



**United Nations Development Programme**  
**Country: Timor-Leste**  
**Project Document**



**Project Title** Strengthening Disaster Risk Management in Timor-Leste

**UNDAF Outcome(s):** Outcome 2: By 2013, vulnerable groups experience a significant improvement in sustainable livelihoods, poverty reduction and disaster risk management within an overarching crisis prevention and recovery context.

**Expected CP Outcome(s):** Output 7.1: By 2013, capacities of national and district authorities, including women, developed for disaster preparedness and risk management.

**Expected Output(s):** Develop national Disaster Risk Management capacity at the national and district levels, including in communities vulnerable to natural disasters and climate change.

**Implementing Agency:** UNDP Timor-Leste

**Brief Description**

Due to its location, topography, and vulnerability to cyclic climatic events (ENSO oscillations), Timor-Leste faces high levels of risks associated with natural hazards. Every year, the country suffers from localized events including, floods, landslides and strong winds. Vulnerable communities have borne the impacts of such natural hazards, which often exacerbate food insecurity. Due to its proximity to an active subduction zone, the country is also prone to earthquakes and tsunamis, which could significantly affect the lives of people and have an enormous impact on economic and social infrastructure.

The overall objective of the project is to develop national Disaster Risk Management (DRM) capacity at the national and district levels, including in communities vulnerable to natural disasters and climate change. In order to achieve this objective the National Disaster Management Directorate (NDMD) and UNDP have agreed to focus on four key priorities: (i) undertaking a National Risk and Vulnerability Assessment as a basis for decision-making; (ii) mainstreaming DRM and Climate Risk Management (CRM) in Government planning; (iii) establishing and strengthening Institutional and operational mechanisms needed for the implementation of the DRM Policy; and (iv) expanding community-based disaster risk reduction with special emphasis on promoting women's participation.

The project will build on UNDP past support to NDMD, as well as ongoing partnerships with IOM and NGOs, particularly in the districts. It will also establish synergies with the UNDP Environment Portfolio, namely projects concerned with Climate Change Adaptation and Environmental Management.

Programme Period:	2009-2013
Key Result Area	Crisis Prevention & Recovery
Atlas Award ID:	00056605
Start date:	2011
End Date	2013
PAC Meeting Date	
Management Arrangements	Direct Implementation

Total resources required	USD 3,728,480
Total allocated resources:	USD 965,000
Regular	USD 315,000
Other	USD 650,000
o Donor	
o Government	
Unfunded budget:	USD 2,763,480
In-kind Contributions	

*[Signature]* 23/2011  
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Agreed by Ministry of Social Solidarity:

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*[Signature]* 24/5/2011

Agreed by UNDP:

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## I. SITUATION ANALYSIS

### Natural Hazards and Vulnerability

Timor-Leste is exposed to potential earthquakes and associated tsunami due to its geographical location north of the subduction zone between the Eurasian and Australian plates. Moreover, local events associated with climate variability are frequent. They include floods, landslides and prolonged dry spells which impact on food security and water availability. Rainfall patterns in Timor-Leste are influenced by regional monsoon seasons and cyclical climate events, known in the Pacific Region as the El Nino Southern Oscillation (ENSO). In the past few years, El Nino episodes brought prolonged dry seasons and had significant impact on the quality and availability of water for household consumption, agricultural productivity and incidence of fires. La Nina episodes had historically added to the intensity of seasonal monsoon rains and prolonged wet season and had resulted in damaging floods and landslides impacting on livelihoods, infrastructure and essential services<sup>1</sup>. 78.5% of Timorese are reported to have experienced "shocks" due to natural hazards such as drought, floods, landslides, storms, pest infestations, and crop and livestock disease<sup>2</sup>.

Random urbanization and environmental degradation increase vulnerabilities and exacerbate the impacts of weather extremes and natural disasters. Communities are vulnerable to earthquake, tsunami and weather related hazards as settlement in marginal areas continues, and safety codes and land use planning are inexistent. Moreover, unsustainable practices in agriculture and livestock growing, and increasing deforestation are significant drivers of disaster risks in rural areas. Damaged ecosystems will reduce natural defences to different types of hazards including secondary effects of earthquakes-tsunami and landslides in various topographical conditions. While traditional coping mechanisms exist in rural communities, these have not proven resilient enough to withstand recurring droughts and floods and their damaging impacts on livelihoods, ecosystems and settlements. As the nation expands and diversifies its economic activities and develops the necessary rural and urban infrastructure, there is a critical need to ensure that the country's natural environment, landscapes and renewable land, water and biological resources are used within sustainable limits and protected from practices that damage or degrade the resources' natural capacity for renewal and replenishment. Experience has shown that if this foundation of natural capital is not secured, economic development will not be sustained and people's living conditions and quality of life will suffer. The interaction between poverty and disasters increases vulnerability at the community level. Damaged basic services will require recurring replacement and maintenance. This will increase financial burdens on government expenditures, which could be spent otherwise on promoting development and eradicating poverty. Development gains will be slowed down if risk management is not addressed proactively.

External shocks affect men, women, and different age groups in a differentiated way, influenced by the degree of access to services and gender roles in rural and urban livelihoods. The history, context and population demographics in Timor makes it necessary to assess vulnerabilities affecting specific parts of the population, and those that are exacerbated further by natural disasters. Initial findings include:

- Timorese women do not possess ownership rights, and have often limited decision-making power. They also suffer from considerable gender gaps in education and employment rates, and high levels of domestic violence. A manifestation of the growing feminization of poverty is also visible in the rise of trafficking. These factors of gender-based vulnerability become all the more important to consider in the context of hazards, as it impacts the ability to anticipate, prepare for, cope with and recover from a disaster.
- While food insecurity is linked to low agricultural productivity and monoculture, it is triggered and exacerbated by natural disasters such as floods and drought. In this equation, women suffer

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<sup>1</sup>Pacific Climate Change Science Program (2010). Climate, climate variability and change in Timor-Leste; and Section 1.2 of the National Disaster Management Policy (2008).

<sup>2</sup>DIPECHO funded evaluation; and according to the Timor-Leste Living Standards Survey, conducted in 2007.

- disproportionately. Almost one third of the female population is malnourished<sup>3</sup>, with widows and female headed households (9-14% of women) suffering more acutely than others.
- The return of IDPs and expansion of communities is exacerbating competition on already scarce resources, which further increases vulnerability.

While a comprehensive risk assessment has not been done<sup>4</sup>, climate change is expected to bring along negative effects. Perceptions of climate change were documented by the Pacific Climate Change Science Programme as following: "Mostly people believe that climate change is already happening with effects such as changes in rainfall patterns, flooding and landslides, temperature rise, sea level rise and long months of drought. Most people think that this is because of climate change<sup>5</sup>." This strongly suggests that there is an existing "climate change adaptation deficit". Climate change will further alter the characteristics of hazards, i.e. variability and extremes. It will result in unpredictability of extreme weather events and will increase severity of droughts, floods, landslides, and strong winds in the near future. Climate change will also have profound changes in vulnerability. Unpredictable agricultural productivity would leave communities poorer with decreased coping capacities when disasters occur.

### Institutional Aspects

The Ministry of Social Solidarity (MSS) through the National Disaster Management Directorate (NDMD) has the mandate for Disaster Risk Management (DRM). Accordingly, it developed in 2008 a comprehensive National Disaster Risk Management Policy, which adapts the commitments under the Hyogo Framework for Action 2005-2015. Among its essential principles, the Policy acknowledges the importance of multi-sectoral coordination, the role of local governments and communities, the need for integrating the gender perspective, and a focus on children and youth. This was recently elaborated in the MSS Strategic Plan 2011-2020 under the overarching aim of ensuring the safety of lives and assets of all people in Timor-Leste. The four relevant goals are:

- Goal 1: Effective Disaster Risk Prevention, Preparedness guaranteed to minimize adverse impact on lives and assets. Specific actions include: Strengthening standards, programs, systems, processes, resources and budgets for implementation of National Disaster Risk Management Policy along with monitoring and evaluation plans; Developing capacities for Risk and hazard mapping and national and regional vulnerability assessment systems on an ongoing manner; Extend sound technical support for Early Warning and Public Communication system; and Strengthening; NDOC with latest technology, connectivity and develop capacity building for staff in technical knowledge in all fields; Establish DOCs progressively up to Suco level over five years.
- Goal 2: Effective guidance assured for field operations during response and recovery stage. Specific actions include developing framework and programs to guide the relevant ministries, local authorities and connected agencies in building response capabilities at local levels, establishing basic rescue services like fire, medical, police and logistics during disasters, etc.
- Goal 3: Communities are better equipped to handle disaster events with sensitivity towards vulnerable people and are better aware of environment protection. Specific actions include: Developing framework and guiding local DDMC functionaries to work together with communities to design and implement Community-Based Disaster Risk Management (CBDRM) programs; Create awareness on environment degradation practices and their impact on Natural Disasters; Hold periodic mock drills for assuring readiness to disasters and Sensitize communities to respond to special needs of elderly, children, persons with disabilities, women, and sick persons.
- Goal 4: Organizational capacities developed for ensuring quality services as desired by the community. Specific actions include: Strengthening NDMD structure, roles, leadership skills, technical capacities, by putting in place the requisite human talents, continuous training and technical resources; Enhancing coordination amongst the relevant ministries in handling Disaster Management issues with functional roles defined and made accountable; Promoting awareness and advocacy with inter-agency committees on Disaster Management; Developing internal regulations including administrative

<sup>3</sup> UNICEF, 2003

<sup>4</sup> Local risk assessments were undertaken by various agencies-11 reports since 2004

<sup>5</sup> Pacific Climate Change Science Program (2010). Climate, climate variability and change in Timor-Leste.

management procedures to support the functioning of NDMD; Implementing strong HR systems for promoting performance effectiveness; Mobilizing resources to guarantee sustainability of funds for medium and long term needs; and Creating management systems to improve financial discipline, integrity and transparency in funds operation.

The current focus as indicated in the Strategic Plan is limited to 2 out of 5 recommended priority actions of the HFA-i.e. HFA Priority no. 2: *Identify, assess and monitor disaster risks and enhance early warning* and Priority no. 5: *Strengthen disaster preparedness for effective response at all levels*. This was reflected in the findings of the 2010 progress review of the HFA implementation which showed that in other important priority actions, Timor-Leste has shown at best “minor progress with few signs of forward action in plans or policy” (HFA Priority 1: *Ensure that disaster risks reduction is a national and local priority with a strong institutional basis for implementation*; HFA Priority 3: *Use knowledge and education to build a culture of safety and resilience at all levels*; and HFA Priority 4: *Reduce the underlying risk factors*).

Allocated budgets and capacities for comprehensive DRM are limited. In terms of human resources, NDMD has 60 staff but focus has been so far on recovery programmes. Indeed, the majority of activities are related to providing relief and supporting community recovery. A National Disaster Operations Centre (Dili) and 2 District Disaster Operations Centres (DDOCs in Lautem and Bobonaro) out of 13 Districts have been established. These DOCs, however, have limited capacities and facilities critical for early warning, disaster monitoring and reporting and incident/crisis management capacities are inadequate. The constraints are more stringent in the districts. The NDMD through its Community-Based Disaster risk Management (CBDRM) Working Group has established good relationship with CSOs promoting community preparedness and disaster awareness.

A Capacity Assessment Report for NDMD was completed by UNDP in 2009, but the implementation of capacity development strategies has been slow due to the lack of funding and NDMD's heavy involvement in recovery programmes. There is in general inadequate understanding of the concept of DRM and its linkages with Civil Protection. This also applies to the leadership, designation of roles and responsibilities, and division of labour in crisis management, emergency response and coordination, early warning, preparedness and contingency planning between the NDMD and the Ministry of Defense and Security<sup>6</sup>. The linkages between the National Disaster Risk Management Inter-Ministerial Commission, particularly the role of the Vice Prime Minister in relation to member Ministries also needs further clarification. Numerous challenges persist including: the integration of DRM in the national development strategy; inadequate understanding of DRM and the NDRM Policy and the prevalent emphasis on ‘response’ versus ‘risk reduction and management’; lack of national risk assessment and limited real time disaster monitoring and reporting system; lack of adequate early warning systems (EWS); and inadequacy of budget allocated by the government.

There are also weaknesses in administration and provision of services at the district, sub-district, *suco* (village) and *aldeia* (hamlet) levels. A study by the Timorese Red Cross (CVTL, 2005) found in its nationwide participatory consultations that many village institutions do not function properly due to a host of reasons including unclear or dysfunctional village structures, village leaders being unpaid, lack of administrative supplies, lack of means of transportation for village leaders, poor interaction between village leaders and youth, and conflict. The same study found that, residents in some villages do not know the persons in authority; village chiefs may not always be available, and the village office does not function properly. Disaster Risk Management Committees and a network of Ministry of Agriculture and Fisheries (MAF) District Food Security Officers are established in the districts and some have been functioning in the distribution of food aid during emergencies. However, the level of DRM awareness and preparedness differ among districts with Lautem and Bobonaro, respectively, being the most advanced due to the presence of active NGOs. In this district, several villages have organized their Suco (village) disaster management councils, particularly in the watershed area of Raumoco (Concern, 2007).

The CVTL is present throughout the districts. Its village institutions include formal and informal structures, the primary function of which is to render service to communities in terms of relief, awareness and small community-based projects. The Roman Catholic Church, being one of the strongest and most widespread

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<sup>6</sup>Articles 10 and 18 of the National Security Law No. 2/2010.

institutions nationally, also support in relief in communities. Strategic partnership with these organizations should be optimized.

### **Linking Climate Change Adaptation and Disaster Risk Reduction**

Timor-Leste has fulfilled its commitments to the United Nations Framework Convention on Climate Change (UNFCCC) by completing the Initial National Communication, as well as developing a National Adaptation Program for Action (NAPA). The NAPA was submitted to the Council of Ministers for approval. A Study<sup>7</sup> produced by the World Bank in 2009 reported challenges in capacities that constrain effective linkages between Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR). The Study concludes that:

- Despite Government commitment resulting in sound policy development and senior-level backing at department levels, the DRR/CCA activities are constrained by critical staff capacity at the middle operating levels of all Government departments. Planning for disaster risk reduction and climate change adaptation should recognize this situation with pragmatic and sustained support to develop well-grounded and sustainable programs.
- Government commitment and understanding of disaster risk reduction and climate change adaptation is strong, which is an encouraging start for an enabling environment. Limited acknowledgment of the needs for DRR/CCA application (such as climate risk management) is a strong impediment.
- Coordination across government agencies for disaster risk reduction and climate change adaptation is ensured by a policy framework and good capacity at the senior government level. However, the frameworks are recent; there is limited capacity for application, and limited arrangements for DRR/CCA coordination.
- There is limited capacity to deliver services within Government departments at the middle and junior levels. With over a decade of internal conflict, opportunities for education and training have been limited. However, enthusiasm to develop enabling environments and internal capacity is encouraging. It may require a 5-10 year period to develop full capacity.

There exist a range of coping strategies that households and communities perform in relation to climate related shocks<sup>8</sup>. The range of response include a) "The majority of families diversified their cash incomes to build up resistance to shocks." b) "Households practised various livelihood strategies concurrently including cash for work, loans and credits, remittances and transfers, small business, in addition to sale of crops and/or livestock"; c) "Surveyed households reported eating cheaper or less preferred foods" Accordingly, the coping strategies can be grouped into five categories: dietary change, work, expenses reduction, asset divestment, and migration.

Evidence from the same study also indicated that communities are aware that human actions can worsen or reduce vulnerability. In Bobonaro, the damage caused by natural hazards is understood to be exacerbated by human changes to the ecosystem. The most often mentioned damage caused by humans is degradation of land following uncontrolled/ haphazard tree-cutting and uncontrolled fires. People recognise the need for land-use planning and controlled harvest and propose the enforcement of traditional laws, punishments and obedience to leaders. Similarly, communities in Raumoco watershed in Lautem recognize the value of maintaining the balance of the watershed ecosystem and understand the "grave impact of the economic pressures that force families to continue burning the bushes and forests, cutting of trees, and destroying wildlife habitats". Communities suggest that raising awareness can reduce risks and that permanent erosion control works should be put in place. Preparations for food supply in times of shortage and an assured clean water supply have been also recommended.

### **Previous UNDP Support**

UNDP has been supporting DRM since 2002. Focus was mainly on policy development and building institutional and operational capacity. The previous DIPECHO-funded project (2009-2010) supported the National Disaster Operations Centre (NDOC in Dili) and established the two new District Disaster

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<sup>7</sup> Reducing the risks of disasters and climate variability in the Pacific Islands. Timor-Leste Country Assessment, World Bank, SOPAC, 2009

<sup>8</sup> Community and GIS based vulnerability/hazard/risk assessment in Timor-Leste, a review of 11 assessments since 2004.

Operations Centers in Bobonaro and Lautem. Basic Standard Operating Procedures and tools were developed such as the damage observation form, risk assessment procedures and ICT and data management tools to support these Centers. The project also supported coordination and communication arrangements among different institutions, and public awareness (Documentary on good behavior in case of various natural hazards, and outreach material disseminated including through TVTL). Ministerial DRM focal points were established, and trainings were provided to mainstream DRM in ministerial planning and budgeting. UNDP has also supported a participatory assessment among various stakeholders on existing capacities in disaster risk reduction which produced valuable recommendations for implementing capacity development strategies.

In the area of climate change adaptation, UNDP supported the process of developing the NAPA (submitted for endorsement). The NAPA assessed climate change risks and identified priority adaptation activities across a range of sector working groups, including the DRM working group led by the National Disaster Management Directorate<sup>9</sup>.

<sup>9</sup> Six sectoral working groups addressed food security and agriculture, water quality and accessibility, forests coastal ecosystems and biodiversity, human health, human settlement and infrastructure, and natural and human-induced disasters.

## II. STRATEGY

This project responds to the key priorities identified in the MSS Strategic Plan. Its overall objective is to develop national Disaster Risk Management (DRM) capacity at the national and district levels, including in communities vulnerable to natural disasters and climate change. This will be achieved through strengthening national, district and community-level capacity in prevention, mitigation, preparedness and response.

In order to achieve this objective, the National Disaster Management Directorate (NDMD) and UNDP have agreed to focus on four key priorities: (i) undertaking a National Risk and Vulnerability Assessment as a basis for decision-making; (ii) mainstreaming DRM and Climate Risk Management (CRM) in Government planning; (iii) establishing and strengthening Institutional and operational mechanisms needed for the implementation of the DRM Policy; and (iv) expanding community-based disaster risk reduction with special emphasis on promoting women's participation.

The project will build on UNDP past support to NDMD, as well as ongoing partnerships with IOM and NGOs, particularly in the districts. It will also establish synergies with the UNDP Environment Portfolio, namely projects concerned with Climate Change Adaptation and Environmental Management.

### **Output 1: National Risk and Vulnerability Assessment conducted to inform decision making**

This output aims to provide a comprehensive national risk assessment to the decision makers along with building national capacity to conduct a risk assessment. Upon review of the existing data and information, hazard and vulnerability assessment will be undertaken filling in the gaps of already available data in all 13 districts. The findings and analysis of the national risk assessment, including maps, will be submitted to the highest executives and decision makers in the government to inform them of the risks which will contribute to the national and district level development planning. The critical aspect of this output is for the international technical consultant to work with NDMD and national coordinators throughout the process of the national risk assessment to build the national capacity to undertake similar assessments in the future.

As part of this component, a national disaster loss data base will be established and operationalised. This data base will enable the National Disaster Operation Centre to map out the accumulated economic loss from disaster events over the period in which information is available. Such maps will be used to inform decision makers and raise awareness among ministries and local authorities on the impact of natural disasters (even small-scale events) on economy and development over the years.

### **Output 2: DRM/ CRM mainstreamed in Government planning**

This component will be promoted as disaster risk reduction is a cross-cutting, multi-sector issue that necessitates an all-government approach. It will involve all sector ministries; therefore, a strong leadership will be critical in the implementation of this component.

Building on the initiatives undertaken by the UNDP project in 2009, the project will provide support and facilitate mainstreaming of DRM and CRM in ministerial planning as per the National DRM Policy. This will consist of supporting ministries in establishing an action plan for implementing disaster risk reduction measures in their sectors. A continuous and a comprehensive support will be provided to build capacity of DRM focal points appointed in ministries in DRM/CRM planning and budgeting, and facilitate regular coordination meetings among ministerial DRM focal points under the leadership of NDMD. Technical advisory services will be made available on how to effectively reflect DRM/CRM in planning and budgeting processes along with a guideline for distribution. A plan will be prepared to reinvigorate ministerial DRM teams which idea was endorsed by the Vice Prime Minister in 2009. Regular coordination meetings will be organised among DRM teams and training sessions will be conducted to capacitate the team members to perform expected functions. Another important area of support by UNDP will be to facilitate the discussions amongst government institutions on the roles, responsibilities and coordination arrangements in DRM.

### **Output 3: Institutional and operational mechanisms needed for the implementation of the DRM Policy established and strengthened.**

The institutional and operational capacity of the NDMD, NDOC and DDOCs will be further developed as per the National DRM Policy. The capacities to be strengthened are: (a) **HR capacity** – In order to fill in the gaps of the staffing in NDMD, NDOC and DDOCs, support will be provided to develop TORs and recruit staff necessary to fulfil the functions of these institutions. The project will support one government staff in each DDOC established plus two staff in NDOC (total of 11 staff). Agreement will be made between MSS and UNDP for MSS to fully take over the staff costs by the end of the project. A capacity assessment will be conducted based on roles and responsibilities defined in staff TOR. Based on the capacity assessment, a comprehensive capacity development plan will be developed for NDMD, NDOC and DDOCs to be implemented throughout the course of the project. (b) **Coordination capacity** – The existing coordination mechanisms and guidelines will be reviewed and refined. A regular desk top exercise will be organised to test the coordination arrangements. The Disaster Management Inter-Ministerial Committee (CIGD) will also be supported in organising regular meetings and in improving coordination mechanisms at the ministerial level. (c) **Communication capacity** – Necessary communication equipments such as HF and VHF radios will be procured and trainings will be conducted to enable the use of these equipments. Communication trees and manuals will be produced, and the communication system will be tested on regular basis. (d) **Information management capacity** – Building on the initiatives from the previous UNDP project, information management capacity will be strengthened. The damage assessment tools will be reviewed and refined and data base will be maintained. The mapping software will be updated with hazards in all 13 districts. Trainings on the use of information management tools will be conducted. In addition, support will be provided through day-to-day mentoring in analysing data and preparing and disseminating reports. IT set up in NDOC and DDOCs will also be reviewed so that they can function as 24/7 operation centres. Monitoring and reporting capacity will be strengthened using the ICT tools. (e) **Early warning system** – The establishment of a basic early warning system linking Dili to high risk districts as a priority will be facilitated, and an SOP for early warning will be developed. Strengthening communication and collaboration with the Directorate of Meteorology will be sought. The project will assist the NDMD to participate and to expand its cooperation with regional and/or mutli-country initiatives in early warning system. A guideline on early warning will be developed and disseminated to inform the population. (f) **Contingency planning** – The project will support selected high risk communities to develop their contingency plans at the sub-national level then linking them to the national plan. These will be tested and refined through mock exercises. (g) **Awareness raising** – An awareness raising strategy/ plan will be developed at the national and at the district level. Awareness raising materials such as posters, brochures and videos will be produced. Awareness raising will also be done through media such as local newspapers, radios and TV programmes, and awareness raising events. (h) **Support to DDOCs** – The project will continue to support the two DDOCs established during the previous UNDP project in strengthening their capacity. In addition to this, three DDOCs will be successively supported every year during the project implementation. High risk districts will be prioritized. Tools needed at the district level will be identified and developed along side with the necessary trainings to use these tools. A District DRM Officer will be posted in each of the newly supported DDOC for the first year to support closely the DDOCs, including assistance in budgeting and planning.

### **Output 4: Community-based disaster risk reduction expanded with special emphasis on promoting women's participation and needs**

This component will focus on building disaster risk reduction capacity at the community level and helping communities to become more resilient to localised natural events with special attention to increasing women's participation in community-based disaster risk reduction activities, and addressing the different needs of men and woman. The project support to communities will be provided through NDMD using existing mechanisms and programmes, and establishing strategic partnerships with local and international NGOs active in communities selected on the basis of their risk potential. A comprehensive programme will be developed in parallel to support and link communities with DDOCs/DDMCs.

In order to promote disaster risk reduction measures, trainings will be conducted, through NDMD's Department of Training and Preparedness, on local disaster risk mitigation measures together with relevant sectors such as agriculture, followed by financial and technical support to actually implement pilot measures identified during the training. Also through NDMD, awareness raising activities and workshops



will be organised at the suco level. Coordination and communication arrangements between sucos and DDOCs/DDMCs will be reviewed and strengthened.

At the end of the three years, this project is expected to contribute in improving Timor-Leste's overall resilience to natural disasters and climate change, and reduce casualties and damage from such events. Specific results would include: a) The country's decision makers are informed about natural hazards, risk potential and vulnerable areas; b) Sectoral ministries are aware of DRM consideration and have been trained to include in their planning to promote a whole-of-government approach in DRM; c) Improved institutional and operational capacities enabling timely, efficient, coordinated and adequate disaster risk management, including early warning and response in pilot districts; and d) Selected communities have the knowledge and tools to reduce disaster risks and are linked to district and national plans.

Component	Key Messages	Key Messages	Key Messages
<ul style="list-style-type: none"> <li>Strengthening the capacity of the Government of Timor-Leste to lead and coordinate the national disaster risk management strategy</li> </ul>	<ul style="list-style-type: none"> <li>Government of Timor-Leste is the lead agency for disaster risk management</li> <li>Government of Timor-Leste is the lead agency for disaster risk management</li> </ul>	<ul style="list-style-type: none"> <li>Government of Timor-Leste is the lead agency for disaster risk management</li> <li>Government of Timor-Leste is the lead agency for disaster risk management</li> </ul>	<ul style="list-style-type: none"> <li>Government of Timor-Leste is the lead agency for disaster risk management</li> <li>Government of Timor-Leste is the lead agency for disaster risk management</li> </ul>
<ul style="list-style-type: none"> <li>Strengthening the capacity of sectoral ministries to integrate disaster risk management into their planning and operations</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral ministries are aware of disaster risk management</li> <li>Sectoral ministries are aware of disaster risk management</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral ministries are aware of disaster risk management</li> <li>Sectoral ministries are aware of disaster risk management</li> </ul>	<ul style="list-style-type: none"> <li>Sectoral ministries are aware of disaster risk management</li> <li>Sectoral ministries are aware of disaster risk management</li> </ul>
<ul style="list-style-type: none"> <li>Strengthening the capacity of pilot districts to manage disaster risk</li> </ul>	<ul style="list-style-type: none"> <li>Pilot districts have improved disaster risk management capacity</li> <li>Pilot districts have improved disaster risk management capacity</li> </ul>	<ul style="list-style-type: none"> <li>Pilot districts have improved disaster risk management capacity</li> <li>Pilot districts have improved disaster risk management capacity</li> </ul>	<ul style="list-style-type: none"> <li>Pilot districts have improved disaster risk management capacity</li> <li>Pilot districts have improved disaster risk management capacity</li> </ul>

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> CPAP Output 7.1 - By 2013, capacities of national and district authorities, including women, developed for disaster preparedness and risk management.</p>
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Gender-sensitive policy frameworks, systems and skill-sets enhanced for DRRM as per the recommendations of the DRRM capacity assessment (CPAP Outcome 7 Indicator)</p>
<p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Crisis Prevention &amp; Recovery: Enhancing conflict prevention and disaster-risk management capabilities</p>
<p><b>Partnership Strategy:</b> The project will establish strategic partnership with active national and international NGOs for implementation, particularly at the sub-national level. It will also promote networking and collaboration with regional organizations.</p>
<p><b>Project title and ID (ATLAS Award ID):</b> "Support to Disaster Risk Management in Timor-Leste" / ATLAS Award ID: 00056605</p>

Intended Outputs	Output Targets for 3 years	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: National Risk and Vulnerability Assessment conducted to inform decision making</b></p> <p><i>Baseline</i></p> <ul style="list-style-type: none"> <li>There is no systematic compilation of loss data.</li> <li>A number of studies and assessments have been conducted; however, there is no comprehensive, multi-hazard risk assessment that covers all districts.</li> </ul> <p><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Damage loss database established (Y/N).</li> <li>National Risk Assessment Report disseminated to executives and ministers (Y/N)</li> </ul>	<p><i>Year 1:</i></p> <ul style="list-style-type: none"> <li>National disaster loss database established</li> <li>National Risk Assessment completed</li> <li>National Risk Assessment Manual published</li> </ul>	<p>1.1. Establish a national disaster loss database.</p> <ul style="list-style-type: none"> <li>Collect, enter and verify relevant data</li> <li>Train NDOC staff to update database and produce reports for regular dissemination.</li> </ul> <p>1.2. Conduct a participatory hazard &amp; vulnerability assessment</p> <ul style="list-style-type: none"> <li>Collect and review existing data, maps and information appropriate</li> <li>Identify data gaps and develop a mechanism to complete</li> <li>Conduct multi-hazard risk analyses and identify most vulnerable areas.</li> <li>Develop a manual on updating the risk assessment for future follow up by NDMD.</li> <li>Organize a final workshop to launch the risk assessment report and showcase relevant tools and resources.</li> </ul>	<p>UNDP NDMD</p>	<ul style="list-style-type: none"> <li>International Database Consultant (6m)</li> <li>International DRM Consultant/ Team Leader (6m)</li> <li>6 National Consultants (Facilitators, field work, etc., 6m)</li> <li>Information Technology Equipment (incl. Software purchase/ update)</li> <li>Travel costs (in-country, incl. DSA)</li> <li>Miscellaneous (incl. Communication costs, supplies, etc.)</li> <li>Trainings &amp; workshops costs</li> <li>Audio Visual &amp; Print Prod Costs (incl. Translation, etc.)</li> </ul>
<p><b>Output 2: DRM/ CRM mainstreamed in Government planning</b></p> <p><i>Baseline</i></p> <ul style="list-style-type: none"> <li>Ministries' DRM focal points were nominated in 2009. Meetings are ad</li> </ul>	<p><i>Year 1:</i></p> <ul style="list-style-type: none"> <li>DRM focal points TOR approved</li> <li>At least 2 trainings/ roundtable discussions with focal points undertaken.</li> </ul>	<p>2.1. Build the capacity of DRM focal points in sector ministries.</p> <ul style="list-style-type: none"> <li>Revise DRM focal points TORs</li> <li>Undertake a capacity assessment of DRM Focal Points and develop a relevant capacity development plan</li> </ul>	<p>UNDP NDMD</p>	<ul style="list-style-type: none"> <li>DRM Planning &amp; Budgeting Consultant (12m)</li> <li>Trainings &amp; workshops costs (incl. subcontracts for local and/ or regional training organizations)</li> <li>3 National Consultants (12m)</li> </ul>

Intended Outcomes	Output Targets for 3 years	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><i>hoc in nature; no regular coordination takes place.</i></p> <ul style="list-style-type: none"> <li>Only the Ministry of Health has included DRM in its plan.</li> </ul> <p><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Percentage of DRM focal points trained.</li> <li>Number of ministries that have included DRM in their plans.</li> </ul>	<p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>At least 2 trainings/ roundtable discussions with focal points undertaken</li> <li>Assistance provided to at least 2 sector ministries.</li> <li>NDMD has a multi-year budget proposal.</li> </ul> <p><b>Year 3:</b></p> <ul style="list-style-type: none"> <li>Assistance provided to at least another 2 sector ministries.</li> <li>Guidelines developed.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular trainings according to the plan.</li> <li>Facilitate discussion on coordination, roles and responsibilities amongst government bodies in DRM.</li> </ul> <p>2.2. Include DRM in sectoral planning.</p> <ul style="list-style-type: none"> <li>Provide technical assistance for integrating the DRM in sector development plans.</li> <li>Develop guidelines to integrate DRM in sector planning and budgeting.</li> <li>Provide support to NDMD in multi-year budgeting and planning aligned with NDMD Strategic Plan and the National Development Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Miscellaneous (incl. Communication costs, supplies, etc.)</li> <li>Audio Visual &amp; Print Prod Costs (incl. translation, etc.)</li> </ul>
<p><b>Output 3: Institutional and operational mechanisms needed for the implementation of the DRM Policy established and strengthened.</b></p> <p><i>Baseline</i></p> <ul style="list-style-type: none"> <li>2 DDOCs were established in 2009 in Bobonaro and Lautem. However, they suffer from the lack of skilled human resources.</li> <li>2 national desk top exercises were conducted in 2009 to review coordination system.</li> </ul> <ul style="list-style-type: none"> <li>NDOC and 2 DDOCs have communication equipments (HF/VHF radios).</li> <li>DRM reports are ad hoc in nature with limited audience.</li> <li>No standard Early Warning System is used. Regional linkages with Indonesia, Japan and Australia are still to be formalized.</li> </ul> <p><i>Indicators</i></p>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>Capacity development plan developed as per updated assessment</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>Complete implementation of capacity development plan for NDMD and existing DDOCs</li> </ul> <p><b>Year 3:</b></p> <ul style="list-style-type: none"> <li>Complete implementation of capacity development plan for all new DDOCs</li> </ul>	<p>3.1. Strengthen NDMD (incl. NDOC and DDOCs) capacity</p> <ul style="list-style-type: none"> <li>Develop TORs and recruit staff to support NDMD, NDOC and DDOCs</li> <li>Update the capacity needs assessment for NDMD and factor the consecutive establishment of new DDOCs based on resources and capacity.</li> <li>Based on the assessment, develop and implement a capacity development plan for NDMD, NDOC and DDOCs as per their roles and responsibilities.</li> <li>Support the establishment of new DDOCs based on feasibility analysis and results of the capacity needs assessment.</li> </ul> <p>3.2. Strengthen coordination capacity</p> <ul style="list-style-type: none"> <li>Review and refine current coordination mechanisms and guidelines.</li> <li>Organise desk top exercises to plan and test coordination arrangements on a regular basis.</li> <li>Support the organisation of CIGD and provide technical support.</li> </ul>	<p>UNDP</p> <p>NDMD</p>	<ul style="list-style-type: none"> <li>2 Capacity Development Missions</li> <li>Miscellaneous (incl. Communication costs, supplies, etc.)</li> <li>Trainings &amp; workshops costs (incl. associated travel costs and DSA)</li> <li>Information Technology Equipment (incl. Software purchase/ update)</li> <li>Audio Visual &amp; Print Prod Costs (incl. translation, etc.)</li> <li>1 Car (Dill) and 6 motorcycles (in districts)</li> <li>4 National Consultants (36m).</li> </ul>
<p><i>Indicators</i></p>	<p><b>Year 1:</b></p> <ul style="list-style-type: none"> <li>Support organization of CIGD meeting to present the Risk Assessment</li> </ul> <p><b>Year 2:</b></p> <ul style="list-style-type: none"> <li>Undertake at least 2 multi-stakeholder desktop exercises</li> </ul> <p><b>Year 3:</b></p> <ul style="list-style-type: none"> <li>Undertake another 2 multi-stakeholder desktop exercises</li> <li>Refine coordination guideline</li> </ul>		<p>UNDP</p> <p>NDMD</p>	<ul style="list-style-type: none"> <li>Trainings &amp; workshops costs (incl. subcontracts for local and/ or regional training organizations)</li> <li>Miscellaneous (incl. Communication costs, supplies, etc.)</li> <li>Audio Visual &amp; Print Prod Costs (incl. Translation, etc.)</li> </ul>

#### IV. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME							RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4	Y2	Y3	Funding Source		Budget Description	Amount
Output 1: National Risk and Vulnerability Assessment conducted to inform decision making	1.1. Establish a national disaster loss data base.	X							UNDP	71200 Intl Consultant	94,725
	Collect, enter and verify relevant data	X									
	Train NDOC staff to update database and produce reports for regular dissemination	X									
	1.2. Conduct a participatory hazard & vulnerability assessment		X	X						71200 Intl Consultant	94,725
	Collect and review existing data, maps and information appropriate		X							71300 National Consultant	39,600
	Identify data gaps and develop a mechanism to complete			X						72800 IT Equipment	15,000
	Conduct multi-hazard risk analyses and identify most vulnerable areas.			X						71600 Travel	8,460
	Develop a manual on updating the risk assessment for future follow up by NDMD.			X						74500 Miscellaneous	1,200
	Organize a final workshop to launch the risk assessment report and showcase relevant tools and resources			X						75700 Trainings, workshops	15,820
										74200 AV & Printing Costs	30,000
<b>Subtotal Output 1</b>											<b>299,530</b>
Output 2: DRM/ CRM mainstreamed in Government planning	2.1. Build the capacity of DRM focal points in sector ministries.				X	X	X			71200 Intl Consultant	183,450
	Revise DRM focal points TORs				X						
	Undertake a capacity assessment of DRM Focal Points and develop a relevant capacity development plan					X					
	Conduct regular trainings according to the plan.					X	X			75700 Trainings, workshops	15,000
	Facilitate discussion on coordination, roles and responsibilities amongst government bodies in DRM.				X	X	X				
	2.2. Include DRM in sectoral planning.					X	X				
	Provide technical assistance for integrating the DRM in sector development plans.					X	X			71300 National Consultant	54,000
	Develop guidelines to integrate DRM in sector planning and budgeting.							X		74500 Miscellaneous	4,800
	Provide support to NDMD in multi-year budgeting and planning aligned with NDMD Strategic Plan and the National Development Plan.							X		74200 AV & Printing Costs	15,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME							RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Y2	Y3	Budget Description			Amount		
<b>Output 3: Institutional and operational mechanisms needed for the implementation of the DRM Policy established and strengthened.</b>	3.1. Strengthen NDMD (incl. NDOC and DDOCs) capacity				X	X	X			UNDP	71300 National Consultant	72,000	
	Develop TORs and recruit staff to support NDMD, NDOC and DDOCs				X						72300 Materials & Goods	60,000	
	Update the capacity needs assessment for NDMD & factor consecutive establishment of new DDOCs based on resources & capacity										74500 Miscellaneous	4,800	
	Based on the assessment, develop and implement a capacity development plan for NDMD, NDOC and DDOCs as per their roles and responsibilities				X	X	X				75700 Trainings, workshops	62,050	
	Support the establishment of new DDOCs based on feasibility analysis and results of the capacity needs assessment.							X	X		72800 IT Equipment	50,000	
	3.2. Strengthen coordination capacity				X	X	X				74200 AV & Printing Costs	7,000	
	Review and refine current coordination mechanisms and guidelines							X	X		75700 Trainings, workshops	104,000	
	Organize desk top exercises to plan and test coordination arrangements on a regular basis							X	X		UNDP	74500 Miscellaneous	2,400
	Support the organization of CIGD and provide technical support.				X	X	X				74200 AV & Printing Costs	5,000	
	3.3. Improve communication capacity of NDOC and DDOCs							X	X		75700 Trainings, workshops	7,525	
	Procure communication equipments for new DDOCs, as needed.										74500 Miscellaneous	2,400	
	Conduct trainings on the use of communication equipments										UNDP	72100 Contractual Services-Companies	105,000
	Develop communication trees and manuals.										74200 AV & Printing Costs	5,000	
	Establish a mechanism to test communication system and equipments regularly.							X					
	3.4. Strengthen information management capacity							X	X			72800 IT Equipment	25,000
	Review and improve IT set up of NDOC and DDOCs				X	X	X						
Strengthen disaster monitoring and reporting system, including the use of damage assessment tools and ensure quality management of compiled data				X	X	X					74500 Miscellaneous	1,200	
Conduct trainings on the use of information management tools (DevInventar, GIS, etc.)				X	X	X					75700 Trainings, workshops	31,470	
Support NDOC and DDOCs in producing DRM information and reports on regular basis.				X	X	X					74200 AV & Printing Costs	5,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME							RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4	Y2	Y3	Budget Description			Amount	
3.5. Develop and strengthen early warning system  Review current early warning measures and develop in close consultation with concerned parties a simple and standard, multi-hazard Early Warning System  Identify data input needed and facilitate regular coordination and input by the Directorate of Meteorology  Support NDMD participation in regional and multi-country Early Warning initiatives.  Develop outreach material to inform the population about Timor-Leste's Early Warning System						X	X			71200 Intl Consultant	88,737	
					X	X				71300 National Consultant	43,200	
							X		UNDP	71600 Travel	8,460	
							X			74500 Miscellaneous	2,400	
							X	X		74200 AV & Printing Costs	30,000	
											<b>722,642</b>	
<b>Subtotal Output 3</b>												
<b>Output 4: Community-based disaster risk reduction expanded with special emphasis on promoting women's participation and needs.</b>	4.1. Enhance the capacity for implementing local disaster risk reduction measures				X	X	X			75700 Trainings, workshops	17,872	
	<i>In partnership with the Ministry of State Administration and Territorial Management, conduct trainings for DDMCs, Chefes de Sucos and Chefes de Aldeias on DRM with particular emphasis on disaster risk reduction measures.</i>				X		X			72100 Contractual Services-NGOs	1,500,000	
	<i>Implement awareness raising activities on local disasters in priority vulnerable communities.</i>					X	X		UNDP	74200 AV & Printing Costs	25,000	
	<i>Support risk mapping and contingency planning in these communities to develop DRM plans in priority districts in view of compiling a national DRM plan</i>					X	X			71600 Travel	22,560	
	<i>Implement local disaster risk reduction measures in the identified priority vulnerable communities.</i>					X	X			74500 Miscellaneous	2,400	
	<i>Develop preparedness and response capacity in these communities.</i>						X	X		74200 AV & Printing Costs	30,000	
<b>Subtotal Output 4</b>											<b>1,597,832</b>	
General Project Management and Administration	International Project Manager (36m)			X	X	X	X		UNDP	77300 Fixed Term Appointment	540,000	
	National Monitoring Officer (36m)			X	X	X	X			71400 Service Contract	54,000	
	National Project Officer (36m)			X	X	X	X			71400 Service Contract	39,600	
	1 Driver (36m)			X	X	X	X			71400 Service Contract	10,800	
	Administration costs (4%)		X	X	X	X	X			75000 Facilities & Administration	141,466	
<b>TOTAL</b>											<b>3,678,120</b>	

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## V. MANAGEMENT ARRANGEMENTS

The primary ownership of the project lies with the Ministry of Social Solidarity. The project will be implemented using the Direct Implementation (DIM) modality.

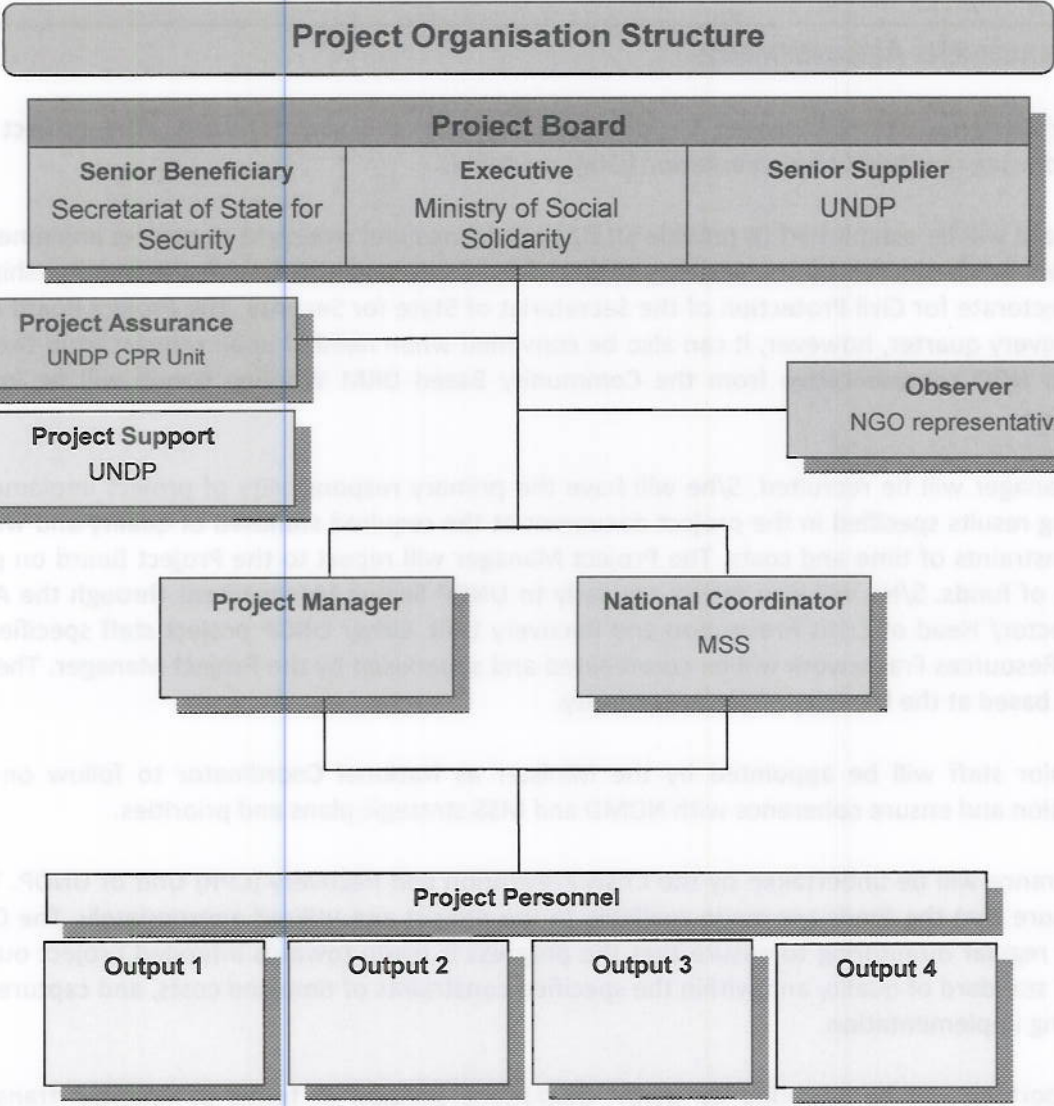
A Project Board will be established to provide strategic guidance and oversight to project implementation. The Board will be co-chaired by the Ministry of Social Solidarity and UNDP with the membership of the National Directorate for Civil Protection of the Secretariat of State for Security. The Project Board Meeting will be held every quarter, however, it can also be convened when needed upon request from the Project Manager. An NGO representative from the Community Based DRM Working Group will be invited as observer.

A Project Manager will be recruited. S/he will have the primary responsibility of project implementation and achieving results specified in the project document at the required standard of quality and within the specified constraints of time and costs. The Project Manager will report to the Project Board on progress and delivery of funds. S/He will also report regularly to UNDP Senior Management through the Assistant Country Director/ Head of Crisis Prevention and Recovery Unit. Other UNDP project staff specified in the Results and Resources Framework will be coordinated and supervised by the Project Manager. The project team will be based at the Ministry of Social Solidarity.

An MSS senior staff will be appointed by the Minister as National Coordinator to follow on project implementation and ensure coherence with NDMD and MSS strategic plans and priorities.

Project Assurance will be undertaken by the Crisis Prevention and Recovery (CPR) Unit of UNDP. The CPR Unit will ensure that the funds are made available to the project and utilised appropriately. The CPR Unit will conduct regular monitoring to ensure that the progress is made towards intended project outputs at the required standard of quality and within the specified constraints of time and costs, and capture lessons learned during implementation.

Project Support by will be provided by UNDP Operations Division in terms of financial transactions, procurement of services and goods, recruitment of project staff, security guidance, etc.





## VI. MONITORING FRAMEWORK AND EVALUATION

Monitoring and evaluation activities will be undertaken in accordance with UNDP standard policies and procedures. Monitoring results will be shared with the Project Board every three months. The Project Manager will prepare and submit quarterly progress reports (both narrative and financial). A Final Review Report (both narrative and financial) describing the process, approach, implementation results, recommendations and lessons learned will be submitted upon completion of the project. This report will be submitted to the Project Board first for review and comments. In close collaboration with MSS, UNDP will monitor the project quality on quarterly basis and record progress towards key results, assess risks and report any issues that would affect project implementation. The quality assessment report will be shared with the Project Board. Any needs for change in the project scope and/or approach identified during the monitoring processes will be recommended to the Project Board.

Final evaluation shall be conducted within three months after the completion of the programme to assess overall performance of project, draw lessons learned and make recommendations.

### Quality Management for Project Activity Deliverables

OUTPUT 1: National Risk and Vulnerability Assessment conducted to inform decision making		
<b>Activity Result 1 (Atlas Activity ID)</b>	National Risk Assessment	Start Date: 2011 End Date: 2011
<b>Purpose</b>	To inform decision making and promote DRR.	
<b>Description</b>	1.1. Establish a national disaster loss database. 1.2. Conduct a participatory hazard & vulnerability assessment	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Damage loss database established (Y/N).	<ul style="list-style-type: none"> <li>Monthly reports by Consultant</li> <li>Generated damage loss reports</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>End of activity</li> </ul>
National Risk Assessment Report disseminated to executives and ministers (Y/N)	<ul style="list-style-type: none"> <li>Monthly reports by Consultant</li> <li>Consultation and workshop records</li> <li>National Risk Assessment Report</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>End of activity</li> </ul>
OUTPUT 2: DRM/ CRM mainstreamed in Government planning		
<b>Activity Result 2 (Atlas Activity ID)</b>	Mainstreaming DRM/CRM	Start Date: 2011 End Date: 2013
<b>Purpose</b>	To including DRM/CRM in national and sectoral planning.	
<b>Description</b>	2.1. Build the capacity of DRM focal points in sector ministries. 2.2. Include DRM in sectoral planning.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Percentage of DRM focal points trained.	<ul style="list-style-type: none"> <li>Focal Points Capacity Assessment report</li> <li>Training records and evaluations</li> <li>Joint-assessment with partners</li> </ul>	<ul style="list-style-type: none"> <li>During &amp; after trainings/ workshops</li> <li>Quarterly</li> </ul>
Number of ministries that have included DRM in their plans.	<ul style="list-style-type: none"> <li>Review of Ministries plans</li> <li>Statements in the media</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>

<b>OUTPUT 3: Institutional and operational mechanisms needed for the implementation of the DRM Policy established and strengthened.</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	DRM institutional and operational capacity	Start Date: 2011 End Date: 2013
<b>Purpose</b>	To develop needed capacities and required mechanisms for DRM at the national and sub-national levels.	
<b>Description</b>	3.1. Strengthen NDMD (incl. NDOC and DDOCs) capacity 3.2. Strengthen coordination capacity. 3.3. Improve communication capacity of NDOC and DDOCs 3.4. Strengthen information management capacity 3.5. Develop and strengthen early warning system	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Percentage of functioning DDOCs as per the total number of new DDOCs to be established during the implementation period of the project.	<ul style="list-style-type: none"> <li>Joint-assessment with partners</li> <li>Interviews with key counterparts and 'clients'.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Number of drills, desktop exercises and joint-planning conducted for preparedness and response capacity.	<ul style="list-style-type: none"> <li>Records of exercises</li> <li>Evaluation of participants</li> </ul>	<ul style="list-style-type: none"> <li>During and after exercise</li> <li>Every 6 months</li> </ul>
Number of districts with standard communication systems.	<ul style="list-style-type: none"> <li>Activity reports</li> <li>Testing of communication system</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Number of DRM reports published by NDMD.	<ul style="list-style-type: none"> <li>Published DRM reports</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Early warning system is developed to inform population (Y/N).	<ul style="list-style-type: none"> <li>Testing of the Early Warning System</li> <li>Interviews with key counterparts and 'clients'.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>

<b>OUTPUT 4: Community-based disaster risk reduction expanded with special emphasis on promoting women's participation and needs.</b>		
<b>Activity Result 4 (Atlas Activity ID)</b>	CBDRM	Start Date: 2011 End Date: 2013
<b>Purpose</b>	To develop the capacity of local communities for DRR and preparedness.	
<b>Description</b>	4.1. Enhance the capacity for implementing local disaster risk reduction measures	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Number of trainings conducted in communities for local disaster risk reduction measures	<ul style="list-style-type: none"> <li>Activities reports</li> <li>Joint-assessment with partners</li> <li>Interviews with key counterparts and 'clients'.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Every 6 months</li> </ul>
Number of communities with local contingency plan	<ul style="list-style-type: none"> <li>Completed contingency plans</li> <li>Interviews with representatives of target communities</li> </ul>	<ul style="list-style-type: none"> <li>Every 6 months</li> </ul>
Number of localised awareness raising activities conducted in communities.	<ul style="list-style-type: none"> <li>Outreach material</li> <li>Assessment of public perceptions</li> </ul>	<ul style="list-style-type: none"> <li>Every 6 months</li> <li>Yearly</li> </ul>

## VII. LEGAL CONTEXT

ANNEX IV

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

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

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner'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 implementing partner 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**

**VII. LEGAL CONTEXT**

This document together with the OWP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as defined in the SBA for other appropriate government agreement and all OWP provisions apply to this document.

Consistent with Article 16 of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The following duties shall:

- a) to include an appropriate security plan and maintain the security plan taking into account the security situation in the country where the project is being carried;
- b) to ensure all risks and liabilities related to the implementing partner's security, and the full identification of the security plan;
- c) to ensure 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 treated a breach of the agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds granted 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 1540 (2004). The list can be accessed via <http://www.un.org/News/Press/docs/2004/1540.html>. This provision must be included in all sub-contracts or sub-agreements entered into under the Project Document.

## Annex 1: Terms of Reference

**Title:** DRM Project Manager

**Duty Station:** Dili, Timor-Leste

**Type of Contract:** Fixed Term Appointment

**Duration:** 12 months (Renewable)

### Overall Responsibility

The DRM Project Manager will be supervised by UNDP through the Assistant Country Director/Crisis Prevention and Recovery Unit and NDMD. S/He will be responsible for the following:

1. Develop a detailed annual work plan with budget upon assumption of duties and share the work plan with the UNDP Assistant Country Director and the National Counterpart for approval prior to submission to the Project Board;
2. Plan project input mobilisation and activities with concerned national institutions and ensure that the appropriate resources and information are made available for this purpose;
3. Ensure that the project is making progress towards intended outputs as per required quality standards and standard rules and regulations;
4. Provide technical DRM advice to UNDP and NDMD as needed, and submit technical papers from project activities with UNDP for quality control and feedback prior to finalization;
5. Draft ToRs and specifications for mobilisation of personnel, goods and services and for oversight of all contractors' work and services;
6. Supervise the National Project Officer and ensure the latter's coordination with relevant UNDP Operations Units for input mobilisation (human resources, procurement, travel, finance);
7. Supervise project consultants and service providers for timely and quality inputs and in the case of government contracted personnel provided through the project, provide technical backstopping and oversight in coordination with the relevant government institution;
8. Facilitate the organization of project events in consultation with concerned national authority;
9. Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
10. Approve requisitions (for input mobilisation by UNDP) and direct payment requests for processing by relevant UNDP Operation units (finance, human resources, procurement, travel);
11. Prepare technical and financial reports for Project Board submission;
12. Supervise the National Monitoring Officer to ensure monitoring of project activities and support evaluations and audits as necessary with the UNDP CPRU and Operations Unit results; and perform regular monitoring activities, such as periodic monitoring meetings and visits.
13. Ensure the regular updating of risks, monitoring actions and results in the ATLAS project management module;
14. Participate in joint assessments and evaluations of project activities and consultants with concerned stakeholders;
15. Coordinate with relevant development partners to ensure coherency and to mobilize resources;
16. As the Secretariat for the Project Board, prepare the agenda in consultation with UNDP ACD/CPRU and national institutions, organize the meeting including advance submission of relevant documents to Board members, present project updates and plans at the meeting and ensure timely preparation of minutes;
17. Inform the UNDP ACD/CPRU and the national partner of deviations from plans and risks to seek guidance, and as necessary to bring to the attention of senior management and the Project Board.

### Qualifications and Experience

1. Masters Degree in Environmental or Biological Sciences, Disaster Management or related fields;
2. At least seven years of project management experience;
3. Demonstrated experience in UNDP finance and operational procedures is a strong asset;

4. Previous professional exposure to disaster risk Management in developing countries;
5. Ability to work under pressure in a difficult multi-cultural environment on a wide range of tasks and deliver quality outputs on time;
6. Demonstrated experience in gender equality and women's empowerment in DRM is an asset;
7. Good interpersonal skills and ability to communicate;
8. Fluency in spoken and written English is a requirement. Working knowledge of at least one of the following languages: Tetum, Portuguese or Indonesian is an asset.

**Expected Deliverables**

- Efficient and transparent management of financial, human resources, and procurement processes as per UNDP rules and regulation.
- Regular technical and financial reporting to management, Project Board and donors.
- Updated risks and results logs based on regular monitoring and evaluation.