Project Document

Strengthening Early Recovery for Comprehensive and Sustainable Reintegration of IDPs

SERC Project

November 2008

United Nations Development Programme
Country: Timor-Leste
Project Document

Project Title:	Strengthening Early Recovery for Comprehensive and Sustainable Reintegration of IDPs (SERC)
UNDAF Outcome(s):	n/a[1]
Expected CP Outcome(s):	Comprehensive and sustainable reintegration programmes for IDPs, returning refugees and ex-combatants in place[2]
Expected Output(s):	An effective network for disseminating information to IDPs throughout Timor-Leste created
Executing Entity:	UNDP Timor-Leste
Implementing Agencies:	National Directorate for Social Assistance, Ministry of Social Solidarity

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Brief Description

Two years after the country fell into the crisis in April 2006, 5,963 families have received assistance to leave IDP camps and return or relocate; whilst 9,937 families remain registered with the government as future beneficiaries for assistance (MSS, August 2008). To address the IDP issues and more broadly early recovery challenges in a comprehensive and coordinated manner, the Government of Timor-Leste adopted the National Recovery Strategy (NRS) in December 2007. While a range of initiatives to support the NRS are underway, there is still a significant gap in promoting early recovery and durable solutions to the IDP population. With the current progress achieved on the return and reintegration, of IDPs and the gradual decommissioning of camps, these solutions have become the more essential for insuring sustainable returns and mitigating any risk of conflict in already strained communities. Against this background, the project aims to strengthen early recovery efforts through (1) developing mechanisms and processes to meet the needs of the IDP-receiving communities; and (2) augmenting early recovery coordination capacity to implement the NRS and the National Priorities Plan (NPP). It will complement the ongoing UNDP support to the community dialogue process as well as enhance national and international coordination effort in early recovery.

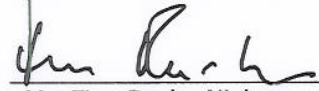|		
UNDP programme period: **2009-2013**	Total resources required	**USD 3,656,000**
	Total allocated resources:	**USD 1,250,000**
Key Result Area: **3.3 Restoring the foundations for development at local level**	• Regular:	**USD 1,250,000**
	• Other:	
Atlas Award ID:	○ Donor	
Project start date: **November 2008**	○ Government	
Project end date: **October 2010**	Unfunded budget:	**USD 2,406,000**
LPAC Meeting Date:		
Management Arrangements: **DEX**	In-kind Contributions	

Agreed by Government:

Ms. Maria Domingas Fernandes Alves
Minister of Social Solidarity

Date: 10-11-2008

Agreed by UNDP:

Mr. Finn Reske-Nielsen
DSRSG for Governance Support, Development and
Humanitarian Coordination
UN Resident and Humanitarian Coordinator
UNDP Resident Representative, Timor-Leste

Date: 10-11-2008

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[1] UNDAF and CPD 2003-2005 were formulated prior to the 2006 crisis, and therefore did not include an outcome related to CPR. Given TL context, they were extended without major changes till 2008. However, during target setting for 2007, the CO introduced some reference under Practice area 4 "Crisis Prevention and Recovery".
[2] Same as above.

I.   SITUATION ANALYSIS

1) IDP situation, including obstacles to their resettlement

Two years after the country fell into the crisis in April 2006, 8,600 families have received assistance to leave IDP camps and return or relocate whilst 7,400 families remain registered with the government as future beneficiaries for assistance (MSS, October 2008). To address the IDP issues and more broadly early recovery challenges in a comprehensive and coordinated manner, the Government of Timor-Leste adopted the National Recovery Strategy (NRS) in December 2007. While a range of initiatives to support the NRS are underway, there remain gaps in promoting early recovery and durable solutions, particularly in terms of the provision of basic services to returning IDPs, their surrounding and recipient communities due to damaged and destroyed infrastructure. Finding viable, durable and sustainable solutions to resettlement and reintegration, which recognise the need for managing social resentment and conflicts, constitutes a high priority for the Government and the international community. Indeed, with the closure of approximately half of the IDPs camps, these solutions have become even the more crucial.

The issue of return and/or relocation is complex and can not be isolated from the broader root cause of the conflict which broke out two years ago.[3] Some of the key obstacles include: perceived/real fear of IDPs of further violence if they return home; land ownership disputes; limited economic opportunities; and lack of shelter to return to. A study done by the International Crisis Group also shows that there are some "pull" factors that keep the IDPs in the camps, including food distribution, relative economic opportunities in Dili and politicization of the camps. The displacement crisis is widely viewed as a serious threat to political and social stability and as a serious humanitarian concern affecting many Timorese citizens. Therefore, the government has taken the decision to solve the current displacement crisis and initiated a reintegration strategy for IDPs currently living in camps. This strategy is implemented on a camp by camp basis with the assistance and facilitation of various international partner organisations, resulting in the return of more than 8,000 families out of the estimated 16,000 families of the IDPs (MSS data as of October 2008). However, returning IDPs and the receiving communities are faced with potentially conflicting challenges such as occupied houses, lack of infrastructure, historically grown hostilities, and others. The government and its international partner organisations have recognised the need to provide significantly more assistance to returning IDPs and receiving communities. While UNDP Dialogue Projects[4] strengthen MSS capacities and civil society engagement in dialogue processes and reconciliation, this Strengthening Early Recovery for Comprehensive and Sustainable Reintegration of IDPs (SERC) project addresses the lack of social cohesion and basic community infrastructure and provides assistance to returning IDPs and receiving communities. It is expected to support communication and exchange among community members on basic infrastructure needs and to facilitate reaching an agreement on small infrastructure project(s) that are of common benefit.

2) National and international response

In order to address the IDP issues and the recovery challenges more broadly, the Government of Timor-Leste adopted in December 2007 the National Recovery Strategy (NRS) as a framework to coordinate government efforts in a holistic manner. It consists of the following five pillars:

1. Housing and resettlement opportunities
2. Socio-economic development
3. Trust building
4. Security and stability
5. Social protection

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[3] Transitional Strategy and Appeal 2008 for Timor-Leste
[4] "Support to the Trust-building Pillar of the National Recovery Strategy" and "Strengthening Institutional Structures and Mechanisms for Dialogue"

The Office of the Vice Prime Minister has been designated to coordinate the overall implementation of the NRS and manage the Government's response to natural disasters, while the lead Ministry for each pillar has been tasked to promote integration with co-implementing ministries. The Government has allocated $15 million for the IDP issues and the 2008 national budget and national priorities have reflected the activities that can contribute to the current humanitarian and recovery efforts.

In response to the government's effort, the UNCT together with other development partners launched the Transitional Strategy and Appeal (TSA) for Timor-Leste in March 2008. It reflects a mixed strategy that combines a consolidated response to IDP-related humanitarian and recovery issue and a selected response to chronic vulnerabilities of the wider population that have a direct or indirect humanitarian impact. Specifically, it is organized in three modules: (i) Continue the provision of emergency assistance to IDPs in camps; (ii) Support the five pillars of the National Recovery Strategy; and (iii) Strengthen national disaster risk management capacity. The total amount of the Appeal is $33.5 million. A mid-term review is currently underway to assess progress achieved so far.

3) Early Recovery Challenges for UNDP

The UNDP Policy on Early Recovery defines the role of UNDP in early recovery in terms of the three mutually supportive initiatives: (i) strengthening post-crisis governance; (ii) facilitating effective local level early recovery and (iii) support coordinated early recovery planning.

In the context of Timor-Leste, UNDP is currently facing two key challenges in strengthening early recovery efforts. First, there is an urgent need to develop a mechanism to follow up on the community processes in terms of meeting the needs of IDP-receiving communities and promoting their social cohesion. In support of the Trust Building pillar of the NRS, UNDP has rolled out the projects, "Strengthening Institutional Structures and Mechanisms for Dialogue" as well as "Support to the Trust-building Pillar of the National Recovery Strategy" in collaboration with the Ministry of Social Solidarity.[5] The projects are intended to promote resolution of disputes concerning the return of the IDPs by conducting dialogues between the IDPs and the host communities as well as meeting their immediate needs.

During the dialogue process, it is also anticipated that the communities will express their needs and concerns about the broader development issues, which need to be adequately followed up in order to gain their confidence and facilitate the return and reintegration of IDPs. Past experience shows that community dialogue without appropriate follow-up can become counter-productive and exacerbate tension/conflict. While the NRS clearly recognized the importance of "concrete follow-up of community dialogue" and "targeted support to crisis-affected communities", there are no mechanisms and processes at the moment which can translate these needs into implementation. These issues and challenges are addressed by Output 1 and 2 of the present project proposal.

At the same time, OCHA is planning to phase out its operations soon, while UNDP is expected to take over the early recovery aspects. Hence, there is an urgent need to augment coordination capacity for early recovery within the UN system and the national community as well. This challenge is addressed by Output 3 of the present project proposal.

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5 See Project Brief I and II in Annex

II. STRATEGY

1) Project objective

Against the above background, the objective of this project is to support the implementation of the National Recovery Strategy by strengthening early recovery efforts for durable solutions to IDPs and the receiving communities. More specifically, the project will focus on: (1) developing mechanisms and processes to meet the needs of the IDP-receiving communities as a follow-up to the community dialogues process; and (2) augmenting early recovery coordination capacity to implement the National Recovery Strategy.

2) Outputs and approach

In order to achieve the above objective, the project will produce the following three outputs:

Output 1   Enhance skills of MSS staff to conduct participatory planning for community development projects and assess their impacts

Output 2   Assist MSS staff to identify needs, plan and implement small community infrastructure projects in a participatory process; and

Output 3   Support the integration of early recovery policies and strategies into the National Recovery Strategy and relevant national priorities.

- **Community-based recovery (Output 1 and 2)**

National capacity utilization and support: In line with UNDP policy on Early Recovery, the project will utilize national capacities to the extent possible, while taking into account its current limitations. The National Directorate for Social Assistance (NDSA) will play a key role in implementation. The NDSA has the mandate for responding to humanitarian and social assistance needs, including the provision of cash, food and non-food items and services to vulnerable groups. This assistance is provided to elderly, disabled, widows, orphans, women and children, IDPs and victims of natural disasters. The assistance provided ranges from short-term transitional support to on-going safety-net programs. Assistance is provided either directly by NDSA or through contracting of NGOs as service providers. Establishing a community infrastructure programme within the framework of the NDSA is currently under discussion. Hence, the SERC will constitute a pilot that would inform NDSA programme design, define operational/ implementation procedures, and build capacity of its staff. The Directorate works in close cooperation with other Directorates within MSS, other Ministries, civil society and the international community. Strong linkages will be established with the Ministry of Infrastructure for implementing community infrastructure initiatives in terms of technical assistance and planning.

The project will engage a CTA/ Project Manager who has strong expertise in participatory planning and community-based development, a National Deputy Manager, Lead International Engineer and 4 national engineers. 10 national Social Mobilizers and a Procurement/ Finance Associate will be recruited by the Ministry of Social Solidarity to facilitate project implementation, participatory planning and identify community development needs in coordination with the dialogue teams of the Ministry of Social Solidarity (MSS). As for community mobilization, UNDP will draw upon its past experience both internationally and in Timor Leste, including collaboration with the private sector and NGOs. The International staff will mentor and handover gradually their responsibilities to the national staff with the view of phasing out at the end of the first year of project implementation.

Coordination: In addition to coordination with MSS Dialogue Teams, the project will coordinate its support with other concerned government departments, development partners, District Offices and CSOs which are already working in the target communities. Other UNDP partners with experience in community mobilization and participatory planning processes will be consulted. In this regard, the project team will work very closely with the Working Group on the Trust Building pillar of NRS (*Hamutuk Hari'i Konfiansa* Working Group) which provides a forum for coordination between Government and others working in this area, as well as with the other four pillars of the national strategy and the National Priority 2 Working Group to ensure that they are mutually supportive and complementary. Once target communities and their development needs are identified through a participatory planning process, the project will link them with other CSOs initiatives as well as MSS other projects to the extent possible, so that these needs can be covered in a comprehensive and coordinated manner.

Sustainability: While the project is focused on meeting the immediate needs of facilitating the return and resettlement of IDPs, it will also seek to develop capacities and strategies that can help the MSS to continue and scale up its community infrastructure interventions. The project will also take into account the management and maintenance of community infrastructure in its planning process.

Gender: The project will integrate a gender equality approach into its management and operations. Due diligence will be taken to secure gender balance among social mobilizers so that the project can reach women as well as men's needs and concerns. While the project will ensure women's participation in community decision-making processes, it will organize a separate consultation for women if deemed necessary in order to ascertain that their needs and concerns are freely articulated and adequately incorporated into the decision-making process.

- **Coordination of early recovery (Output 3)**

This output is in line with the Humanitarian reform and the expected roll-out of the IASC Cluster system. Six to seven clusters are currently proposed, namely: camp coordination and emergency shelter, health and nutrition, water and sanitation, food aid and food security, education, protection (still to be confirmed as this could be treated as a cross-cutting issue), and early recovery. Activities under this output will focus on supporting the Government on Early Recovery Coordination. Accordingly, the project will engage an Early Recovery Adviser (ERA) who will assist in the horizontal coordination of sectoral approaches (clusters/ working groups) to early recovery in order to facilitate the implementation of the National Recovery Strategy and relevant national priorities and ensure coherence among different stakeholders. The Early Recovery Advisor will insure policy coherence, operational support to coordination among different Ministries as well as UN agencies and the international community. S/He will be placed along with an Information Management Specialist at the UN Resident Coordinator's Office (RCO) for strategic overview and will liaise regularly with concerned government agencies and the Early Recovery Network/ forum encompassing different clusters/ or sector working groups.

The project will also engage an Early Recovery Cluster Coordinator and a National Recovery Officer who will support UNDP's role in coordinating and monitoring early recovery efforts within the UN system and with the international community, as well as supporting MSS on early recovery coordination and oversight. They will also support capacity development of MSS on Early Recovery coordination and devise a relevant action plan in collaboration with NDSA. These functions will support the Early Recovery Cluster currently under discussion, which would encompass governance, infrastructure, reintegration and livelihoods.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: n/a	

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Comprehensive and sustainable reintegration programmes for IDPs, returning refugees and ex-combatants in place

Applicable Key Result Area (from 2008-11 Strategic Plan): Restoring the foundations for local development

Partnership Strategy: UNDP works closely with a range of early recovery partners, including government (OVPM, MSS,), UN agencies, CSOs and donors.

Project title and ID (ATLAS Award ID): Strengthening Early Recovery for Comprehensive and Sustainable reintegration of IDPs (SERC)

Intended Outputs	Indicative Activities	Responsible parties	Inputs	
1. Enhance skills sets of MSS staff to conduct participatory planning for community development projects Baseline: - MSS does not usually consider issues of tension between receiving communities and returning IDPs - No documented mechanisms for participatory planning is in place for community infrastructure Indicators: - Number of issues between receiving communities and returning IDPs identified and managed by MSS - Mechanisms and guidelines for participatory planning elaborated and implemented by MSS	1.1 Recruit Project team and mobilize the project 1.2 Develop mechanisms and guidelines for participatory planning and implementation of community infrastructure projects that can improve social cohesion 1.3 Train project and NDSA staff [at least 40% are women] on participatory planning processes 1.4 Develop in collaboration with NDSA a longer-term strategy to continue working with Suco Councils on community development projects	UNDP	CTA/ Project Manager	200,000
		UNDP	International Communication & Outreach Adviser	160,000
		UNDP	International Lead Engineer	160,000
		MSS	10 Social Mobilizers [at least 50% are women]	54,000
		MSS	1 Procurement/ Finance Associate	6,000
		UNDP	National Deputy Project Manager	42,000
		UNDP	4 National Engineers	145,000
		UNDP	Training on participatory development for social mobilizers and government officials	15,000
		UNDP	Transportation (Vehicle & Motorbikes Purchase)	37,000
		UNDP	Driver	10,000
		UNDP	Fuel & Maintenance	9,000
		MSS	Fuel & Maintenance	6,000
		UNDP	Office space	18,000
		UNDP	IT equipment	11,000
		UNDP	Equipment	5,000
		UNDP	Communication	15,000
		UNDP	Printing & Production Costs	30,000
		UNDP	Miscellaneous	10,000
Sub-Total Output 1				**933,000**

2. Identify needs, plan and implement small community infrastructure projects in a participatory process Baseline: - Pre-project perception survey to provide baseline information in the targeted Sucos - IDPs and receiving communities have identified lack of basic community infrastructure as an obstacle for returns Indicators: - Level of satisfaction in the targeted Sucos – receiving community and returning IDPs – with the reintegration process through a pre- and post project assessment survey - Number of infrastructure approved, implemented and completed on time in targeted Sucos	2.1 Develop with NDSA transparent operational procedure for the identification and selection of target Sucos in Dili and priority districts as a follow-up on the dialogue initiatives undertaken by MSS in coordination with District Offices. 2.2 Conduct participatory needs assessment & relevant trainings for *Chefes de Suco* and community leaders to identify community infrastructure needs. 2.3 Help establish and participate in MSS technical working group for selection and award of community projects 2.4 Implement community projects supported by MSS. 2.5 Monitor and evaluate development projects, including conducting pre- and post project assessment survey	UNDP	Meeting and training costs for suco chiefs and community leaders [at least 40% are women]	37,500
		MSS	Meeting costs for suco chiefs and community leaders	10,000
		UNDP	Community infrastructure grants[6]	2,000,000
		UNDP	Evaluation of the Project	8,850
		UNDP	Local Travel	10,000
		UNDP	F&A	168,500
Sub-Total Output 2				**2,234,850**
Sub-Total Community Infrastructure (Output 1+2)				**3,167,850**
3. Coordination of early recovery (ER) facilitated to support the implementation of the National Recovery Strategy and relevant national priorities. Baseline: - OCHA is planning to phase out its operations by the end of 2008 - No institutionalised cooperation mechanisms by government and IOs in early recovery and implementation of the NRS Indicators: - ER coordination forum among UN system, INGOs and IOs performing policy coordination, data sharing, M&E and advocacy functions	3.1 Support the overall sectoral approaches for Early recovery through the deployment of and Early Recovery Adviser 3.2 Establish the Early Recovery Secretariat (Early Recovery Coordination Specialist and Information Management Specialist) attached to UNDP CPR Unit. 3.3 Provide coordination and information management support to UNCT and early recovery coordination committee in supporting implementation of the NRS.	UNDP	Early Recovery Advisor (RCO)	160,000
		UNDP	Early Recovery Cluster Coordinator	160,000
		UNDP	Information Management Specialist (RCO)	125,000
		UNDP	National Recovery Officer	30,240
		UNDP	Office equipment	12,910
Sub-Total Output 3				**488,150**
Total Project Budget (outputs 1+2+3)				**3,656,000**

[6] A minimum of 30 Sucos will be supported with the total number depending of further contributions.

IV. ANNUAL WORK PLAN

Years: 2009-2010

Expected Outputs	Planned Activities	Timeframe				Resp.	Planned Budget		
		S1	S2	S3	S4	Party	Fund	Budget Description	Amount
1. Enhance skills sets of MSS staff to conduct participatory planning for community development projects **Baseline:** - MSS does not usually consider issues of tension between receiving communities and returning IDPs - No documented mechanisms for participatory planning is in place for community infrastructure **Indicators:** - Number of issues between receiving communities and returning IDPs identified and managed by MSS - Mechanisms and guidelines for participatory planning elaborated and implemented by MSS **Target:** Enhanced skills of MSS staff to conduct participatory planning processes **Related CP outcomes:** CP Outcome 7 and 8	1.1. Recruit Project team and mobilize the project Result: Enables Management of Project 1.2. Develop mechanisms and guidelines for participatory planning and implementation of community infrastructure projects that can improve social cohesion Result: Establish reference document for the project implementation 1.3. Train project and NDSA staff on participatory planning processes Result: Staff qualified to implement project 1.4. Develop in collaboration with NDSA a longer-term strategy to continue working with Suco Councils on community development projects Result: Create a long term perspective & commitment	X	X			UNDP		71100 ALD Employee Costs	520,000
		X	X	X	X	MSS		71300 Local Consultants	60,000
		X	X	X	X	UNDP		71400 Contractual Services - Individual	197,000
		X	X	X	X	UNDP		72100 Contractual Services - Companies	15,000
		X				UNDP		72200 Equipment and Furniture	42,000
		X	X	X	X	UNDP		72400 Communication & Audio Visual Equip	15,000
		X				UNDP		72800 Information Technology Equipment	11,000
		X	X	X	X	UNDP		73100 Rental & Maintenance-Premises	17,500
		X	X	X	X	UNDP		73400 Rental & Maintenance-Other Equip	9,000
		X	X	X	X	MSS		73400 Rental & Maintenance-Other Equip	6,000
		X	X	X	X	UNDP		74200 Printing & Production Costs	30,000
		X	X	X	X	UNDP		74500 Miscellaneous	10,000
2. Identify needs, plan and implement small community infrastructure projects in a participatory process	2.1. Develop with NDSA transparent operational procedure for identification and selection of target Sucos in Dili and priority districts as a follow-up on the dialogue initiatives undertaken by MSS		X			UNDP		71200 International Consultant	7,350

Baseline: - Pre-project perception survey to provide baseline information in the targeted Sucos - IDPs and receiving communities have identified lack of basic community infrastructure as an obstacle for peaceful reintegration	in coordination with District Offices. Result: Cooperation with identified Sucos can begin		X			UNDP		71300 National Consultant	1,500
	2.2. Conduct participatory needs assessment & relevant trainings for *Chefes de Suco* and community leaders to identify community infrastructure needs. Result: Detailed list of infrastructure needs in each of the identified Sucos		X	X	X	UNDP		71600 Local Travel	10,000
Indicators: - Level of satisfaction in the targeted Sucos – receiving community and returning IDPs – with the reintegration process through a pre- and post project assessment survey - Number of infrastructure approved, implemented and completed on time in targeted Sucos	2.3. Help establish and participate in MSS technical working group for the selection and award of community projects. Result: MSS technical working group is established and functioning		X	X	X	UNDP		72100 Contractual Services - Companies	37,500
			X	X	X	MSS		72100 Contractual Services - Companies	10,000
Target: Address obstacles for reintegration in targeted Sucos through participatory planning processes and infrastructure projects	2.4. Implement community projects supported by MSS Result: Infrastructure needs of communities are met		X	X	X	UNDP		72600 Grants	2,000,000
Related CP outcomes: CP outcomes 7 and 8	2.5. Monitor and evaluate development projects, including conducting pre- and post project assessment survey Result: Ensure best practice and do-no-harm implementation	X	X	X	X	UNDP		75100 F&A	168,500

3. Coordination of early recovery among INGOs and IOs facilitated to support the implementation of the National Recovery Strategy **Baseline:** - OCHA is planning to phase out its operations by the end of 2008 - No institutionalised cooperation mechanisms by government and IOs in early recovery and implementation of the NRS **Indicators:** - Early recovery coordination forum among UN system, INGOs and IOs performing policy coordination, data sharing, M&E and advocacy functions **Target:** Ongoing consultation and information sharing among INGOs and IOs on early recovery in an early recovery coordination forum **Related CP outcomes:** **CP outcome 7 and 8**	3.1. Support the overall sectoral approaches for early recovery through the deployment of an Early Recovery Adviser. Result: 3.2. Establish the Early Recovery Secretariat (Early Recovery Coordination Specialist and Information Management Specialist) attached to UNDP CPR Unit. Result: Unit can function and coordinate approaches to crisis recovery 3.3. Provide coordination and information management support to UNCT and early recovery coordination committee in supporting implementation of the NRS.	X	X	X	X	UNDP		71100 ALD Employee Costs	445,000
		X	X	X	X	UNDP		71400 Contractual Services - Individual	30,240
		X	X	X	X	UNDP		72200 Equipment and Furniture	12,910
TOTAL									**3,656,000**

V. MANAGEMENT ARRANGEMENTS

The project will be executed by UNDP and the National Directorate for Social Assistance (NDAS) of the Ministry of Social Solidarity (MSS).
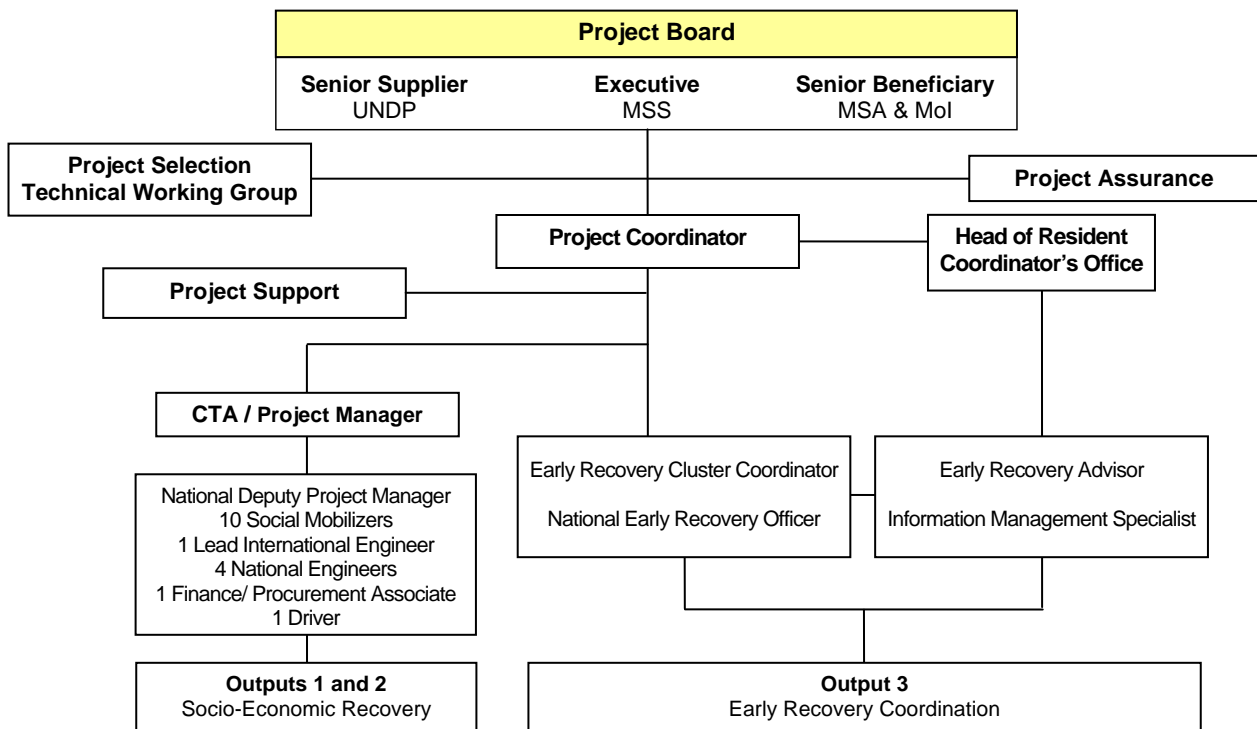
A Project Board (PB) will be established, comprising representatives from UNDP, MSS, Ministry of State Administration and Territorial Management (MSA) and Ministry of Infrastructure (MoI). Other participants, such as NGOs and donors' representative, can be invited to join the PB. This will be further discussed during the first PB meeting. The PB will provide strategic guidance and oversight on project implementation, including making management decisions upon request by the Project Coordinator. This includes the approval of project revisions as applicable. The PB will meet every month or more frequently as needed (TOR included in Annex 2) and will be chaired by MSS. In terms of maintaining coherence of the three project outputs and integrating them into reporting, a representative of the Crisis Prevention and Recovery Unit will act as Project Coordinator.

The Project Team for Outputs 1 and 2 will be hosted at NDSA for better integration with on-going initiatives and institutional set up. An international CTA/ Project Manager will be recruited in order to lay the basic foundations for implementation and ensure daily management and follow-up of this project component. S/He will assume the primary responsibility for achieving the results specified in outputs 1 and 2 at the required standard of quality and within the specified constraints of time and cost. A national Deputy Project Manager will be recruited for support and transfer of knowledge and experience. The CTA/ Project Manager will mentor the Deputy Project Manager and delegate gradually to him/ her management responsibilities in view of phasing out after the first year. Both will also work closely with the Hamutuk Hari'i Konfiansa and National Priority 2 Working Groups and will have close linkages and support from the Manager of the "Support to the Trust-building Pillar of the National Recovery Strategy" project funded by AusAID. They will also consult regularly with community leaders about the planning and implementation of infrastructure projects as well as with MSS Dialogue Teams about social situation in assistance-receiving communities. NDSA will take an active part in all recruitment processes to ensure ownership, suitability of expertise to NDSA's needs, and complementarities with existing staff. The project team for Outputs 1 and 2 will work daily under the general guidance of the Director of Social Assistance and will report directly to the Assistant Country Director/ Crisis Prevention and Recovery under the overall direction of UNDP Senior Management. MSS/ NDSA will take an active part in the selection of the project team as per UNDP's standard practice.

The NDSA will create and chair a Project Selection Technical Working Group for short-listing viable projects and recommending award of community grants to the PB. The CTA/ Project Manager and the Deputy Project Manager will assist in the establishment and subsequent support, and will serve as active members in this forum. The pre-selected projects will be then presented to the Project Board for endorsement and confirmation of award. Relevant operational procedures will be developed through a participatory process to ensure ownership, clarity and transparency. Membership of the Project Selection Technical Working Group would include NDSA (Chair), Secretariat of State for Public Works (co-chair), CTA/ project Manager, Deputy Project Manager, project Engineer(s) and Finance/ Procurement Associate.

With regard to Output 3, an Early Recovery Adviser and Information Management Specialist will be recruited for the Office of the UN Resident Coordinator (RCO) to whom they will report. They will be also accountable to the PB through the Project Coordinator. The Early Recovery Support Team, consisting of an Early Recovery Cluster Coordinator and a national Early Recovery Officer will report to the UNDP Senior Management through the Assistant Country Director/ Crisis Prevention and Recovery.

Figure 1: Schematic representation of the project management structure

Project Board		
Senior Supplier UNDP	**Executive** MSS	**Senior Beneficiary** MSA & MoI

Project Selection Technical Working Group

Project Assurance

Project Coordinator

Head of Resident Coordinator's Office

Project Support

CTA / Project Manager

National Deputy Project Manager
10 Social Mobilizers
1 Lead International Engineer
4 National Engineers
1 Finance/ Procurement Associate
1 Driver

Early Recovery Cluster Coordinator

National Early Recovery Officer

Early Recovery Advisor

Information Management Specialist

Outputs 1 and 2
Socio-Economic Recovery

Output 3
Early Recovery Coordination

VI. MONITORING FRAMEWORK AND EVALUATION

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

<u>Within the two year project cycle</u>

➤ Report on a monthly basis to NDSA on project implementation and support it on relevant reporting requirements as needed (ex. IMC, NP WG2, HHK, etc.).

➤ On a quarterly basis, a quality assessment by the Project Coordinator will record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. Assessment/monitoring results will be shared with the PB on a quarterly basis.

➤ An Issue Log will be activated in Atlas and updated by Project Support to facilitate tracking and resolution of potential problems or requests for change.

➤ Based on the initial risk analysis submitted (see annex 1), a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➤ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Coordinator and Project Assurance, using the standard report format available in the Executive Snapshot.

➤ A project Lesson-learned log will be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

➤ Monitoring Schedule Plan will be activated in Atlas and updated to track key management actions/events

➤ The project manager will report to the project coordinator on a quarterly basis or more often if required by the project coordinator about the progress of the outcome 1 and 2.

<u>Annually:</u>
➤ Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board and the UNDAF Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

➤ Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

<u>Evaluation:</u>
In the third quarter of the first year of implementation a mid-term review will be conducted with recommendations to be implemented during the second year. It is anticipated that during the third quarter of second year of the 24 months implementation of this program an evaluation be conducted to gauge its impacts and any continuing needs for its extension or expansion. The evaluation will also assess any future long-term role within the government for the services

provided by the program and its staff and to this end will be informed by consultations with key government officials.

It will be considered to incorporate, if possible, a project level evaluation into a Crisis Prevention and Recovery outcome level evaluation.

A comprehensive final report (both narrative and financial) describing the process, approach, implementation results, recommendations and lessons learned will submitted upon completion of the project.

Quality Management for Project Activity Results

OUTPUT 1: Enhance skills sets of MSS staff to conduct participatory planning for community development projects		
Activity Result (Atlas Activity ID)	Increased capacity and participatory planning process of MSS established	Start Date: TBD End Date: TBD
Purpose	To increase the capacity and skill sets of participatory planning processes in the MSS to better understand the needs of the IDP-receiving communities. Institutionalisation of a regular consultation mechanism.	
Description	Recruit Project team and mobilize the project; develop mechanisms and guidelines for participatory planning and implementation of community infrastructure projects as well as trainings for project staff in these processes. Finally, develop a long-term strategy to continue working with Sucos on a participatory basis.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Number of issues between receiving communities and returning IDPs identified and number resolved by MSS	• Consultations with MSS staff as well as regular submission of update reports • Monitoring of MSS staff and spot-checks of project planning procedures by Project Manager	Weekly update by trained MSS staff to project manager who would submit a monthly update to supervisor
Mechanisms and guidelines for participatory planning elaborated and implemented by MSS (ex. processes published in Tetun and widely disseminated, broadcast on radio and TV)	• Monitoring and consultation with Sucos, in which the MSS implements infrastructure projects • A long-term strategy has been developed to continue working with Sucos in a participatory manner. • Verification of applied process through ongoing consultations with community leaders and community members by the project manager • review of MSS plan and infrastructure proposals to see evidence documentation on community participation with % of IDP participation	Quarterly reports; mid-term review during third quarter and independent evaluation

OUTPUT 2: Identify needs, plan and implement small community infrastructure projects in a participatory process		
Activity Result (Atlas Activity ID)	The capacities of IDP-receiving Sucos is developed and lessens tensions between returning IDPs and the receiving communities	Start Date: TBD End Date: TBD
Purpose	Reduce conflicts and tensions in Sucos targeted by the project through participatory planning, implementation and maintenance of the infrastructure project.	
Description	With the identified Sucos, participatory assessments are conducted to identify infrastructure needs. Infrastructure projects are then implemented supported by the MSS in order to ease tensions within the communities	
Quality Criteria	**Quality Method**	**Date of Assessment**
Level of satisfaction in the targeted Sucos – receiving community and returning IDPs – with the reintegration process through a pre- and post project assessment survey	• Pre- and post project assessment survey with a representative sample of the population in targeted Sucos carried out	In the initial period of the project as well as in the last quarter

Number of infrastructure approved, implemented and completed on time in targeted Sucos	• Quarterly progress updates by Project Manager, MSS as well as Sucos • Monthly monitoring and consultation visits of Sucos by Project Manager	Quarterly Report by Project Manager to Project Coordinator and PB

OUTPUT 3: Coordination of early recovery among INGOs and IOs facilitated to support the implementation of the National Recovery Strategy and relevant national priorities		
Activity Result (Atlas Activity ID)	Institutionalised coordination mechanisms in support of the NRS	Start Date: TBD End Date: TBD
Purpose	Ensuring a coordinated responds to early recovery, thereby supporting the NRS	
Description	Establish the early recovery coordination forum, deploy a Early Recovery Coordination Adviser with the OVPM and provide coordination and information management support to the NRS	
Quality Criteria	**Quality Method**	**Date of Assessment**
Early recovery coordination forum among UN system, INGOs and IOs performing policy coordination, data sharing, M&E and advocacy functions	• Procedure plans are distributed and submitted to the Program Coordinator • Project Coordinator reviews timelines of IMS information sharing	Quarterly Report Early Recovery Coordination Team

VII. LEGAL CONTEXT

This document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Democratic Republic of Timor-Leste and the United Nations Development Programme, signed on 20 May 2002.

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

The executing agency shall:
1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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

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

VIII. ANNEXES

Project Board
Terms of Reference

The Project Board (PB) provides overall technical advisory and management guidance, project assurance and oversight for the implementation of the project. Day-to-day coordination of the project will rest with the Project Coordinator. The structure of the PB is summarised below.

Figure 2: Schematic representation of the project management structure
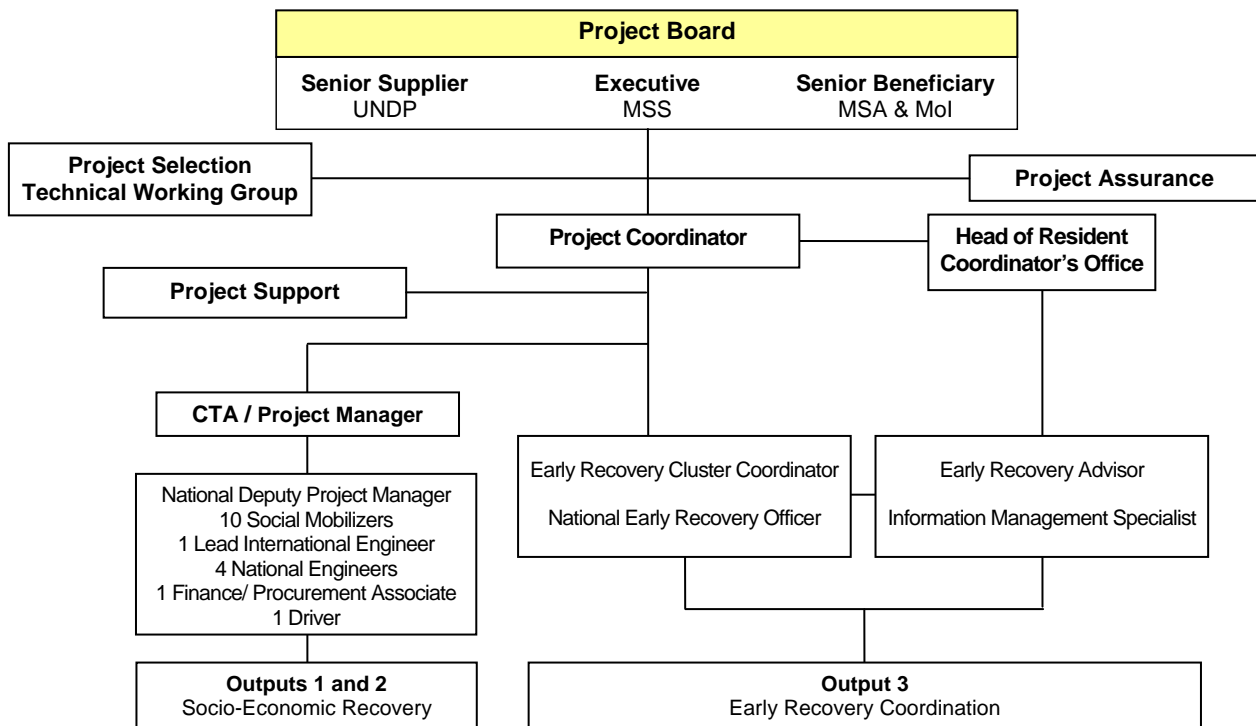
The Project Board will meet on a quarterly basis, i.e., a minimum of two times during the life of the project, or as needed.

The Project Board will be responsible for the following:
o Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
o Agree on Project Coordinator's tolerances in the achievement of Outputs and Activities;
o Review and approve end project report, make recommendations for follow-on actions;
o Provide ad-hoc direction and advice for exceptional situations when the project Coordinator's tolerances are exceeded;
o Assess and decide on project changes;
o Assure that all planned deliverables are delivered satisfactorily.

For the process of closing a project:
o Assure that all products and deliverables are completed satisfactorily;
o Review independent project evaluation and approve the final project report;
o Make recommendations for follow-on actions and post project review plan.

Project Selection Technical Working
Terms of Reference

The National Directorate for Social Assistance (NDSA) will create and chair a Project Selection Technical Working Group. The CTA/ Project Manager and the Deputy Project Manager will assist in establishment, support and serve as active members in this forum. The pre-selected projects will be then presented to the Project Board for endorsement and confirmation of award. Relevant operational procedures will be developed through a participatory process to ensure ownership, clarity and transparency. Membership of the Project Selection Technical Working Group would include NDSA (Chair), Secretariat of State for Public Works (co-chair), CTA/ project Manager, Deputy Project Manager, project Engineer(s) and Finance/ Procurement Associate.

The main responsibilities of the Project Selection Technical Working Group include:

- Identifying and prioritizing in consultation with dialogue teams, HHK and other MSS departments beneficiary communities;
- Developing clear eligibility criteria for submission and selection of community proposals;
- Endorsing training needs and community meetings;
- Short-listing viable projects submitted by selected communities for referral to the project board (PB);
- Recommending award of community grants to the PB for final endorsement;
- Review implementation progress, discussing and following on relevant reports regularly submitted by the project team.

CTA/ Project Manager
Terms of Reference

Background

Two years after the country fell into the crisis in April 2006, 5,963 families have received assistance to leave Internally-displaced people (IDP) camps and return or relocate whilst 9,937 families remain registered with the government as future beneficiaries for this assistance (MSS, august 2008). To address the IDP issues and more broadly early recovery challenges in a comprehensive and coordinated manner, the Government of Timor-Leste adopted the National Recovery Strategy (NRS) in December 2007. While a range of initiatives to support the NRS are underway, there remain gaps in promoting early recovery and durable solutions, particularly in terms of the provision of basic services to returning IDPs and their surrounding, recipient communities due to damaged and destroyed infrastructure. With the current progress achieved on the return and reintegration, of IDPs and the gradual decommissioning of camps, these solutions have become the more essential for insuring sustainable returns and mitigating any risk of conflict in already strained communities.

In support of returns, and within the framework of the Trust Building pillar of the National Recovery Strategy (NRS), UNDP is implementing two projects, namely, Strengthening Institutional Structures and Mechanisms for Dialogue and Support to the Trust-Building Pillar of the National Recovery Strategy with the Ministry of Social Solidarity. The projects are intended to promote disputes resolution relating to the return of IDPs by conducting dialogues between IDPs and the receiving communities, as well as supporting local as well as national NGOs to implement complementary community-based confidence building activities.

During the dialogue process, communities have expressed their needs and concerns about the broader development issues including the need to upgrade basic community infrastructure, which need to be adequately followed up in order to gain their confidence and facilitate return and reconciliation with the IDPs. Moreover, past experience shows that community dialogue without appropriate follow-up can even become counter-productive and exacerbate tension/conflict. While the NRS clearly recognized the importance of the need for "concrete follow-up of community dialogue" and "targeted support to crisis-affected communities", there are no mechanisms and processes at the moment which can translate these needs into implementation.

Against this background, the project Strengthening Early Recovery for Comprehensive and Sustainable Reintegration of IDPs (SERC) aims to strengthen early recovery efforts through (1) developing mechanisms and processes to meet the needs of the IDP-receiving communities; and (2) augmenting early recovery coordination capacity to implement the NRS and the National Priorities Plan (NPP). It will complement the ongoing UNDP support to the community dialogue process as well as enhance national and international coordination effort in early recovery.

Supervision

Under the overall direction of UNDP Senior Management, the CTA/ Project Manager will report directly to the Assistant Country Director/ Crisis Prevention and Recovery. S/he will be supervised on a daily basis by the Director of Social Assistance, Ministry of Social Solidarity.

Duties and Responsibilities

The CTA/ Project Manager will be primarily responsible for the overall management, coordination and reporting of project activities under Output 1 and Output 2. S/He, in close consultation with relevant staff of the Ministry of Social Solidarity, is responsible for day-to-day management and decision-making for the project. S/he will receive orientation on UNDP rules, regulations and

procedures for technical and financial management and oversight. The CTA/ Project Manager's prime responsibility is to ensure that the project produces the results to the required standards of quality and within the specified constraints of time and cost. The CTA/ Project Manager will assure reporting requirements in a timely manner in accordance with the Activities described in the Project Document.

Specific responsibilities

Overall project management:

- Manage the production of the required deliverables, namely:
  - *Develop mechanisms and guidelines for participatory planning and implementation of community infrastructure projects that can improve social cohesion*
  - *Train project and NDSA staff on participatory planning processes*
  - *Develop in collaboration with NDSA a longer-term strategy to continue working with Suco Councils on community development projects*
  - *Develop with NDSA a transparent operational procedure for the identification and selection of target Sucos in Dili and priority districts as a follow-up on the dialogue initiatives undertaken by MSS in coordination with District Offices.*
  - *Conduct participatory needs assessment to identify community infrastructure needs.*
  - *Help establish and participate in MSS technical working group for the selection and award of community projects*
  - *Implement community projects supported by MSS.*
  - *Monitor and evaluate development projects, including conducting pre- and post project assessment survey*
- Recruit, direct and motivate the project team
- Mentor the National Deputy Project Manager and delegate gradually to him/ her management responsibilities
- Ensure the overall direction and integrity of the project
- Agree on technical and quality strategy with appropriate stakeholders
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- Liaise with suppliers, partners and stakeholders on a regular basis.

Project monitoring:

- Plan and monitor the project
- Manage the risks, including the development of contingency plans as necessary
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control and any required configuration management

Project reporting:

- Ensure that the Director of Social Assistance and the Assistant Country Director/ CPR are regularly updated through weekly meetings as a minimum.
- Prepare and report to the Project Coordinator through Monitoring Reports and Project End Report
- Prepare the Lesson Learned Report
- Prepare any Follow-on Action Recommendations required.

Outputs

Quarterly substantive reports reflecting the state of progress; yearly reports and a final project report addressing the topics outlined above along with an analytical overview of lessons learned and further support required.

Essential Requirements

- Masters degree in a development studies, social sciences or related disciplines, and/or engineering with relevant experience in participatory planning processes plus a minimum of 7 years of work experience;
- Experience in project management is essential;
- Previous experience and understanding of participatory processes and gender issues in post-conflict countries will be an asset;
- Experience with the UN System and good understanding of UNDP programme finance and operational procedures will be an asset;
- Excellent written and spoken communication skills in English. Knowledge of either Portuguese, Bahasa and/ or Tetum is required.

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Early Recovery Advisor
Terms of Reference

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Background

Two years after the country fell into the crisis in April 2006, 5,963 families have received assistance to leave Internally-displaced people (IDP) camps and return or relocate whilst 9,937 families remain registered with the government as future beneficiaries for this assistance (MSS, August 2008). To address the IDP issues and more broadly early recovery challenges in a comprehensive and coordinated manner, the Government of Timor-Leste adopted the National Recovery Strategy (NRS) in December 2007. While a range of initiatives to support the NRS are underway, there remain gaps in promoting a coordinated approach for early recovery and durable solutions. With the current progress achieved on the return and reintegration, of IDPs and the gradual decommissioning of camps, these solutions have become the more essential for insuring sustainable returns and mitigating any risk of conflict in already strained communities.

The country is undergoing a process of transformation within the overall time frame of transition from relief to development. Transition refers to the period when pre-existing humanitarian plans and programmes no longer reflect the most pressing priorities. It requires a coordinated and integrated response.

Early recovery is a multidimensional process guided by development principles that begins in the humanitarian setting, and seeks to build on humanitarian programmes and catalyse sustainable development opportunities. It aims to generate and/or reinforce nationally owned processes for post-crisis recovery that are resilient and sustainable. Early recovery strengthens human security and aims to begin addressing the underlying causes of the crisis. Recovery programming throughout the transition works to restore basic social services, infrastructure, livelihood opportunities and governance capacity. Early recovery and humanitarian efforts occur in parallel and use the same mechanisms, but their objectives and expertise are different. Early recovery efforts have three lines of action (1) Augment and build on emergency assistance; (2) Promote spontaneous recovery initiatives by affected communities; (3) Establish the foundations of longer-term recovery. Early recovery includes:

a. **Needs addressed by other clusters/sectors** (Camp Coordination & Camp Management, Education, Family Shelter and Non-food items, Food Security, Health & Nutrition, Mine Action, Multi-sector, Protection/ Human rights/Rule of Law, and Water & Sanitation);
b. **Gaps not covered by the above clusters**, such as livelihoods, land and property, infrastructure, governance, and other socioeconomic dimensions;
c. **Cross-cutting issues** such as gender equality, HIV/AIDS, and environment.

The role of the UN system in recovery is to support and build the government's capacity to lead and coordinate, rather than to substitute for that capacity. An increasing level of ownership and involvement of the national authorities characterizes the shift from humanitarian to transition planning and programming. Early recovery initiatives build on existing national and local capacities and political will to lead, coordinate and implement programmatic activities.

In Timor Leste, a coordination forum would need to be established to replace the Humanitarian Coordination Committee. It is intended to ensure that early recovery approaches are complementary and mutually reinforcing, and are well connected to residual humanitarian activities and future development programming. The roll-out of the Inter-Agency Standing Committee (IASC) Cluster system is currently under discussion. Six to seven clusters are proposed, namely: camp coordination and emergency shelter, health and nutrition, water and sanitation, food aid and food security, education, protection (still to be confirmed as this could be treated as a cross-cutting issue), and early recovery. The latter would include governance, infrastructure, reintegration and livelihoods.

Against this background, UNDP will enhance the early recovery capacity of the office of the RC/HC through the recruitment of an Early Recovery Adviser. This is intended to reinforce the UN System's and wider IASC support to the national response as well as its operational support for early recovery activities. Such capacity will also increase the attention paid by all stakeholders to issues of early recovery, as well as enhance overall IASC coherence in this field and cross-linkages with national coordination. In this respect, UNDP views the humanitarian cluster structure as a natural extension of RC/HC coordination mechanisms. Mechanisms such as existing UN country thematic working groups and National priorities as well as others, can and should be put to the service of early recovery when appropriate.

Underpinning this coordination and facilitation role will be a particular focus on analysis. This implies that existing needs assessments should pay due attention not only to beneficiary needs but also to existing capacities and opportunities for early recovery. The Early Recovery Adviser will support the triangulation of needs, capacities and opportunities for advising on early recovery activities and informing planning/ programming processes of relevant actors.

Supervision

The incumbent will be based in the Office of the Resident Coordinator/ Humanitarian Coordinator (RC/HC) and will work in close contact with the UNDP Crisis Prevention and Recovery Unit, and the Humanitarian Affairs Team. S/He will report directly to the Head of the Resident Coordinator's Office who will regularly inform the Project Coordinator on progress. The Early Recovery Advisor will be responsible for assuring coordination and information sharing among all UN agencies, international and national NGOs, the Vice Prime Minister's Office and lead ministries in the area of early recovery.

Duties and Responsibilities

1) Ensures support to the RC/HC to ensure that early recovery coordination is done in the best interests of affected and vulnerable populations, by ensuring that the multidimensional early recovery process is needs-based and conducted in an effective and principled manner, focusing on the achievement of the following results:

- *Assist the HC/RC in his lead role in coordinating the inter-agency early recovery network.*
- *Assist the HC/RC on ER policy issues.*
- *Assist the HC/RC with advocating for ER issues with the government and donor community.*
- *Interact with the national lead institutions and coordination mechanisms, and promote exchange and return on information.*
- *Interact with the global Cluster Working Group on Early Recovery (CWGER) on behalf of the RC.*
- *Contribute to inter-cluster information management coordination led by UNMIT humanitarian coordination team through interaction with information management focal points within the other clusters, to ensure coherence and coordination between intra- and inter- cluster information management initiatives.*
- *Insure feedback and information flow to the Ministry of Social Solidarity (MSS) to inform the implementation of the National Recovery Strategy and relevant national priorities, as well as future programming and budgeting exercises.*

2) Facilitates inter-agency coordination and mainstreaming of Early Recovery focusing on the achievement of the following results:

- *Facilitate the establishment of mechanisms to ensure consensus on the recovery process and the transparent use of resources, through appropriate consultative processes involving the participation of all stakeholders.*

- *Coordinate with the other clusters especially regarding the early recovery activities undertaken.*
- *Ensure that ER actors are aware of relevant policy guidelines and technical standards provided by the Cluster Working Group on Early Recovery (CWGER) and that their responses are consistent with these.*
- *Support the integration of early recovery into existing inter-cluster / inter-agency coordination meetings and provide the necessary secretariat support; ensure that coordination mechanisms are managed efficiently.*
- *Promote national ownership of programmes through increased consultation and participation of key stakeholders to ensure that ER activity in the districts is complementary to common and nationally owned reconstruction strategies.*
- *Support the inclusion of counterparts and using local resource persons on specific recovery issues where possible.*
- *Generate and disseminate information products and services to provide an overview of all clusters' activities and support humanitarian coordination, including: Contact Directory of early recovery actors; Who Does What Where (3W); meeting minutes; standard forms; policy or technical guidance; datasets; etc.*

3) Facilitates ER planning and advise relevant stakeholders on implementation, focusing on the achievement of the following results:
- *Ensure that regional disparities, inter-sectoral linkages, and cross-cutting issues (Gender, HIV/AIDS, Human Rights, and Environment) are taken into account in the activities for early recovery.*
- *Take into account how best to support the local and national efforts for early recovery.*
- *Support the development and/or application of policies guiding the recovery process.*
- *Take the lead on developing strategic planning and programmatic support to national systems in developing capacities for ER, particularly in the priority areas/sectors identified through inter-agency needs assessments.*
- *Support the mainstreaming of crisis preparedness and risk management activities, educational and awareness-building tasks, and assessments into the recovery work of all clusters.*
- *Work closely with national counterparts, the World Bank, donors and other stakeholders to ensure that the ongoing ER activities tie in with national recovery strategies and with the UNDAF.*
- *Advocate for an early deployment of development actors to facilitate a smoother transition from relief to development in Country.*
- *Support the development of local-level early recovery plans that conform to the country early recovery strategy.*
- *Support the adoption and integration of data and information standards in ER, including the promotion of and support to the adoption of a common framework for early recovery assessment (Post Disaster Needs Assessment – PDNA, Post-Conflict Early Recovery Rapid Needs Assessment – PC-ERRNA, etc) processes to enable consistent data collection and processing as well as improve overall coordination.*
- *Assure commitment to the collection of age and sex disaggregated data/information where appropriate.*

4) Ensures M&E and reporting, focusing on the achievement of the following results:
- *Support the establishment of monitoring mechanisms and report progress of early recovery activities in a timely, transparent and consolidated manner; identifying gaps and proposing alternatives.*

5) Ensures surge capacity and training, focusing on the achievement of the following results:

- *Identify surge capacity and training needs and address the appropriate provider.*

6) Support resource mobilisation:

- *Work closely with the HC/RC, the ER cluster and other cluster leads, Government counterparts and other stakeholders on the development of a resource mobilization strategy.*

Outputs

- Develop and regularly update, in close collaboration HC/RC, the ER cluster and other cluster leads, Government counterparts and other stakeholders, an early recovery strategic framework and support its implementation.
- Based on the commonly agreed framework, support the development of a post-humanitarian phase "early recovery action plan", in cooperation with the ER cluster and other cluster leads, and Government counterparts.
- Develop and facilitate the implementation of an ER capacity development plan for both UN agencies and government counterparts, and assure necessary contacts with regional and international service providers.
- Facilitate and contribute to the drafting of response plans and project proposals related to the coordination of early recovery activities.
- Draft regular reports to the RC, and inform the global CWGER monthly of early recovery progress, developments, needs and areas of potential concern.
- Prepare RC early recovery briefings to government officials, donors and other stakeholders.
- Disseminate a quarterly M&E report on the implementation of the early recovery action plan.
- Undertake such other related tasks as may be requested by the HC/RC.

Essential Requirements

- Advanced university degree in political science, sociology, law, international relations, public administration, or other relevant field;
- At least 6 years of progressively responsible professional experience in humanitarian affairs and/or development, including at least 3 years of experience at the international level. Part of that experience must be in the field involved with high-level interactions and inter-agency coordination in post-conflict and/or post-natural disaster settings.
- Fluency in written and spoken English. Knowledge of Portuguese, Bahasa and/ or Tetum is required for this post.
- Familiarity with programmatic issues surrounding relief to recovery transition.
- Demonstrated experience in humanitarian and/or development coordination especially at the field level and in working with Government officials, NGOs and donors.
- Excellent proven skills in analysis, negotiations and leadership and overall diplomatic skills.
- Familiarity with the IASC systems, (coordination) tools and procedures.
- Demonstrated experience in analysis and problem solving.
- Proven experience on preparation of written reports prepared in an accurate and concise manner, and public presentation skills.
- Experience in project design, implementation and evaluation/impact analysis.
- Computer literacy, including familiarity with spreadsheets, and power point presentations.
- Proven qualities of and experience in: team leadership and motivation, team building, oral/written communication. Strong inter-personal skills and a demonstrated capacity to deal with colleagues and counterparts from different backgrounds, and proven ability to function in a multi-cultural and multi-ethnical environment.

Early Recovery Cluster Coordinator
Terms of Reference

Background

Two years after the country fell into the crisis in April 2006, 5,963 families have received assistance to leave Internally-displaced people (IDP) camps and return or relocate whilst 9,937 families remain registered with the government as future beneficiaries for this assistance (MSS, August 2008). To address the IDP issues and more broadly early recovery challenges in a comprehensive and coordinated manner, the Government of Timor-Leste adopted the National Recovery Strategy (NRS) in December 2007. While a range of initiatives to support the NRS are underway, there remain gaps in promoting a coordinated approach for early recovery and durable solutions. With the current progress achieved on the return and reintegration, of IDPs and the gradual decommissioning of camps, these solutions have become the more essential for insuring sustainable returns and mitigating any risk of conflict in already strained communities.

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The role of the UN system in recovery is to support and build the government's capacity to lead and coordinate, rather than to substitute for that capacity. An increasing level of ownership and involvement of the national authorities characterizes the shift from humanitarian to transition planning and programming. Early recovery initiatives build on existing national and local capacities and political will to lead, coordinate and implement programmatic activities.

In line with the humanitarian reform, the roll-out of the Inter-Agency Standing Committee (IASC) Cluster system is currently under discussion. Six to seven clusters are proposed, namely: camp coordination and emergency shelter, health and nutrition, water and sanitation, food aid and food security, education, protection (still to be confirmed as this could be treated as a cross-cutting issue), and early recovery. The latter would include governance, infrastructure, reintegration and livelihoods.

The Office of the Humanitarian Coordinator/ Resident Coordinator, assisted by an Early Recovery Advisor, has a lead role in coordinating the overall recovery process. The Early Recovery Advisor is responsible for advice and coordination and liaises with all Clusters to monitor and report on progress on early recovery.

UNDP plays a Lead role on the early recovery cluster which facilitates the restoration of essential infrastructure, IDPs reintegration, livelihood opportunities, and governance capacities.

Supervision

Under the overall direction of UNDP Senior Management, the Early Recovery Cluster Coordinator will report directly to the Assistant Resident Representative/ Crisis Prevention and Recovery (ARR/ CPR).

Duties and Responsibilities

As part of the CPR Unit, the ER Cluster Coordinator will work closely with Cluster members to facilitate the work of the Cluster. S/he will be responsible for facilitating the planning, formulation, and implementation of the Cluster's integrated early recovery response plans in the sectoral areas of governance, reintegration, infrastructure and livelihoods. The ER Cluster Coordinator will ensure that response plans are coherent with the articulated priorities outlined in ER strategic frameworks and national priorities. The incumbent will:

1) Establish and maintain cluster coordination mechanisms:
   - Promote national and local ownership of programmes/projects through consultation with, and participation of, key national, regional and local stakeholders to ensure that Cluster activities are complementary to nationally owned strategies
   - Establish and maintain appropriate sectoral coordination mechanisms, including working groups at the national and local levels
   - Secure commitments from Cluster members to respond to needs and fill programming gaps, ensuring an appropriate distribution of responsibilities within the Cluster, with clearly defined focal points for specific issues where necessary
   - Facilitate and ensure complementarities with all Clusters, particularly the cluster responsible for agricultural livelihoods
   - Establish and maintain effective links with other Clusters and ensure the inclusion of key stakeholders for governance, reintegration, infrastructure and livelihoods, including:
     - *UN agencies and international, national and local NGOs*
     - *Key Government institutions at national, district and local levels*
     - *International financial institutions*
     - *Representatives of donor countries/organizations*
     - *Civil society, religious groups, traditional leaders and other key actors*
     - *Private sector and academia*

2) Facilitate information exchange and productive partnerships
   - Ensure that sectoral coordination mechanisms are adapted over time to reflect the capacities of local actors and engagement of development partners
   - Organise ER cluster meetings, provide the necessary secretariat support, and ensure follow-up
   - Provide advice on early recovery issues related to governance, infrastructure, reintegration, livelihoods to other Clusters and Government counterparts
   - Supervise the ER Local Level Coordinators to ensure efficient coordination and implementation at district levels
   - Substantively represent the interests of the ER Cluster as a whole in discussions with the Office of HC/ RC and other stakeholders on prioritization, resource mobilization and advocacy
   - Effectively liaise with the ER Advisor in the Office of HC/RC
   - Facilitate planning, strategy development and implementation in close coordination with ErR cluster members, Government counterparts and other stakeholders
   - Lead and/or facilitate recovery needs assessments in the cluster sectoral areas and coordinate the collection and analysis of the resulting data; identify early recovery gaps in governance, infrastructure, reintegration, and non-agriculture livelihoods programming

- Identify and facilitate the use of participatory based approaches to sectoral needs assessments, analyses, planning, response and monitoring, involve all relevant stakeholders
- Identify programmatic priorities for immediate attention
- Identify capacity needs of national and local institutions involved in recovery and reconstruction
- Facilitate the development and update of agreed early recovery response strategies and action plans for the Cluster and sectors therein and ensure that they complement national strategies and plans and the ER strategic framework, ensure an integrated and coordinated approach to early recovery programming
- Ensure that Cluster priority plans build on local capacities and provide advice to GIL Cluster members on early recovery planning and programming
- Coordinate and assist in the development of local-level early recovery plans for the Cluster's sectoral areas that conform to related plans
- Ensure that regional disparities, inter-sectoral linkages, and the needs and priorities of women, men, boys and girls are addressed in response plans and programs
- Monitor and evaluate planning and programming and revise strategies and approaches accordingly
- Develop an exit, or transition, strategy for the Cluster
- Consult with the global Cluster Working Group on Early Recovery (CWGER) for advice and guidance

3) Apply relevant standards
- Inform the cluster Local Level Coordinator, Cluster members of relevant policy guidelines, technical standards and commitments of the UN system and Government
- Ensure that responses are in line with existing policy guidance, technical standards, and relevant obligations.

4) Advocate and mobilize resources
- Identify advocacy issues and develop key messages and campaigns to increase awareness of early recovery programming in governance, livelihoods and essential infrastructure
- Identify resource requirements and mobilize resources for the Cluster and its members
- Contribute to broader advocacy and resource mobilization initiatives of the O HC, Cluster members and Government

5) Monitor and report
- Review impact of the Cluster's work and progress against implementation plans and targets
- Report and share findings with ER Cluster members, the Office of the HC/RC, other Clusters, Government, donors, and CWGER
- Ensure baseline data are collected, with due regard to age and sex disaggregation, benchmarks defined, real-time evaluations conducted, and recommendations integrated in plans and programming
- Support the development of policies guiding the recovery process
- Undertake other tasks as requested by the ARR/ CPR.

Outputs

Bi-weekly substantive reports reflecting the state of progress, quarterly progress reports, and a draft final report addressing the topics outlined above along with an analytical overview of lessons learned and further support required to the National Recovery Strategy.

Essential Requirements

- Advanced university degree in sociology, planning, international relations, public administration, or other relevant field; or equivalent combination of education and professional experience in a related area.
- At least 6 years of progressively responsible professional experience in development planning, including at least 5 years international experience. Part of that experience must be in the field involved with high-level interactions and inter-agency coordination in post-conflict and/or post-natural disaster settings. Professional experience in Timor Leste is an asset.
- Good knowledge of governance, reintegration, livelihoods and/or essential infrastructure issues related to recovery, development and relief.
- Demonstrated experience in development and/or humanitarian coordination, especially at the field level working with UN agencies, Government, NGOs and donors, and in complex environments.
- Demonstrated experience in project design, implementation and evaluation/impact analysis.
- Excellent analytical, problem solving, negotiation, leadership and diplomatic skills.
- Proven ability to successfully represent programmatic issues at the highest governmental and diplomatic levels.
- Familiarity with UN system, coordination tools and procedures is an asset.
- Demonstrated experience in writing reports and good public presentation skills.
- Computer literacy, including familiarity with spreadsheets and power point presentations.
- Proven experience in team building, leadership and motivation. Strong inter-personal skills and a demonstrated capacity to forge effective relations with colleagues and counterparts from different backgrounds. Proven ability to effectively function in a multi-national, multi-cultural and multi-ethnic environment.
- Fluency in written and spoken English is required for this post. Knowledge of Tetum, Bahasa and/ or Portuguese is an asset.

Information Management Specialist
Terms of Reference

Background

Two years after the country fell into the crisis in April 2006, 5,963 families have received assistance to leave Internally-displaced people (IDP) camps and return or relocate whilst 9,937 families remain registered with the government as future beneficiaries for this assistance (MSS, August 2008). To address the IDP issues and more broadly early recovery challenges in a comprehensive and coordinated manner, the Government of Timor-Leste adopted the National Recovery Strategy (NRS) in December 2007. While a range of initiatives to support the NRS are underway, there remain gaps in promoting a coordinated approach for early recovery and durable solutions. With the current progress achieved on the return and reintegration, of IDPs and the gradual decommissioning of camps, these solutions have become the more essential for insuring sustainable returns and mitigating any risk of conflict in already strained communities.

The country is undergoing a process of transformation within the overall time frame of transition from relief to development. Transition refers to the period when pre-existing humanitarian plans and programmes no longer reflect the most pressing priorities. It requires a coordinated and integrated response.
Information management is hence essential to enhance the capacity of stakeholders for analysis and decision-making through strengthened collection, processing, interpretation and dissemination of information. Information is in this sense the foundation on which decision-making for a coordinated and effective response is based and underpins the functions of both UNDP and the Government.

Supervision

The incumbent will report to the Early Recovery Advisor at the UN Resident Coordinator's Office. S/He will work closely with UNDP Crisis Prevention and Recovery Unit, the Humanitarian Affairs Team and the Ministry of Social Solidarity on their information systems in terms of early recovery data and information needs.

Duties and Responsibilities

He/she will be expected to provide direct support to the project team and NDSA in the adoption and use of field information management applications and procedures. The Information Management Specialist will discharge the following functions:

1. Support a systematic analytical approach to strengthen early recovery for comprehensive and sustainable reintegration of IDPs by identifying the questions or issues to be addressed by decision makers, separating the issues or questions into more understandable information or data elements, modelling the issues, investigating model results, analyzing the results, and possibly making recommendations in consultation with subject matter experts.

2. Lead and implement a client-oriented approach with all relevant stakeholders to help identify priority information requirements to ensure that the information needed to support project implementation and the National Recovery Strategy is submitted/collected, organized, prioritized and made available to all interested stakeholders in-country and if relevant, regionally.

3. In partnership with UNMIT and national stakehoders, plan, implement and evaluate information management components of humanitarian and emergency assistance programs in the field; help ensure that latest findings, lessons learned, policy guidelines, etc. are incorporated into these activities.

4. Collaborate with UN Agencies and International NGOs to ensure enhanced linkages between humanitarian and development actors on the ground in the context of information management as it relates to transition activities.

5. As required, initiate and coordinate information management activities related to technical cooperation and technical assistance projects in disaster response and disaster response preparedness, formulate project proposals and relevant project documents and provide technical support to field work.

6. Ensure strategic and operational decision making by leading and overseeing the processing and analyzing of data and information and presenting it in the format most useful for analysis (e.g. standardized templates, reports, maps).

7. Develop and design and implement a structured dissemination plan for all information products and services (e.g. reports, data, maps) through, for example, hard copy, stand alone executable programs, CD-ROMs and websites.

8. Design, manage and deliver training to MSS staff on information systems.

Outputs

Monthly substantive reports reflecting the state of progress and a draft final report addressing the topics outlined above along with an analytical overview of lessons learned and further support required to the Ministry of Social Solidarity.

Essential Requirements

- Master's degree in Business Administration (Information Management or Computer Science), Management (Information Management or Information Systems), Geographical Information Science or a related field of studies.
- At least 5 years of progressively responsible professional experience in information management or in any related field of expertise. The professional experience must include, at least, 2 years at the international level. Experience and knowledge of the context in Timor-Leste is an advantage.
- Experience in the application of information management in recovery response
- Knowledge and experience of database development and management.
- Knowledge of application of GIS in a recovery context.
- Previous working experience in organisational development and policy analysis, namely on IDPs and conflict resolution.
- Previous international experience as part of a multi-disciplinary team. Previous working experience with the UN System is an asset.
- Excellent communication and interpersonal skills and ability to work and handle stressful conditions.
- Strong working knowledge of English. Portuguese and Tetum, and/ or Bahasa is an asset.

RISK LOG

Project Title: Strengthening Early Recovery for Comprehensive & Sustainable Reintegration of IDPs	Award ID: N/A	Date: October 2008

#	Description	Type	Impact & Probability	Countermeasures / Management response	Owner
1	Volatile security situation	Political	P = L- M I = H	Close monitoring of security situation as affected by underlying tensions between IDPs and their communities, food insecurity; and mitigation of potential disagreements through mediation and dialogue and participation of PNTL and UNPOL when and where necessary.	Project Manager
2	Poor coordination or delivery of different parts of NRS leading to delay in future returns and poor sustainability for those IDPs involved	Organizational	P = M-H I = H	Advocacy by international community and support to government for parallel implementation of the different HHF pillars	Project Manager
3	Decrease in Government Leadership and ownership	Political	P = L I = H	Project complies with government's NRS and MSS leadership on HHK group and PMB	Project Manager
4	Failure to include disenfranchised groups such as youth and women	Operational	P = L-M I= H	These aspects will be factored in communication strategy and project design	Project Manager
5	Political intervention resulting in non-transparent decision and constituting potential source of conflict at local level	Political	P = L-M I= H	Transparent mechanisms for recruitment, procurement and choice of beneficiaries	Project Manager