / Time	Activities/ Interventions	Intervening/Speaker	Duration	Note/ Remarks
13 August	Arrival of Delegations to Dili and direct journey to their respective municipalities.			Municipal Organizing Committee
14 August				
08:30   12:00	Visit to National Program of Suco Development (PNDS)/ Municipal Integrated Development Plan (PDIM)			Municipal Organizing Committee
13:00   14:00	Return to municipalities			Municipal Organizing Committee
15:00   17:30	Opening of the Conference in Municipal level			Municipal Organizing Committee
15 August				
09:00   12:00	Conferences at the municipal level, discussions and decisions on the plan for the continued support and cooperation between Timor-Leste municipalities and international partners under both <ul style="list-style-type: none"><li>the Municipal Cooperation Agreements and</li><li>the long-standing community to community relationships of Friendship Groups, some of which are also supported by Victorian Municipal Cooperation partners or other Australian municipalities</li></ul>			Organizing Committee
13:30   17:30	Elaboration of the result of the municipal conference			Organizing Committee
16 August	Returning of the delegation to Dili			
17 August				
08:30	Reception and registration of conferees		30 min	All guests
09:00	Welcome Remarks/Speech	H. E. Minister of State, Coordinator of the issues of State Administration and Justice Issues, and Minister of State Administration Mr. Dionisio da Costa Babo Soares	10 min	Master of Ceremony
09:15	Official Speech of the Opening of the Conference	H.E. Prime Minister of RDTL Dr. Rui Maria de Araújo	10 min	Master of Ceremony
09.30	Photo Group   Cultural session   Coffee break		30	
10:00	1 <sup>st</sup> Session	Topic: The process of Administrative Deconcentration and its implication to the protocol of cooperation between Timor-Leste-Australia-Portugal-China.	30 min	Master of Ceremony

*Fifth Conference on Administrative Decentralization and Local Government*

10:40	2 <sup>nd</sup> Session	Topic: The contribution of Foreign Investment in the process of Municipal Development for the future of Local Government – ADN	30 min	Master of Ceremony
11:20	3 <sup>rd</sup> Session	Topic: How can the cooperation agreement and the support for the Municipal Administrative Development on the period of administrative deconcentration assure the competencies in the municipalities allowing to assume responsibilities by the authorities of the Local Government?	30 min	Master of Ceremony
11:50	Questions	Participants	30 min	Master of Ceremony
12:30	Lunch break		90 min	Organizing Committee
14:00	Speech by H.E. the Minister of Strategic Planning and Investment	Kay Rala Xanana Gusmão	10 min	Master of Ceremony
14:15	Intervention	Representative of the Government of Portugal	10 min	Master of Ceremony
14:25	Intervention	Representative of the Local Government of the State of Victoria	10 min	Master of Ceremony
14:40	Coffee break		30 min	Master of Ceremony
15:20	Conclusion		30 min	Master of Ceremony
16:00	Closing session			
18 August				
08:30	Reception and registration of conferees		30 min	
09:00	Discussion on the models of joint formation	Local Government Professionals of the State of Victoria/ <i>Instituto Nacional de Administração Pública</i> (Staff training for the future of Local Authorities)	45 min	Master of Ceremony
09:45	Coffee Break		30 min	Organizing Committee
10:15	Presentation	Representative of Timor-Leste Municipal Administration on the result of the Municipal Conferences.	15 min	Master of Ceremony
10:35	Brief words/notes	Representative of Municipal Chambers/Portuguese Autharchies	15 min	Master of Ceremony
10:55	Brief words/notes	Representative of the Government of the State of Victoria, Australia	15 min	Master of Ceremony
12:30	Lunch Break		90 min	Organizing Committee
14:00	Discussion/ Meeting Municipal Cooperation Partners and other Friendship Groups	(See infra formation of groups)	60 min	Master of Ceremony



*Fifth Conference on Administrative Decentralization and Local Government*

	(community groups and their and municipal partners)			
15:00	Coffee Break		30 min	Organizing Committee
15:30	Preparing the content of "Dili Declaration" on the continued support of the Australian Friendship Cities and their respective partners of Portuguese Autarchies for the continuation of support to the process of Administrative Decentralization.		120 min	Master of Ceremony
18:00	Signing of the acts of Dili Declaration (Cristo-Rei)		15 min	Master of Ceremony
18:15	Closing session	H.E. Vice Minister of the Ministry of State Administration of RDTL	Master of Ceremony	Master of Ceremony
19 August	Visit of the international delegations to Baucau Municipality			Organizing Committee
20 August	Participation in the ceremony of 20 August			Organizing Committee
21 August	Departure of international delegations to their respective countries			

Formation of the group discussion 18 August (09:00 a.m.)			
Timor-Leste	Portugal	Australia + China	Obs.
First group			
AILEU	Bragança	Moreland VLG	13 members
	Lamego	Hume VLG	
AINARO	Castelo Branco	Ballarat VLG	
	Oleiros	Bendigo VLG	
BAUCAU	Paredes	Darebin VLG	
	Porto	Yarra VLG	
	Vila Franca de Xira		
Second group			
BOBONARO	Abrantes		10 members
	Rio Maior		
COVALIMA	Guarda	Port Philip VLG	
	Tondela		

*Fifth Conference on Administrative Decentralization and Local Government*

DILI	Funchal	Darwin NT	
	Lisboa	Indigo <b>VLG</b>	
Third group			
ERMERA	Campo Maior	Casey VLG	10 members
	Viseu		
LAUTEM	Grândola	Morrington Peninsula VLG	
	Lagos		
	Penafiel		
LIQUIÇA	Boticas	Moonee Valley LGV	
	Vila Velha de Rodão		
Fourth group			
MANATUTO	Braga	Hunan (CH)	15 members
	Figueira Castelo Rodrigo	Kingston VLG	
	Torres Novas		
MANUFAHI	Figueira da Foz	Macedon Ranges VLG	
	Ilhavo		
OE-CUSSE AMBENO	Murça		
	Ourém		
VIQUEQUE	Cascais	Geelong VLG	
	Melgaço	Wangaratta VLG	