

**DEMOCRATIC REPUBLIC OF TIMOR-LESTE**  
**MINISTRY OF STATE ADMINISTRATION**

**MINISTERIAL ORDER No. 11/2004**  
**Of 22 September 2004**

**Approving the Organic Structure of the National Institute of Public Administration  
(NIPA)**

Government Decree No. 2/2003, of 23 June, approving the organic structure of the Ministry of State Administration (MAE) provides in its article 11 that the NIPA is under the tutelage of the Ministry of State Administration and that its own statute is to be approved at a later stage.

Thus, pursuant to paragraph (a), item 2, of section 117 of the Constitution of the Republic, combined with article 11 of the above-mentioned government decree, the Minister of State Administration determines, after consultation with the NIPA management and the MAE Advisory Board, the approval of the legal regime that will regulate the operation of the NIPA as follows:

**Article 1**  
**Object**

This Order establishes the operational rules of the National Institute of Public Administration, hereinafter referred to as the NIPA.

**Article 2**  
**Nature**

1. The NIPA is an institution under the MAE, particularly geared towards securing specific professional training to the employees and workers of the State apparatus.
2. The NIPA is an institution that has its own legal personality, enjoys scientific and administrative autonomy, and is subordinate to the Ministry of State Administration, under the terms established by law.
3. The NIPA's budget is appropriated from the State Budget as approved by law.
4. The NIPA may receive direct financial assistance from similar institutions, from development partners and other international organisations, in compliance with the applicable procedures.

**Article 3**  
**Responsibilities**

Through its educational and training activities, the NIPA's main responsibilities are as follows:

- (a) develop the skills, techniques, capacities and attitudes of the public administration employees and agents in order for them to perform their functions in an efficient

and effective manner, thereby cultivating professional self-respect and the ethics of a public-oriented service;

- (b) establish unified administrative systems, practices and procedures that are consistent with effective performance standards;
- (c) assist in setting up a public-oriented administration system and strengthen the sense of citizenship in conformity with the government policy and the law;
- (d) defend, preserve and develop national identity and cultural values that are consistent with human rights.

#### **Article 4** **Competencies**

1. It is specifically incumbent upon the NIPA:
  - (a) to provide training and induction courses to candidates to be admitted into the Civil Service;
  - (b) to provide ongoing training courses;
  - (c) to provide formal education courses in specialized matters, without prejudice to any other vocational training and higher education institutions;
  - (d) to advise and assist the Minister of State Administration in preparing policies on the use of the organs and human resources of the Civil Service, with a view to their development and capacity-building;
  - (e) to establish partnership relations and negotiate agreements with similar educational institutions, national or international, with the aim of promoting the development of the NIPA's educational and training programmes.
2. In respect of training programmes provided by the various Ministries, it is also incumbent upon the NIPA to assist in:
  - (a) the preparation of curricula and the establishment of methodological approaches;
  - (b) the training of trainers;
  - (c) monitoring of the quality of training programmes;
  - (d) the coordination of training provided by international organisations;
  - (e) the conduct of studies and research relevant to its education and training courses and the monitoring of the qualities of human resources in the State apparatus as a whole, with a view to good governance.

#### **Article 5** **Beneficiaries of training actions**

1. Any educational or training activities to be provided by the NIPA are primarily oriented towards public administration employees and agents, community leaders and staff from public companies and tertiary education institutions.
2. The NIPA may also provide consulting, educational and training services to other private stockholders and non-governmental organisations through the payment of the fees due.

## **Article 6**

### **The NIPA Organs**

The NIPA is comprised of the following organs:

- (a) The Management;
- (b) The Advisory Board.

## **Article 7**

### **The Management**

1. The management is composed of the director and includes heads of department appointed by the former.
2. The director is directly answerable to the Minister of State Administration.

## **Article 8**

### **Competencies of the Management**

1. It is incumbent upon the NIPA Director:
  - (a) to direct educational, training, research and advisory activities being carried out by the NIPA;
  - (b) to manage the NIPA;
  - (c) to ensure the professional development of the administrative and teaching staff, as well as render the institution more effective;
  - (d) to develop relations between the NIPA and other organisations in the area of education, both locally and internationally;
  - (e) seek assistance from donors in order to build the NIPA's capacities in fulfilling its responsibilities;
  - (f) to ensure the pursuit of the NIPA's goals, notably with respect to the development of the professional capacities and skills of civil servants, thereby contributing to good governance, for the benefit of the communities of Timor-Leste.
2. It is incumbent upon the heads of department:
  - (a) to assist the NIPA management in their specific areas;
  - (b) to effectively direct their respective departments.

## **Article 9**

### **The Advisory Board**

1. The Advisory Board functions as a consultative body to the NIPA Director and is composed of:
  - (a) three permanent secretaries from different state institutions;
  - (b) three national directors or persons of an equivalent category from state institutions;
  - (c) one representative from public higher education institutions;
  - (d) one representative from private higher education institutions, recognized by the State.
2. Advisory Board members are designated by their respective state institutions and appointed by the Minister of State Administration for a two-year term of office, renewable for equal periods of time.

## **Article 10**

### **Competencies of the Advisory Board**

1. The Advisory Board has the following competencies:
  - (a) advise and assist the NIPA management with the general aspects of its institutional development;
  - (b) make suggestions regarding the NIPA's activities and operation in the area of administration, education and training.

## **Article 11**

### **Functioning of the Advisory Board**

1. The Advisory Board is convened and chaired by the NIPA Director, and ordinarily meets once every quarter.
2. The NIPA Director may, in his or her capacity as the Chairperson of the Advisory Board, invite any public administration experts and/or managerial staff deemed most convenient to attend the meetings.
3. In the performance of its functions, the Advisory Board organises itself into the Education and Training Committee, which deals with matters relating to the NIPA's capacity-building activities, and into the Administration Committee, which deals with organizational matters.
4. The committees mentioned in the preceding subarticle are respectively composed of five (5) members sitting on the Education and Training Committee, and four (4) on the Administration Committee.
5. The Education and Training Committee and the Administration Committee meet once a month and report to the Advisory Board.
6. The Advisory Board is responsible for the preparation and adoption of the NIPA's organic structure and procedures regulating its operation and that of its Committees, in conformity with this Order, the Decree setting out the Organic Structure of the Ministry of State Administration, and all other applicable provisions.

## **Article 12**

### **Organisational Structure**

The NIPA draws on the following organisational structure to fulfil its responsibilities:

- (a) the Department of Public Management and Administration;
- (b) the Technical and Operational Department;
- (c) the Department of Research and Educational Development;
- (d) the Department of Administration.

### **Article 13**

#### **The Department of Public Management and Administration**

The Department of Public Management and Administration is specifically charged with designing and implementing:

- (a) preparatory educational and training programmes with the primary aim of providing candidates to be admitted into the civil service with knowledge and skills that will allow them to be properly fitted into their posts, thereby enabling them to perform their functions in an effective manner;
- (b) ongoing educational and training programmes with the aim of gradually and progressively developing the skills of civil servants in the fields of supervision and management, in accordance with the requirements inherent in their respective posts;
- (c) formal education programmes with the aim of providing senior officials in the public administration with access to undergraduate, university extension, and postgraduate studies.

### **Article 14**

#### **Sections of the Department of Public Management and Administration**

1. The Department of Public Management and Administration comprises the following sections:

- (a) the Pre-Service Section;
- (b) the Management and Administration Section;
- (c) the Career Management and Development Section;
- (d) the Local Government Section;
- (e) the Formal Education Section.

2. The Pre-Service Section is responsible for designing and delivering induction courses and other pre-service education and training activities as required.

3. The Management and Administration Section is responsible for designing and carrying out ongoing educational and training activities in the areas of supervision and public management, in accordance with the needs of civil servants and government officials.

4. The Career Management and Development section is responsible for designing and carrying out ongoing educational and training activities relating to career planning and development, within the framework of the public administration careers.

5. The Local Government Section is responsible for designing and carrying out ongoing educational and training in the areas of management and administration, at the local government level.

6. The Formal Education Section is responsible managing and implementing, in close consultation with the Ministry of Education, Culture, Youth and Sports, the National University, and in conjunction with other educational institutions, both national and foreign:

- (a) specialised courses in the area of public administration, equivalent to secondary and tertiary education courses (certificate and diploma);
- (b) other programmes for university extension and postgraduate studies.

## **Article 15**

### **The Technical and Operational Department**

1. The Technical and Operational Department is especially responsible for designing and implementing ongoing educational and training programmes with the aim of developing the operational skills and competencies of civil servants in the fields of office systems, information technology, general financial management, and languages, including other technical and professional areas to be determined in accordance with the needs of the civil service.
2. The Technical and Operational Department is also responsible for assisting the Department of Public Management and Administration with the organisation of technical courses of the Pre-Service Programme.

## **Article 16**

### **Sections of the Technical and Operational Department**

1. The Technical and Operational Department consists of:
  - (a) the Office Systems Section;
  - (b) the Information Technologies Section;
  - (c) the Financial Management Section;
  - (d) the Language Section.
2. The Office Systems Section is responsible for designing and carrying out ongoing educational and training activities relating to the filing and handling of correspondence, both incoming and outgoing, and other secretarial activities.
3. The Information Technologies Section is responsible for designing and carrying out ongoing education and training activities relating to the use of information technologies in the public administration.
4. The Financial Management Section is responsible for designing and carrying out ongoing education and training activities in the area of financial management in the public administration for staff who are not experts in this area, but require general knowledge to perform their functions.
5. The Language Section is responsible for designing and carrying out ongoing education and training activities, particularly for the development of communication skills in the official languages: Tetum and Portuguese, but also English and other languages, as may be deemed necessary for a better performance in the civil service.

## **Article 17**

### **The Department of Research and Educational Development**

1. It is specifically incumbent upon the NIPA Department of Research and Educational Development to carry out research-related activities in the field of public administration and promote the development of effective practices in the areas of education and training.
2. The Department of Research and Educational Development consists of the Research Unit and the Training and Educational Development Unit.

## **Article 18**

### **Units of the Department of Research and Educational Development**

1. The Research Unit of the Department of Research and Educational Development is responsible for:
  - (a) identifying and assessing capacity-building needs of civil servants;
  - (b) assessing the effectiveness of any activities related to the capacity building of civil servants;
  - (c) acting as a research coordination unit and a think tank in the areas of the commitment of government agencies and their respective human resources, of the development of public policies at national and local level, and of the information management systems in the public administration.
2. The Training and Educational Development Unit is responsible for:
  - (a) cooperating with other departments in developing curricula and appraisal procedures for those participating in NIPA programmes;
  - (b) designing and delivering trainer training courses and human resources management courses;
  - (c) setting selection criteria for each educational and training activity to be conducted by the NIPA;
  - (d) ensuring that educational and training activities are based on technologies appropriate for the needs of the civil servants of Timor-Leste.

## **Article 19**

### **The Department of Administration**

The NIPA Department of Administration is specifically responsible for carrying out activities in the areas of financial and organisational planning, budgetary execution, human resources administration, procurement of goods and services, property, infrastructure and equipment control, administrative communication, library services, and of information management, including other support services necessary for the smooth running of the NIPA.

## **Article 20**

### **Sections and Sub-Sections of the Department of Administration**

The Department of Administration consists of the following sections:

- (a) General Administration;
- (b) Financial Administration;
- (c) Planning, Information and Admission System;
- (d) Library and Preparation of Materials.

## **Article 21**

### **The General Administration Section**

The General Administration Section has a Secretariat, a Logistics and Campus Management Sub-Section, and a Personnel Sub-Section.

1. The Secretariat of the General Administration is responsible for:
  - (a) managing the secretariat general;
  - (b) managing and developing the filing system;
  - (c) managing all aspects related to correspondence;
  - (d) executing any other determinations issued by the NIPA Director.
2. The Logistics and Campus Management Sub-Section is responsible for:
  - (a) managing all of NIPA's logistics, including offices, equipment, transport and communications, and keeping an updated inventory and record of assets owned by the NIPA;
  - (b) ensuring the maintenance of the campus and premises, including buildings, vehicles and other equipment;
  - (c) ensuring the cleaning of the workplaces, training rooms, dormitories and other areas, including the campus;
  - (d) managing the security of the facilities;
  - (e) allocating training rooms;
  - (f) managing the dormitories;
  - (g) ensuring the supply of consumer goods.
3. The Personnel Sub-Section is responsible for:
  - (a) assisting in human resources planning and development;
  - (b) managing the recruitment, promotion, contract termination and staff reassignment processes;
  - (c) ensuring discipline and the well-being of the NIPA employees;
  - (d) collecting and storing data required for an effective personnel management, including attendance records;
  - (e) keeping individual files of all personnel updated;
  - (f) preparing reports in accordance with the payments system requirements, and any other reports as required by the director.

## **Article 22**

### **The Financial Administration Section**

The Financial Administration Section is responsible for:

- (a) preparing the financial plan and the draft annual budget;
- (b) controlling the NIPA's incomes and expenditures;
- (c) ensuring compliance of the NIPA's financial procedures with state budget requirements.

## **Article 23**

### **Planning Section**

The Planning Section comprises the Planning, Information, and Admissions Sub-Sections.

1. The Planning Section is responsible for:
  - (a) assisting in preparing development policies and plans for the institution;



- (b) preparing the NIPA's Annual Action Plan and monitoring its implementation progress, in conformity with the set goals;
  - (c) preparing reports, as required by the NIPA Director, on planning- and development-related issues, including periodic progress reports on the implementation of the Annual Action Plan;
  - (d) planning cooperation actions with other national and international organisations.
2. The Information Sub-Section is responsible for:
- (a) managing the information system with the objective of collecting and storing information for participants;
  - (b) preparing statistical data as required by the director;
  - (c) managing the NIPA's website.
3. The Information Sub-Section is responsible for:
- (a) preparing a timetable for educational and training activities;
  - (b) disseminating information to all staff on the planned activities;
  - (c) planning and putting into operation an admission system for those participating in the activities mentioned in the preceding paragraph.

#### **Article 24**

#### **Library Section**

4. The Library and Preparation of Materials Section is responsible for:
- (a) managing and developing the library, ensuring the availability of educational and training materials in a printed and electronic format, with a view to meeting the NIPA's needs;
  - (b) reproducing materials developed by trainers for education and training purposes.

### **Property, Revenue and Expenditure**

#### **Article 25**

#### **Property**

1. The NIPA's property comprises the universality of assets, rights and obligations acquired and incurred while conducting its business.
2. The NIPA's property and financial management, including the organisation and execution of its accounts, are regulated by the norms applicable to state institutions.

#### **Article 26**

#### **Revenue**

The NIPA's revenue includes:

1. appropriations from the state budget;
2. proceeds from the lease of classrooms, dormitories and other assets that may be leased out to other institutions;

3. proceeds from the sale of materials considered useless or from the disposal of assets.

### **Article 27**

#### **Expenditure**

The NIPA's expenditure includes:

1. operating and personnel costs.
2. costs of procurement and production of materials and of hiring of services.
3. other costs of procurement, maintenance and conservation of assets, services or facilities necessary for its operation and the discharge of its responsibilities.

### **Article 28**

#### **Entry into Force**

This Order shall come into force on the day subsequent to the date of its publication in the Official Gazette.

Dili, 16 September 2004.

The Acting Minister of State Administration  
[Signed]  
Ana Maria Pessoa Pereira da Silva Pinto