



Annex 11 to UNDP Timor-Leste
Programme Package Document

Recovery, Employment and Stability Programme for Ex-combatants and Communities in Timor-Leste (RESPECT)

June 2003



Project TIM/03/004/01/34 - RESPECT

Introduction

Objective: The overall approach and strategy of the RESPECT is to provide a programme that will meet the employment and income needs of Timorese, especially ex-combatants, widows, unemployed youths and others, whilst also supporting their reintegration and participation into social and economic aspects of the newly independent nation through activities that benefit the whole community. To achieve this aim, a number of inter-linked activities will be implemented that will meet the immediate needs for employment generation and will develop longer-term income generating opportunities. The three main areas of activities are *agricultural development and reforestation, infrastructure rehabilitation in urban and rural communities, and vocational training and micro-enterprise development*.

Project Background: The funding agreement on RESPECT between the Government of Japan and UNDP was signed on 25 March 2003, followed by the launch of various RESPECT activities, including recruitment of RESPECT staff, nation-wide information dissemination, the organization of regular Programme Working Committee meetings and the discussion of micro-project proposals. On 16 May, UNDP received the contribution of \$ 3,974,359 million from the Government of Japan. After RESPECT was formally approved by UNDP's Bureau Project Appraisal Committee on 15 May, the project document was officially signed by the Government of Timor-Leste and UNDP on 24 June, which enabled UNDP to start disbursing the fund.

Required Funding: US\$ 13,187,296 will be required for a two-year period.

Resources Mobilized: UNDP received a contribution of \$ 3,974,359 million from the Government of Japan. The allocated funding will carry the programme through the first year until May 2004.

Required Additional Funding: US\$ 9,212.937

Fund-raising strategy: Although UNDP has not secured further contribution from other donors yet, close contact with the donor community has been maintained. On every occasion possible, UNDP's Resident Representative, his UNDP staff and RESPECT Programme Manager and Deputy Programme Manager mention the importance of RESPECT project. The Government of Timor-Leste is also very supportive to UNDP's effort to attract further contribution from other donors.

RESPECT will continue to obtain information on how potential donors currently perceive the project; identify and approach new potential sources of funding such as NGOs, private sector companies and foundations where appropriate; and continue to work with the existing donor to ensure their continuous contribution.

Democratic Republic of Timor-Leste

United Nations Development Programme

Recovery, Employment and Stability Programme for Ex-combatants and Communities in Timor-Leste (RESPECT)

Brief description:

The RESPECT is a nation-wide programme that will support vulnerable groups of society, including ex-combatants, widows, unemployed youths and others, with employment, skill development and other livelihood opportunities. The programme comprises three main components: *agricultural development and reforestation*, *infrastructure rehabilitation in urban and rural communities*, and *vocational training and micro-enterprise development*. The agriculture component will focus on the sector where the majority of East Timorese are engaged in subsistence level activities. RESPECT will assist the development of much needed infrastructure such as irrigation facilities, agricultural roads, nurseries or market places and training on appropriate technologies. Essential community infrastructure such as water supply system, access roads, schools, medical facilities, or community centers will be developed with local labour inputs under the infrastructure component. Those who wish to develop specific job skills or micro-business will be assisted under the vocational training and micro-enterprise development component.

Part I a. Situation Analysis

Under-employment (i.e. low productivity employment) and lack of employment opportunities for East Timorese, especially vulnerable groups of society, including ex-combatants and others, pose one of the greatest threats to the stability of the country. The Council of Ministers of Timor-Leste, on 22 January 2003, approved eight immediate priorities to be part of the Government's 'Stability Program'. The fourth immediate priority is specified as *'Job creation – this should be part of all programs from every sector, with particular emphasis for youth and ex-combatants'*.

In order to socially and economically support vulnerable groups of society, including ex-combatants, the RESPECT will assist with a variety of inter-linked projects whose overall aim is to provide both short and medium/long term employment and sustainable livelihood opportunities to these people. Commitment and participation of communities in RESPECT process (such as targeting of beneficiaries, identification, designing, planning, and implementation of micro-project activities and management of infrastructure) will be crucial to promote sustainable employment opportunities for their most vulnerable members, including ex-combatants, widows, disabled people and others.

In particular the RESPECT will provide the following opportunities for the most vulnerable members of Timorese society:

- Opportunities for short-term employment for unskilled and semi-skilled community members, including ex-combatants, in agricultural development and reforestation activities.
- Opportunities for community level infrastructure rehabilitation activities, which will provide employment opportunities for both skilled and unskilled community members, including ex-combatants.
- Opportunities for unskilled and semi-skilled community members, including ex-combatants, for vocational training and technical and financial support for self-employment and micro-enterprise development.

These opportunities are in line with one of the most important goals, poverty alleviation, which Millennium Development Goal identified.

Programme Justification

After an independence struggle lasting 25 years, and following the popular consultation of 30 August 1999, which resulted in some 80 percent of the voters declining the offer of special autonomy by Indonesia, violence erupted once again in Timor-Leste. Large amounts of private and public property were burned, looted and destroyed, an estimated 600,000 persons fled from their homes, and approximately 7,000 Indonesian civil servants fled the territory, leaving a vacuum in all areas of government. As a result of the devastation of 1999 and the contraction of GDP by 45% in 1999, the gross domestic savings plummeted significantly along with the fall in private savings due to sharp decline in income. This also affected the capacity to save. After two and a half years of administration under the United Nations Transitional Administration in East Timor (UNTAET), Timor-Leste became independent on 20 May 2002. Power was handed over to the newly elected President and the responsibility to run the country now lies with the Government of Timor-Leste.

One of the greatest challenges that the new Government of Timor-Leste will face in its efforts to maintain a currently fragile stability and to ensure a sustainable development is the creation of employment and livelihood opportunities for its people. Although no accurate figures are currently available, Timor-Leste is characterized by underemployment in the rural areas and open unemployment in the urban ones, mainly of youth. The country has a rural economy with approximately three quarters of the workforce in agriculture. However, after the violence of 1999, the urban centers have seen an influx of young men seeking employment, without being able to offer them a better livelihood. With an estimated additional 20,000 young people arriving at the working age each year with some joining the labour market, this puts additional stress on the labour market. This adds to the problem of lack of opportunities for ex-combatants and other unemployed people every year, adding to the pressure on an already constrained labour market, and the possibility of social unrest becomes evident.

The ex-combatants and the resistance network members comprise a large part of the society of Timor-Leste who consistently devoted their lives for the freedom that is now being enjoyed by all citizens of Timor-Leste. A reintegration programme that was originally put in place for some of the ex-combatants has now ceased and those ex-combatants who were not given the opportunity to join the new defence force and the Police, together with a much larger number of people belonging to clandestine organisations, represent an aggrieved or neglected group who could pose a threat to the stability of the country. Furthermore, some of the ex-combatants are facing difficulties in adjusting to the social and economic aspects of the new civilian life, and in competing with other Timorese who have benefited from past economic and educational opportunities denied to the ex-combatants through their dedication to the struggle. This vulnerable group represents a potential source of instability to the security of the Timorese society if their case is not appropriately addressed. They have the potential to influence or mobilize unemployed youths, low-income rural communities and unsatisfied individuals to provoke social disturbances and unrest which could lead to instability.

A dual economy has been created, reinforced by the massive international presence during the transition period. The modern sector with monetised economy has little linkage with the subsistence rural economy, and is declining in its output with the departure of a large number of foreigners on whom it is based. The ending of the UN Mission and the downsizing of the service industry that revolves around it will soon lead to the creation of further unemployment.

Although it is expected that the income from the oil reserves in Timor Gap will provide some economic security, job opportunities are likely to be few given the capital intensive nature of oil exploration and production. Further, these opportunities will take some time to develop. The significant level of donor support that Timor-Leste has experienced since 1999 is unlikely to continue for too many years to come. As the inflow of aid and grants into Timor Leste would be on a declining trend, measures need to be taken to bridge this gap and in order to secure the economic and social stability of the fledgling nation.

Part I b. Strategy

General Strategy

The overall approach and strategy of the RESPECT is to provide a programme that will meet the employment and income needs of Timorese, especially ex-combatants, widows, unemployed youths and others, whilst also supporting their reintegration and participation into social and economic aspects of the newly independent nation through activities that benefit the

whole community. To achieve this aim, a number of inter-linked activities will be implemented that will meet the immediate needs for employment generation and will develop longer-term income generating opportunities.

Inter-linked activities for short/medium/long term impacts

The RESPECT will support a series of labour intensive small-scale infrastructure micro-projects to provide immediate employment opportunities. Infrastructure that will enhance sustainable livelihood opportunities, such as roads, irrigation, water reservoirs, market, or schools and warehouses, will be the main focus. Providing basic infrastructure will boost the productivity of agricultural activities which overwhelming majority of the population engages in. Host communities will bear the primary responsibility for the management and maintenance of the facilities built or restored, with assistance from government authorities, NGOs or other entities where available. Select training in 'marketable' skills will be provided to beneficiaries. Some skills might be immediately required in infrastructure micro-projects or agricultural development activities. Micro businesses may be established around basic skills developed with medium/longer term economic impact.

An appropriate level of incentives and benefits will be established so that project activities will attract only those in urgent need and, between them, it will be distributed fairly and equally, including women.

Implementation Unit and Programme Steering Committee (*Annex III*)

The programme will be managed through a Programme Implementation Unit (PIU) and four Sub-Regional Offices (SROs), which will provide technical support, under the overall guidance of a Programme Steering Committee (PSC). The PSC will comprise representatives from relevant ministries and secretariats, representatives of district administrations, private sector organizations, local/international NGOs, civil society organizations, relevant donors and UNDP.

Micro-projects formulation, selection and implementation at local level (*Annex II*)

Micro-project proposal will be prioritized by community members at *Suco* (village) and *Aldeia* (hamlet) levels in consultation with community leaders and Sub-District Coordinators. NGO(s) will be mobilized to facilitate initial consultation process, if needed. Micro-project proposals, whose total budget is below an amount to be established by the Programme Steering Committee (PSC), will be assessed by District RESPECT Committee (DRC), composed of District Administrator, and the members of the existing District Coordination and Development Committees (DCDC), including District Development Officer, line departments officers and Sub-district Coordinators. Ex-officio members, such as community representatives, CSOs, churches or private sector organizations, will participate in DRC meetings when required. For selected proposals, the DRC, with technical assistance from the RESPECT PIU and SROs, will assist communities in formulating a micro-project document, and bill of quantities (BOQs) for infrastructure projects. Proposals, whose value exceeds the limit established by the PSC, will be subject to the review and endorsement of the Programme Working Committee/Programme Implementation Unit or will be submitted to the UNDP Local Contract Committee (LCC).

Where appropriate, micro-projects will be implemented by a local/international NGO, local private company, or local community based on a competitive bidding. Community's commitment and contribution, participation of the vulnerable groups of community, price, technicality, labour intensiveness, use of indigenous inputs and sustainability would be among important selection criteria. The DRCs will lead the selection and contract awarding process. Beneficiaries of each

activity will be registered to minimize 'repeaters'. Partnership, dialogue and community involvement must be emphasized in every stage of the project cycle as part of the 'project selection criteria'.

Self targeting

Timor-Leste has a long history of struggle to which several layers of society contributed in various ways, some with arms, some without arms. Although many ex-combatants are disadvantaged when competing for jobs in civilian life, there is nonetheless resentment amongst the civilian population against preferential treatment being given to ex-combatants. There is also a feeling amongst ex-combatants that they should not be given preferential treatment when many of their community members, who supported them with food and protection at great risk to themselves, are not given equal benefits. This is stated as one of the reasons why some ex-combatants did not participate in the FRAP¹ demobilization programme. Application of ad-hoc selection criteria by the programme, therefore, may not be accepted by host communities and could obstruct social and economical reintegration of ex-combatants.

For this reason, the RESPECT will adopt a self-targeting approach. Communities with their leaders will ensure that the most vulnerable groups, including ex-combatants, widows, unemployed youths, will be given priority access to opportunities arising from programme activities.

Lessons learned

RESPECT will draw upon lessons learned from similar projects implemented in Timor-Leste and elsewhere. In particular, RESPECT has closely examined, among others, REAP in Afghanistan, FRAP in Timor-Leste, ACLEDA in Cambodia, and PAREM in Mali.

The key needs that this strategy will address are:

- *The need for immediate job creation for vulnerable groups, including ex-combatants, widows, disabled or jobless youths, many of who are unskilled or semi skilled.* This issue will be addressed through the maximization of existing potential for directing infrastructure investment into labour intensive and labour based activities that will provide opportunities for mass employment. The RESPECT will implement a component for agricultural development and reforestation activities for the areas of social or environmental importance.
- *The need for community involvement in the creation of conditions for the social and economic reintegration of ex-combatants into society and of sustainable livelihood for other vulnerable groups.* The RESPECT will establish a financial facility (RESPECT Central Fund) designed to support the development of needy basic community infrastructure or/and services for communities. This financial facility will be operated by the Programme Working Committee under the guidance of the Programme Steering Committee and will allocate a budget to all 13 districts to allow local communities to prioritize their needs and select their own micro-projects. Community members will be involved in the construction and maintenance of the infrastructure facilities. Employment

¹ Falintil Reinsertion Assistant Programme (FRAP), implemented by IOM from late 2000 to mid-2001.

opportunities will be generated during the construction phase for vulnerable community members, including ex-combatants.

- *The need for long-term sustainable income generation.* Vulnerable members of communities, including ex-combatants, unemployed youths and others, will be offered the opportunity to retrain through a variety of vocational training and basic education courses. Graduates from the vocational training courses, together with other appropriate candidates, will be offered training in micro-enterprise management. The training should also include basic education, language training, work ethic, the more traditional vocational training activities as well as market awareness. On graduation, the trainees will have access to micro finance facilities which will help them set up their own business activities. During their training, accommodation, food and transportation will be provided by the RESPECT, however no stipend will be paid since this will affect less well-endowed training ventures. Database of trainees will be created to prevent that the same group of beneficiaries take several courses.

Expected Outcomes at the end of the Programme

At the end of the programme it is expected that;

- Selected communities have their social facilities rehabilitated for more sustainable livelihood opportunities, and increased capability to maintain those facilities.
- The skilled labour force has been expanded both quantitatively and qualitatively.
- Micro-enterprises have made an impact on local economies and employment creation in a long run.
- Ex-combatants and other vulnerable groups displaced through conflict will be reintegrated in economic and social terms.
- Local governments have an increased capacity in planning, facilitating, and supporting community development activities through a participatory approach.

The RESPECT Components

Programme Coordination Unit

The RESPECT will be implemented through a Programme Implementation Unit (PIU) based in Dili (covering north and far west – Dili, Aileu, Liquica and Oecussi districts) and four sub-offices in *Baucau* (north-eastern districts – Baucau, Manatuto and Viqueque districts), *Los Palos* (eastern districts – Lautem district), *Same* (southern districts – Manufahi and Ainaro districts) and *Maliana* (western districts – Bobonaro, Suai and Ermera districts) (in Annex III). The PIU will be under the overall supervision of an international Programme Manager, who will be assisted by a Deputy Programme Manager and other office support staff. This office will ensure maximum synergy between the various components of the RESPECT, in particular the sharing of ideas, experiences, and lessons for optimum complementarity. The PIU will be also responsible for policy level feedback through a national level Programme Steering Committee (PSC), with relevant ministries and secretariats, the representatives of district administration,

private sector organizations, and local and international NGOs, civil society organization as its members.

Major activities:

- Establish Programme Implementation Unit (PIU) in Dili for overall implementation and management of the RESPECT activities.
- Establish four Sub-Regional Offices (SROs).
- Recruit project staff.
- Facilitate the establishment of a national level Programme Steering Committee (PSC).
- Facilitate the establishment of a national level Programme Working Committee (PWC).
- Facilitate the establishment of district level District RESPECT Committees (DRCs).
- Facilitate regular coordination meetings among key partners.
- Provide technical support to DRCs.
- Establish manuals for implementation of community based project activities.
- Establish and implement monitoring system.
- Prepare periodical progress reports, including financial statements.
- Produce a final evaluation report.
- Help communities to identify potential micro-projects and beneficiaries.

Component 1

Agricultural Development and Reforestation

Concept:

This component will be implemented with the technical guidance of Ministry of Agriculture, Forestry and Fisheries (MAFF).

About 75% of Timor-Leste's population lives in rural areas and the majority relies on subsistence level agriculture. The development of agriculture and reforestation component will provide short-term employment and medium/long-term income generation opportunities for vulnerable groups, including ex-combatants, widows, unemployed youths, and others, through facilitation of labour intensive construction/rehabilitation of agricultural infrastructure, conduct of community based agricultural resource management training, and provision of agricultural implements.

Pilot agricultural rehabilitation/development and reforestation projects will be implemented, primarily in rural areas. Agricultural activities will be undertaken by community groups under MAFF's technical support. Where appropriate, the project will establish nurseries to multiply and improve seedlings production. This will set up the basic infrastructure for the protection of forest resources.

Needs will be prioritized by communities who will prepare micro-project proposals for submission to District RESPECT Committee.

Possible activities:

- Irrigation system construction/rehabilitation
- Reservoir construction

- Feeder road construction/repair
- Nursery development
- Reforestation
- Livestock development & veterinary training
- Land management training
- Water management training
- Seed multiplication training
- Fishery training

Component 2

Infrastructure rehabilitation in urban and rural communities

Concept:

This component will be implemented with the technical guidance of Ministry of Transport, Communications and Public Works.

This component will finance labour intensive construction and rehabilitation of community infrastructure or other services in urban and rural communities that provide enhanced sustainable livelihood opportunities. Communities will prioritize infrastructure or service needs and submit proposals to District RESPECT Committees (DRCs). DRCs endorse feasible proposals and assist the communities in developing a full micro-project. Micro-projects will be implemented by local/international NGO, private company, churches, or communities themselves where appropriate, with full labour participation of community members. Types of infrastructure include roads, market facilities, schools, community water supply and sanitation systems or public buildings. Communities will be responsible for the management and maintenance of infrastructure.

Possible activities

- Rural roads construction/repair
- Market construction/rehabilitation
- School construction/rehabilitation
- Health service facilities construction/rehabilitation
- Construction of community water supply system
- Rehabilitation of drain channels
- Construction of retaining walls and embankments
- Construction of community centers
- Creation of recreation space
- Cleaning of riverbeds
- Recycling and removal of rubbles

Component 3

Vocational Training and Micro-Enterprise Development component

Concept:

This component will be implemented with the technical guidance of Secretariat of Labour and Solidarity.

The component will create opportunities for the most vulnerable members of the community, including ex-combatants, widows, unemployed youths, and orphans to obtain basic vocational skills or to upgrade existing skills so that they can either find employment as skilled workers or start their own micro-enterprises. Priority access to this facility will be given to ex-combatants who missed out education and economic opportunities due to their involvement in the struggle and other vulnerable members identified by the communities. The component will provide vocational and business development training, including access to micro credit for graduates who want to set up their own business.

Employment centers have been established by the Government of Timor-Leste in two key locations (Dili and Maliana) and a third one is planned in Baucau. These centers report directly to the Secretariat of State for Labour and Solidarity and will provide information on services offered by the programme, conduct/update labour market research, act as centre for job vacancies, and monitor the graduates of both the vocational training and the business development training. Through the RESPECT programme database for job matching will be established.

The vocational training activities will be short-term and related to actual economic opportunities relevant to the local economy (such as traditional apprenticeships); and will be implemented by, where available, players currently active in the different areas (e.g. Don Bosco Training Center, Tibar Training Center, Liquica Agriculture Training Center by OISCA International, ILO vocational training project, etc.).

Graduates who wish to develop their own businesses will be provided further business development training and support. Placements with existing businesses will also be promoted. Those trainees complete the vocational training and the business development training courses will be eligible for micro-credit which will be established at commercial interest rates with a financial institution.

Possible activities:

- Conduct of basis market and employment survey
- Training on:
 - Carpentry
 - Metal work
 - Mechanical work
 - Electrical work
 - Plumbing
 - General construction
 - Construction materials production
 - Farming tools production
 - Fishing tools production

- Tourism & hospitality
- Basic medication
- Basic foreign language
- Basic computer operation
- Micro-enterprise management
- Provision of micro-credit and savings facility

Part II. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome:

Increased livelihood opportunities in affected communities.

Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:

Outcome indicators:

- Percentage of unemployed population.
- Percentage of population with access to basic services and assets.
- Average production in agriculture.
- Number of community led development programmes.
- Number of trainees who complete vocational training programmes.
- Number of development projects and volume of development funds successfully and transparently managed by the Public Administration.

Baseline:

- Lack/shortage of sustainable job opportunities in rural and urban areas . Unemployment rate is assessed around 17% in Dili, however no official labour survey has been conducted. Underemployment widespread in rural areas.
- Agriculture sector dominated by subsistence level activities.
- Low average production in agriculture: 1.5 tones/hectare for rice and 1.2 tones/hectare for maze, less than one tone per hectare for other agricultural products.
- Lack of rural/agricultural infrastructures and shortage of basic agricultural inputs.
- Poor social service delivery due to lack of basic infrastructure and low local administration capacity.
- Lack of a skilled labor force resulting in weak competitiveness.

Targets:

- New job opportunities created and employment rate increased.
- Community-led development programmes carried out nationwide.
- Average production in agriculture increased: 1.8 - 2 tones/hectare for rice, 1.5 – 2 tones/hectare for maze, more than one tone per hectare for other agricultural products.
- Access to basic social infrastructure increased in rural areas.
- Technical skills enhanced through training programmes.

Applicable Strategic Area of Support: Community recovery

June 2003

Partnership Strategy

This partnership aims at increasing employment and livelihood opportunities for East Timorese people through stimulation of the agriculture sector, community-led development of basic infrastructure, and skills and micro-enterprise development. For this, a number of actors (ex-combatants, widows, disabled, jobless youths, other community members, NGOs, CSOs, private sector organizations, central & local governments, and donors) will be actively involved in different processes of the project.

UNDP will have the role of coordinating resources made available under the project and of monitoring their effective use. UNDP also provides technical assistance to the Programme Steering Committee (PSC), the Programme Working Committee (PWC), the District RESPECT Committees (DRCs) and the communities, whenever required, through its Programme Implementation Unit (PIU) and the Sub Regional Offices (SROs) staff.

UNDP will work with the following key partners:

- Local communities that will prioritize common need and develop micro-project proposals.
- The central and district governments that will provide leadership in steering and management of overall project activities.
- Line ministries that will provide technical and policy advice to local communities.
- Government of Japan and other donors that will provide financial contribution.
- NGOs, CSOs and the private sector that will provide facilitation and implementation services to communities.

Project title and number:

TIM/03/004: Recovery, Employment and Stability Programme for Ex-Combatants and Communities in Timor-Leste (RESPECT)

Intended Outputs	Output Targets for 2003	Indicative Activities	Inputs
<p>Output 1.1: Public (District and Central) Administration's capacity in managing local development strengthened.</p> <p>Output indicator 1.1: Number of projects and volume of funds transparently and effectively managed by District Administrations and other local authorities.</p> <p>Baseline 1.1: Limited capacity of local administration to deliver social and development services to the communities.</p>	<p>An average of 5 micro-projects effectively and transparently implemented in each of the 13 districts.</p>	<p>Activity 1.1.1 The setting up of the Programme Implementation Unit, the Project Steering Committee and the Project Working Committee.</p> <p>Activity 1.1.2 The setting up of 4 Sub Regional Offices and the District RESPECT Committees.</p> <p>Activity 1.1.3 PIU allocates an initial budget of US\$ 100,000 (more to be allocated per delivery performance) to all District Administrations for implementation of agricultural development projects at community level.</p> <p>Activity 1.1.4 District Administrations inform all communities through Sub-districts Administrators and Sucos Chiefs about the RESPECT and invite them to submit micro-project proposals to the DRC.</p> <p>Activity 1.1.5 PIU carries out the registration of NGOs, CSOs, private companies and other organizations for community mobilization,</p>	<p>1 international programme manager, 1 international deputy programme manager, 1 media officer, 2 field officers, 3 field monitors, 2 training coordinators, 1 administration assistant, 2 finance assistance, 2 drivers and 1 secretary for the PIU.</p> <p>4 project implementers, 8 field officers, 12 field monitors, 8 finance assistants, 4 administration assistants, 8 drivers and 4 secretaries for the SROs.</p> <p>5 Office premises (1 in Dili and 4 in the regions) including office equipment/furniture.</p> <p>Funds allocated from the RESPECT Central Fund.</p>

		<p>implementation of micro-projects and monitoring activities.</p> <p>Activity 1.1.6 PIU carries out the registration of training institutions operating in the country for vocational and business training activities.</p> <p>Activity 1.1.7 PIU supports/establishes Employment Centers for job matching activities and labour market assessment.</p> <p>Activity 1.1.8 PIU prepares guidelines and manuals for programme Implementation.</p> <p>Activity 1.1.9 PIU provides technical backstopping to the PSC and the PWC on the evaluation of proposals and on programme implementation and provides policy feedback to the PSC.</p> <p>Activity 1.1.10 PIU provides technical backstopping to relevant Ministries for implementation of centrally managed activities.</p> <p>Activity 1.1.11 SROs provides technical backstopping and training to the DRCs for the evaluation of</p>	
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		proposals and to communities for formulation of project proposals.	
<p>Output 1.2: Employment and livelihood opportunities increased through stimulation of the agriculture sector.</p> <p>Output indicator 1.2: Number of beneficiaries for whom employment and livelihood opportunities increases through agricultural development activities.</p> <p>Baseline 1.2: Underemployment is widespread in rural areas and employment opportunities are</p>	<p>At least 15,000 beneficiaries, amongst the most vulnerable in the communities, find employment opportunities or benefit from agricultural development activities at the community level.</p>	<p>Activity 1.2.1 NGOs provide facilitation for community consultation and mobilization (if necessary).</p> <p>Activity 1.2.2 PIU/SROs provide District Administrations, Sub-district Administrations and communities with a menu of possible activities.</p> <p>Activity 1.2.3 Communities prepare micro-project proposals with the</p>	<p>NGO sub-contract for the provision of initial facilitation for community consultation/mobilization (if needed) and monitoring and evaluation.</p> <p>PIU/SROs field officers or line ministry officers for provision of technical assistance the DRCs and to the communities.</p> <p>NGO/CSO/private sector sub-contract for project</p>

<p>almost inexistent. Agriculture sector is characterized by subsistence level activities and average production is very low (1.5 tones/hectare for rice and 1.2 tones/hectare for maze, less than one tone per hectare for other agricultural products).</p>		<p>technical assistance from the SROs staff or of the DRC.</p> <p>Activity 1.2.4 DRC, IPU/PWC or the LCC evaluate project proposals with technical assistance from IPU/SROs.</p> <p>Activity 1.2.5 DRCs work with communities to finalize formulation of project, prepare Bills of Quantity (BoQ) and bidding documents (if required).</p> <p>Activity 1.2.6 Communities implement the micro-projects with NGOs, CSOs, private contractors, etc., if necessary.</p> <p>Activity 1.2.7 Transfer of micro-project outputs (i.e. irrigation system, nursery, reservoir...) to communities for management and maintenance.</p> <p>Activity 1.2.9 Monitoring and evaluation over project implementation and sustainability.</p>	<p>implementation (if requested).</p> <p>Community inputs (labour, know how, material...).</p>
<p>Output 1.3: Employment and livelihood opportunities enhanced through community-led development of basic infrastructures.</p>	<p>At least 15,000 beneficiaries, amongst the most vulnerable in the communities, find employment opportunities or benefit from community infrastructure</p>	<p>Activity 1.3.1 NGOs provide facilitation for community consultation and mobilization (if necessary).</p>	<p>NGO sub-contract for the provision of initial facilitation for community consultation/mobilization (if needed) and for monitoring and</p>

<p>Output indicator 1.3: Number of beneficiaries for whom access to services improves and employment and livelihood opportunities increase through community-led infrastructure projects.</p> <p>Baseline 1.3: Underemployment is widespread in rural areas and employment opportunities are almost inexistent. Lack/poor social and economic infrastructures and poor social service delivery in rural areas.</p>	<p>development projects.</p>	<p>Activity 1.3.2 PIU/SROs provide District Administrations, Sub-district Administrations and communities with a menu of possible activities.</p> <p>Activity 1.3.3 Communities prepare micro-project proposals with the technical assistance from the SROs staff or of the DRC.</p> <p>Activity 1.3.4 DRC, IPU/PWC or the LCC evaluate project proposals with technical assistance from IPU/SROs.</p> <p>Activity 1.3.5 DRCs work with communities to finalize formulation of project, prepare Bills of Quantity (BoQ) and bidding documents (if required).</p> <p>Activity 1.3.6 Communities implement the micro-projects with NGOs, CSOs, private contractors, etc., if necessary.</p> <p>Activity 1.3.7 Transfer of micro-project outputs (i.e. market places, schools, health services facilities...) to communities for management and maintenance.</p> <p>Activity 1.3.8</p>	<p>evaluation.</p> <p>PIU/SROs field officers or line ministry officers for provision of technical assistance the DRCs and to the communities.</p> <p>NGO/CSO/private sector sub-contract for project implementation (if requested).</p> <p>Community inputs (labour, know how, material...)</p>
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		Monitoring and evaluation over project implementation and sustainability.	
<p>Output 1.4: Employment and livelihood opportunities enhanced through vocational training and micro-enterprise development activities.</p> <p>Output indicator 1.4: Number of beneficiaries who complete the vocational training programmes and who set up their own business.</p> <p>Baseline 1.4: Labor force characterized by a low level of skills and productivity, resulting in weak competitiveness.</p>	<p>At least 1,000 beneficiaries upgrade their skills by completing a vocational training programme and 10% of them start their own business.</p>	<p>Activity 1.4.1 NGOs provide facilitation for community consultation and mobilization (if necessary).</p> <p>Activity 1.4.2 SROs provide communities with a list of institutions and a menu of vocational training activities for proposals. Communities to give indication of the type of skills they want their members to upgrade and to identify beneficiaries for the training programmes.</p> <p>Activity 1.4.3 DRC, IPU/PWC or the LCC evaluate project proposals with the technical assistance of PIU/SROs.</p> <p>Activity 1.4.4 IPU/SROs provide assistance to the communities for the placement of the beneficiaries in the vocational training institutions.</p> <p>Activity 1.4.5 Training Institutions, private companies, NGOs, CSOs provide training to beneficiaries.</p> <p>Activity 1.4.6 SROs provide support to graduates with job matching</p>	<p>NGO sub-contract for the provision of initial facilitation for community consultation/mobilization (if needed) and for monitoring and evaluation.</p> <p>SROs field officers or line ministry officers for provision of training menu for the communities</p> <p>Vocational training institutions sub-contract for provision of training.</p>

		<p>through the regional employment centers and facilitate access to micro-credit facilities.</p> <p>Activity 1.4.7 Monitoring and evaluation over project implementation and sustainability.</p>	
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PROJECT RESULTS AND RESOURCES FRAMEWORK - ANNUAL INPUT-OUTPUT BUDGET

OUTPUT 1.1

Annual Output Targets Year 2003:

3 million US\$ effectively and transparently disbursed by District Administration and Central Government.

Potential risk factors and related indicators identified:

The main risk identified for this output is represented by the low delivery capacity of the Public Administration (District and Central) and by the possible mismanagement of funds. District Administrations, to which budget is allocated, may discriminate beneficiaries and the most vulnerable groups may not be given the opportunity to benefit from the RESPECT. To avoid this situation, the PSC/PWC will closely monitor the programme implementation to make sure that access to resources is guaranteed to all communities in the country. In addition rules and procedures for budget allocation at community level and for management of funds by the communities will be established. As for the level of capacity to deliver, this risk will be mitigated by the backstopping that District Administrations and DRCs will receive from the SROs.

OUTPUT 1.2

Annual Output Targets Year 2003:

At least 15,000 beneficiaries, amongst the most vulnerable in the communities, find employment and income generation opportunities or benefit from agricultural development activities at the community level.

Potential risk factors and related indicators identified:

One of the risks is represented by the fact that once the micro-projects are completed, communities will not feel any ownership on them, thus will neglect their maintenance and continuous management. To avoid this, the project will ensure full community ownership by requiring that communities contribute to the projects inputs with their own resources, whether they are labour, know how, material or others; in addition the micro-projects will be monitored and evaluated by the project to ensure that there are conditions for sustainability.

Another risk is that the selected beneficiaries will not be the most vulnerable within the community. To avoid that, the project will establish mechanisms to ensure that the project will benefit primarily the most vulnerable members of the community and secondarily other community members. These mechanisms will include guidelines on selection criteria to be established by the PIU as well as the DRC's verification of the beneficiaries identified by the communities when evaluating the micro-projects.

OUTPUT 1.3

Annual Output Targets Year 2003:

At least 15,000 beneficiaries, amongst the most vulnerable in the communities, find employment opportunities or benefit from community infrastructure development projects.

Potential risk factors and related indicators identified:

Same as above.

OUTPUT 1.4

Annual Output Targets Year 2003:

At least 1,000 beneficiaries upgrade their skills by completing a vocational training programme and 10% of them start their own business.

Potential risk factors and related indicators identified:

June 2003

The main risk associated with this output is that trained beneficiaries do not find employment at completion of their programme. To minimize this risk, the PIU/SROs will assist graduates with job matching through the Employment Centers and labour market assessments, and with access to micro-credit (those who opt for starting their own business). More over, to avoid that trainees attend programmes without real motivation of improving their skills, the project will not pay them a stipend, but will only provide support for their lodging.

Another risk that has been identified is that of the “repeaters”, or rather beneficiaries who participate to more than one training programme. To avoid this situation a database of beneficiaries who have accessed training programmes will be created and maintained.

June 2003

WORKPLAN FOR YEAR 2003

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET US\$ (indicative)
Activity 1.1.1: The setting up of the Programme Implementation Unit, the Project Steering Committee and the Project Working Committee.	1 international programme manager, 1 international deputy programme manager, 1 media officer, 2 field officers, 3 field monitors, 2 training coordinators, 1 administration assistant, 2 finance assistance, 2 drivers and 1 secretary for the PIU. 1 Office space including office equipment/furniture.	From 11.01 to 11.05 From 13.01 to 13.04 From 17.01 to 17.03 21.01 and 21.02 From 45.01 to 45.0	US\$ 606,000 US\$ 45,600 US\$ 82,800 US\$ 28,800 US\$ 88,000
Activity 1.1.2: The setting up of 4 Sub Regional Offices and the District RESPECT Committees.	4 project implementers, 8 field officers, 12 field monitors, 8 finance assistants, 4 administration assistants, 8 drivers and 4 secretaries for the SROs. 4 Office premises including office equipment/furniture.	From 11.01 to 11.05 From 13.01 to 13.04 From 17.01 to 17.03 21.01 and 21.02 From 45.01 to 45.0	US\$ 408,000 US\$ 182,400 US\$ 244,800 US\$ 115,200 US\$ 352,000
Activity 1.1.3 PIU allocates an initial budget of US\$ 100,000 (more to be allocated per delivery performance) to all District Administrations for implementation of agricultural development projects at community level.	Funds allocated from the RESPECT Central Fund.	72.01	US\$ 10,264,400
Other Activities	Monitoring and Evaluation, Mission Costs, Training, Miscellaneous...	15.01 16.01 and 16.02 32.01 53.01	US\$ 40,000 US\$ 127,200 US\$ 20,000 US\$ 48,000
Total for output 1.1			US\$ 12,653,200

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET US\$ (indicative)
Activity 1.2.1: NGOs provide facilitation for community consultation and mobilization (if necessary).	NGO sub-contract for the provision of initial facilitation services for community consultation/mobilization (if needed).	22.01	US\$ 37,500
Activity 1.2.6: Communities implement the micro-projects with NGOs, CSOs, private contractors, etc., if necessary.	NGO/CSO/private sector sub-contract for project implementation (if requested).		
Total for output 1.2			US\$ 37,500

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET US\$ (indicative)
Activity 1.3.1: NGOs provide facilitation for community consultation and mobilization (if necessary).	NGO sub-contract for the provision of initial facilitation services for community consultation/mobilization (if needed).	22.01	US\$ 75,000
Activity 1.3.6: Communities implement the micro-projects with NGOs, CSOs, private contractors, etc., if necessary.	NGO/CSO/private sector sub-contract for project implementation (if requested).		
Total for output 1.3			US\$ 75,000

June 2003

ACTIVITY DESCRIPTION	INPUTS DESCRIPTION	BUDGET LINE	BUDGET US\$ (indicative)
Activity 1.4.1 NGOs provide facilitation for community consultation and mobilization (if necessary).	NGO sub-contract for the provision of initial facilitation services for community consultation/mobilization (if needed).	22.01	US\$ 37,500
Total for output 1.4			US\$ 37,500

Part III a. Management Arrangements

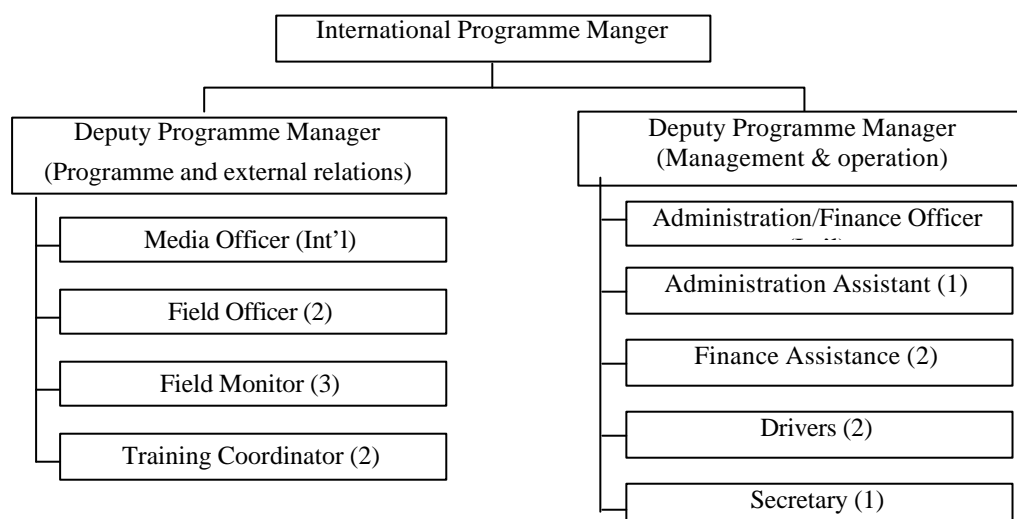
The programme will be executed directly by the UNDP Office in East Timor (the 'Executing Agency') as per the DEX guidelines and under the guidance and direction of a Programme Steering Committee.

Programme structure

The programme will be under the overall supervision of the Programme Manager based in Dili outside of the UNDP Country Office. The programme manager will be supported by a team of international and local staff. Four sub-offices, at Baucau, Los Palos, Same and Maliana, will be established at sub-regional level, supervised by one international and supported by local staff, mainly technical staff.

Programme Implementation Unit (PIU) Structure (Location: Dili)

Districts covered by PIU/Dili: Dili, Aileu, Liquica, Oecussi



Sub-Regional Office (SROs) Structure (4 Locations: Baucau, Los Palos, Same and Maliana)

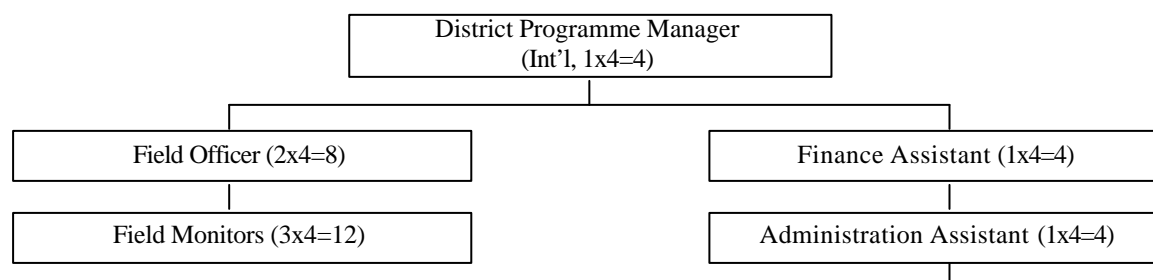
Districts covered by:

Baucau SRO: Baucau, Manatuto, Viqueque

Los Palos SRO: Lautem

Same SRO: Manufahi, Ainaro

Maliana SRO: Bobonaro, Suai, Ermera



Drivers (1x4=4)

Secretary (1x4=4)

- Number of staff indicated for both PIU and SRO is a suggested figure for an initial setting. The number and composition may need to be adjusted depending on the actual intensity of project activities.

RESPECT Implementation Structure and Partners

National Programme Steering Committee (PSC)

<i>Chair:</i>	Prime Minister and Minister of Development and Environment (MDE)
<i>Co-Chair:</i>	Vice Minister of Development and Environment Secretary of State for Labor & Solidarity
<i>Secretariat:</i>	RESPECT Programme Implementation Unit (PIU)
<i>Members:</i>	<i>Representatives of:</i> Ministry of Agriculture, Forestry & Fisheries (MAFF) Ministry of Transport, Communications & Public Works (MTCPW) Ministry of Planning and Finance (MPF – Planning & External Assistance Mgt Div) Ministry of State Administration (MSA) Director of Veterans Affairs Donor countries (when appropriate) UNDP
<i>Ex-Officio:</i>	<i>Representatives of:</i> Ministry of Education, Culture, Youth & Sports (MECYS) Ministry of Health (MH) Secretariat of Commerce & Industry (SCI) Secretariat of Tourism, Environment & Investment (STEI) Presidential Veterans Commissions District Administrators Representative of communities Donors CBOs/CSOs UN Agencies Private sector organization. etc.

- Meet at least on a quarterly basis.
- Discuss policy level issues, programme progress, financial statements.
- Ad-hoc special meetings to be arranged as required.
- Secretarial support to be provided by RESPECT PIU.

National Programme Working Committee (PWC)

<i>Chair:</i>	Representative of Ministry of Development and Environment (MDE)
<i>Co-Chair:</i>	Representative of Secretariat for Labour & Solidarity (SLS)
<i>Secretariat:</i>	RESPECT Programme Implementation Unit (PIU)
<i>Members:</i>	<i>Representatives of:</i> Ministry of Agriculture, Forestry and Fisheries (Director General) Ministry of Transport, Communications & Public Works (Director General of Public Works) Ministry of State Administration (Director of ALGD) UNDP
<i>Ex-Officio:</i>	Others

- Meet once a week.

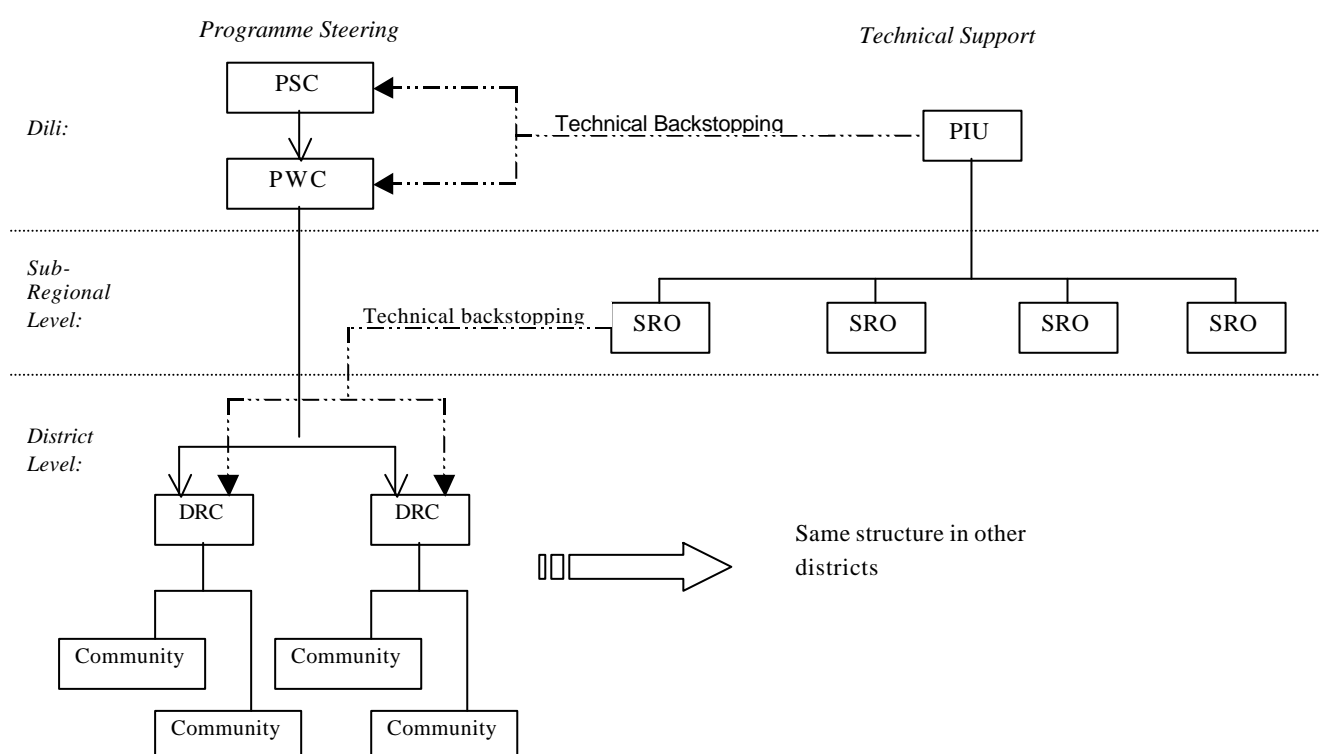
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- Discuss issues arising from daily activities, such as *procurement, selection of micro-project proposals, implementation of proposals*, and initial selection of PIU and international staff.
 - Monitor and guide the work of PIU and SROs.
 - Provides progress reports and feedback lessons to PSC.
 - Forward policy related issues and proposals to PSC.
 - Ad-hoc special meetings to be arranged as required.
 - Secretarial support to be provided by RESPECT PIU.

District RESPECT Committee (DRC)

<i>Chair:</i>	District Administrator
<i>Secretariat:</i>	RESPECT Sub-Regional Office
<i>Members:</i>	<p><i>District Coordination & Development Committee (DCDC) members</i></p> <ul style="list-style-type: none"> - District Development Officer - Line ministry officers - Sub-District Coordinators - Other DCDC members <p>RESPECT/UNDP</p>
<i>Ex-Officio</i>	Community representatives NGOs, CSOs, churches, contractors, etc.

- To be established in each district.
- Meet at least every two weeks.
- Facilitate the dissemination of the concept and operational procedures of the project to communities.
- Discuss working level issues, such as *selection of micro-project proposals, full formulation of micro-projects, selection of implementation partners, and implementation of micro-projects.*
- Provides progress reports and feedback lessons to PWC.
- Ad-hoc meetings to be organized as required.
- Secretarial support to be provided by RESPECT SRO.

RESPECT General Implementation Flow



Part III b. Financial arrangements:

The proposed total budget for the RESPECT is US\$ 3,974,359, which includes a 3% Country Office Administration Cost (COA) for reimbursement of support services provided by UNDP. The Government of Japan has contributed Japanese Yen 465,000,000, equivalent to approximately US\$ 3,974,359, for the first year implementation through a cost-sharing arrangement. The UNDP Timor-Leste Country Office will continue the resource mobilization campaign that started in September 2002 to raise more funds.

The project will be directly executed by UNDP, which will establish, administer and monitor the project (DEX). This is the recommended modality as the young national government has a low absorption capacity for donor assistance, especially for a project of this magnitude. Furthermore, rapid implementation of the project activities is crucial to ease the current distress of the vulnerable groups. While the Country Office has the experience and capacity to undertake DEX, no other UN agency has the administrative set up to execute the project. The tripartite review meeting consisting of representatives of the Government of Timor-Leste, UNDP and the donor countries will be held within 9 month after the commencement of the programme.

Part III c. Monitoring and Evaluation

Monitoring and evaluation for the rehabilitation works, procurement works and training will be undertaken in accordance with UNDP standard policies and procedures.

Beneficiaries are required to submit an intermediary and final report, depending on the project budget to either PWC or DRC. Accountability to the PSC/PWC is to be ensured and monitored through the reporting requirements, either by the DRC or the beneficiaries directly. In turn the PSC/PWC is accountable to the donor community and UNDP to use the budget consistent with the criteria and guidelines of the project. All financial transactions and decisions have to be fully transparent.

UNDP will report to the Government of Democratic Republic of Timor-Leste on a regular basis, through PSC and PWC, detailing progress of the project components.

Part IV. Legal Context

This document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Democratic Republic of Timor-Leste and the United Nations Development Programme, signed on 20 May 2002. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in the Agreement. The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided s/he is assured that the other signatories of the document have no objections to the proposed changes:

- Revisions in, or additions to, any of the annexes of the document.
- Revisions which do not involve significant changes in the immediate objectives, outputs, or activities of the Programme, but caused by the rearrangement of inputs already agreed to, or by cost increases due to inflation, and
- Mandatory annual revisions, which re-phase the delivery of agreed inputs or increased expert or costs due to inflation or take into account agency expenditure flexibility.

Annex I

Brief Summary of Implementation Modality

1. Implementation Structure

- a. RESPECT Project Offices
 - RESPECT will establish Programme Implementation Unit (PIU) in Dili.
 - Sub-Regional Offices (SROs) will be set up in Maliana, Same, Baucau and Los Palos.
 - PIU and 4 SROs will look after all 13 districts.
- b. National Programme Steering (at Dili)
 - Programme Steering Committee (PSC) will be established in Dili.
 - PSC will be chaired and managed by the Government of Timor-Leste.
 - PSC will discuss policy related matters and give guidance to the project team.
- c. District Programme Implementation (at districts)
 - District RESPECT Committee (DRC) will be established within each District Administration Office.
 - DRC will comprise District Administrator, members of existing District Coordination & Development Committee and RESPECT project staff.
 - DRC will work with communities for micro-project identification, formulation and implementation, etc.

2. Budget Allocation

- A Central Fund (RCF) will be established at Dili.
- Each district will receive from the Central Fund an initial budget allocation of approximately US\$100,000. Districts can implement several activities within this budget limit.
- The Central Fund will be also utilized to support activities which are planned at central level.
- The Central Fund will also provide extra budget to the districts which use up the initial US\$100,000.

3. Micro-project Proposal Submission

- Communities will be responsible for prioritizing their need and prepare initial micro-project proposals.
- NGOs will assist initial community consultations, if necessary.
- In order to distill a 'self-help' principle, communities are expected to contribute certain resources for micro-project, such as construction materials, tools, knowledge, skills, labour, land, cash, etc.
- Vulnerable groups of community, such as ex-combatants, the disabled, widows or jobless youths are to be the main beneficiaries.
- Proposals below a specified amount (to be determined by the PSC) will be submitted to District RESPECT Committee (DRC) for its endorsement.
- Proposals within two specified amounts (to be determined by the PSC) will be submitted to Programme Working Committee/Programme Implementation Unit (PWC/PIU).
- Proposals above a specified amount (to be determined by the PSC) will be submitted to UNDP Local Contract Committee through DRC and PWC/PIU.

-
- NGOs, CSOs, private companies, churches or individuals will support micro-project implementation if necessary.

Micro-project Proposal Submission & Endorsement Process

Micro-project proposals above a specified amount (to be determined by the PSC) must be submitted to UNDP Local Contract Committee (LCC) through PIU/PWC.

UNDP
Local
Contract
Committee
(LCC)

*Proposals
above
amount y*

PIU/PWC

Proposals within two specified amounts (to be determined by the PSC) will be submitted to PIU/PWC.

*Proposal
over amount
x and below
amount y*

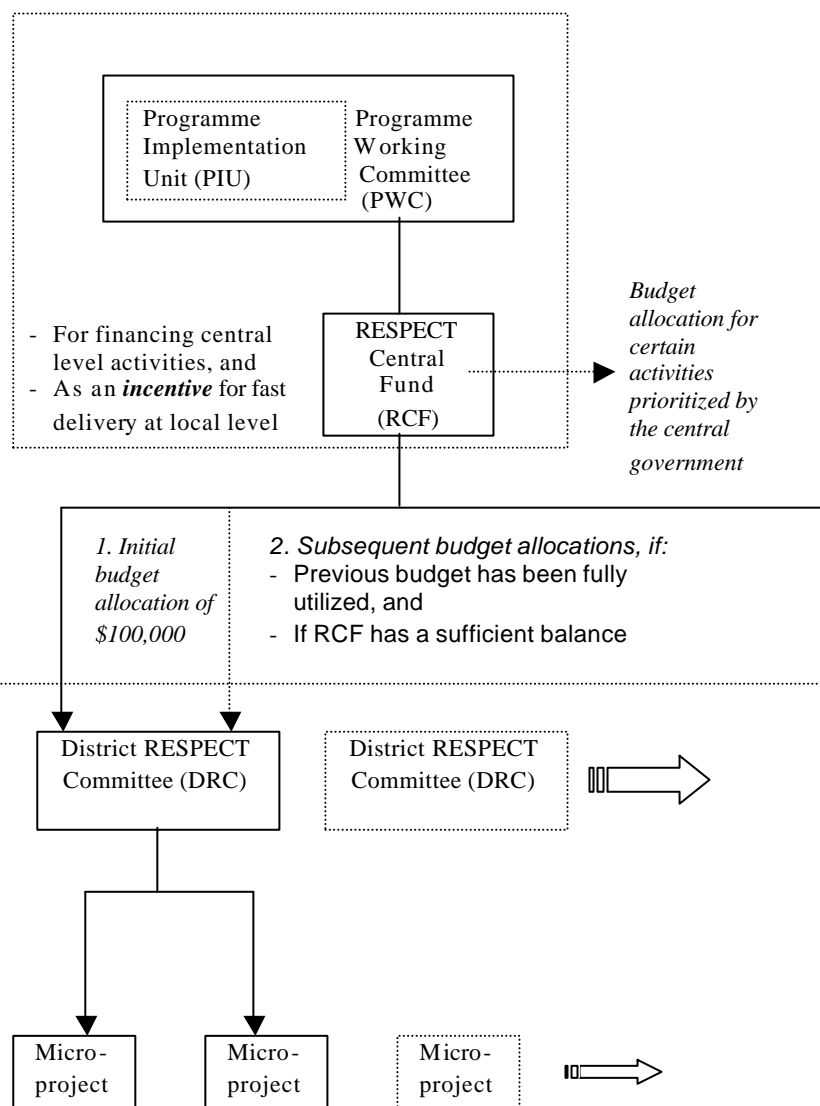
Proposals above a specified amounts (to be determined by the PSC) will be shortlisted by DRC and then on-forwarded to PIU/PWC.

DRC

*Proposal
below
amount x*

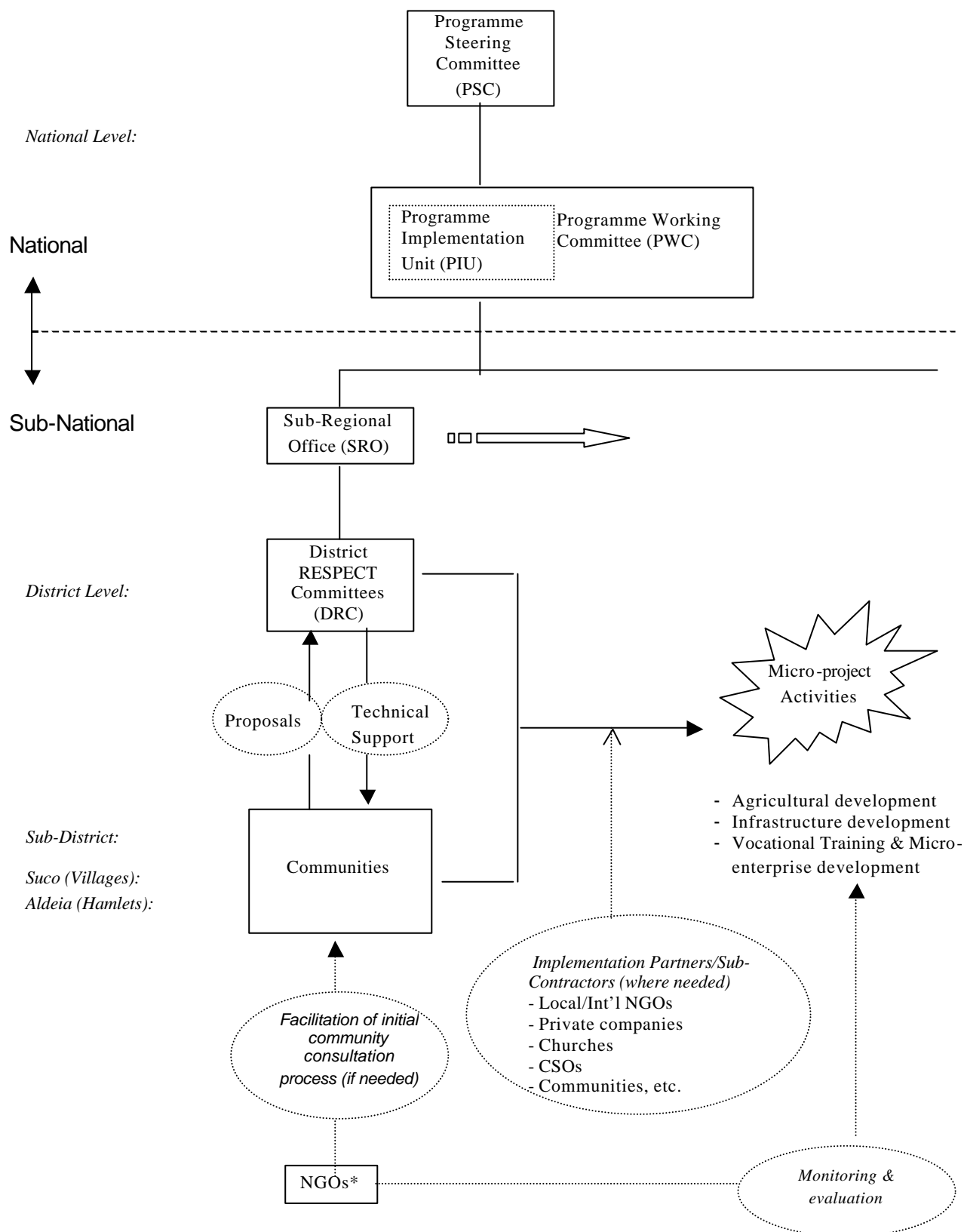
Micro-Project proposals below a specified amounts (to be determined by the PSC) can be endorsed by District RESPECT Committee (DRC).

RESPECT Fund Flow



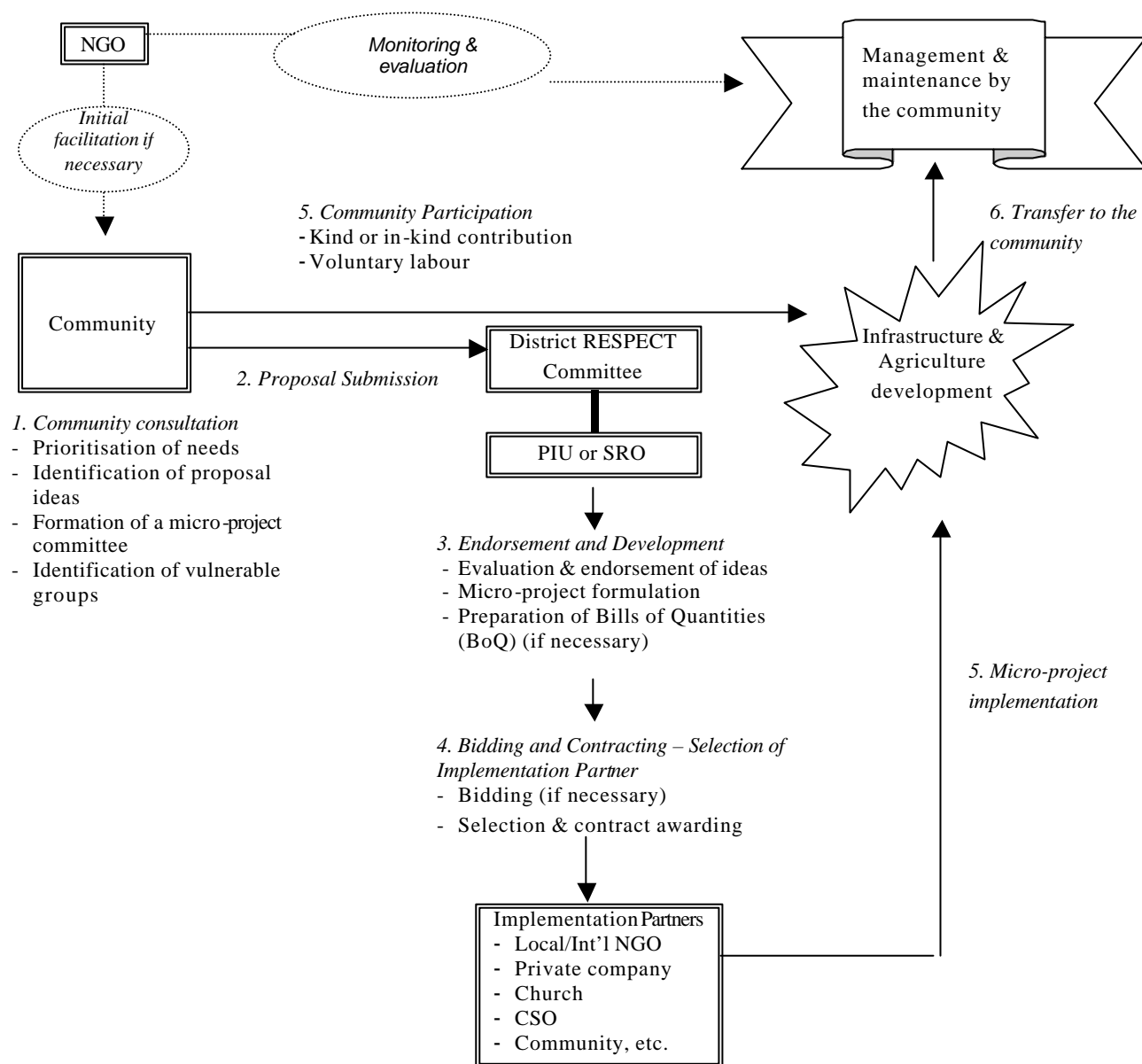
Annex III

General Field Implementation Flow

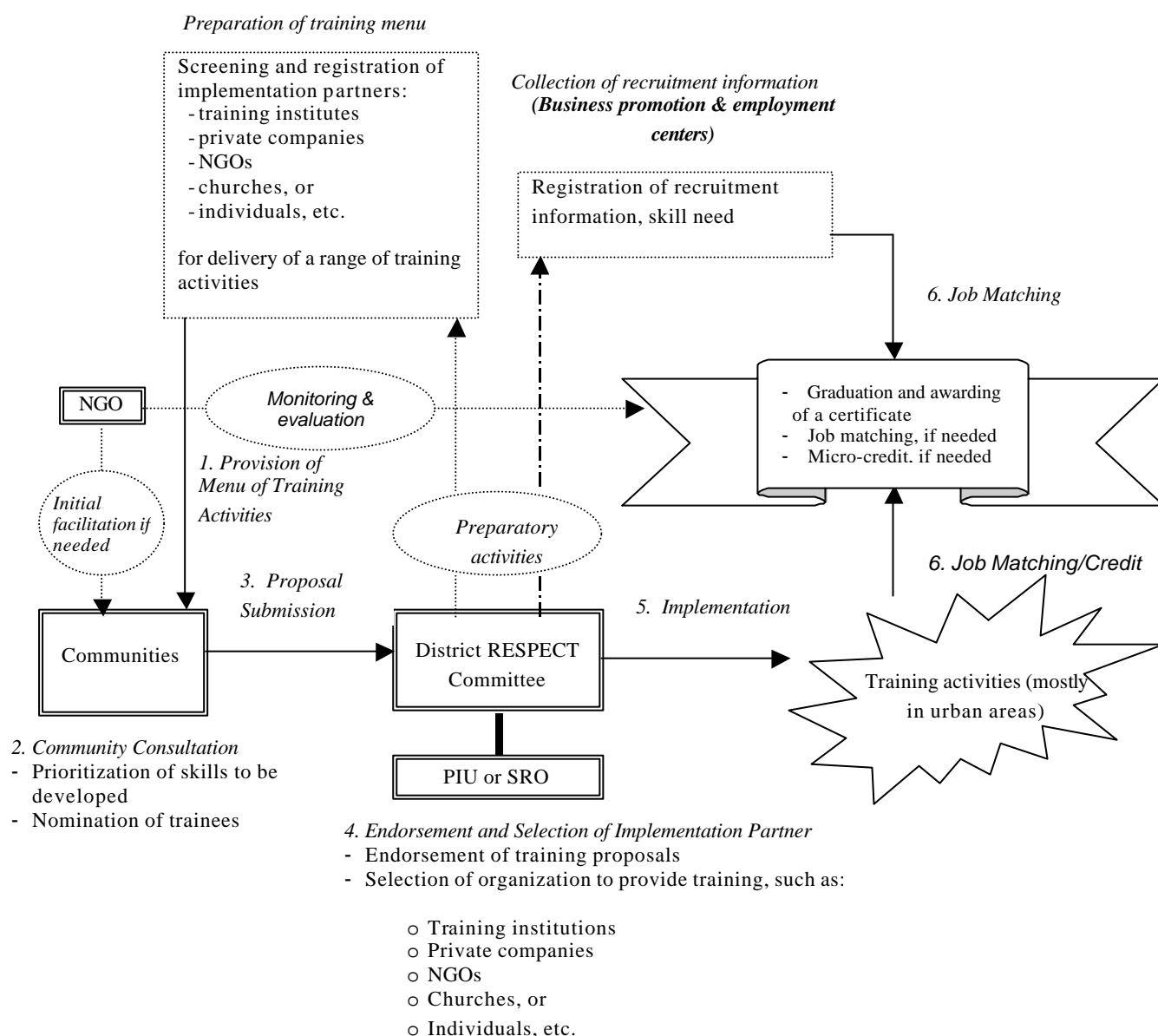


* A linkage with a separate UNDP project on Civil Society Organisations will be ensured.

Field Implementation Flow: Infrastructure & Agriculture Development



Field Implementation Flow: Vocational, Enterprise Development & Agricultural Training



Suggested Operational Guidelines

1. RESPECT Central Fund (RCF) operational guidelines

- RESPECT Central Fund (RCF) will be established under a Programme Implementation Unit (PIU).
- Each district will have an initial budget allocation of US\$100,000 (to be discussed) each for micro-project activities. Several activities can be financed within the initial allocation.
- RCF will withhold certain percentage (to be determined) of the total micro-project activity budget for b) financing more micro-projects at districts with fast implementation, and b) for financing activities planned by the central ministries and secretariat.
- Micro-project proposals below a specified amount to be determined by the PSC will be submitted and endorsed by District RESPECT Committee (DRC).
- Micro-project proposals between two specified amounts to be determined by the PSC will be submitted and endorsed by Programme Working Committee/Programme Implementation Unit.
- Any micro-project proposal which exceeds a specified amount to be determined by the PSC is subject to UNDP Local Contract Committee's approval. Proposals will be shortlisted and forwarded to the LCC through District RESPECT Committee and PWC/PIU.

2. General principle for proposal formulation

A proposal should specify community's intended kind or in-kind contributions (e.g. skills, knowledge, construction materials, tools, land, labour, cash, etc.) to demonstrate its clear commitment and ownership;

A proposal should specify clear management and maintenance strategies for the infrastructure and facilities developed;

A proposal should ensure broad-based and long lasting benefits to local economy and social development, with the vulnerable groups of the community, such as ex-combatants, disabled, widows or jobless youths, as its main beneficiaries.

3. Public works selection criteria

A proposal is to

enhance farm and non-farm incomes and the overall productivity of the rural natural resource base (irrigation, storage, markets, farm-market roads, community forestation and nurseries, catchment protection, etc.), or

improve access to basic services (water, primary health and education, etc.)

Priority will be given to labour intensive public works micro-projects, which must contain a labour component of at least 50% of the total micro-project cost and less than 50% for the materials and tools component;

Micro-projects total budget should not exceed an amount to be determined by the PSC;

In principle, all sub-districts should have a project before any one gets another.

Short term micro-project should be implemented within 4 to 12 weeks, while long term projects depends on the scope and the quantity of the work;

Those from vulnerable groups (ex-combatants, widows, handicapped, etc.) have the priority to be employed. Workers should be selected among the most vulnerable unskilled and skilled groups. The selection procedure of the workers should be transparent and selected unskilled workers should genuinely be unemployed;

Material and tools will be purchased locally (pick-axes, shovels, wheelbarrows, rubber boots, PVC pipes, paintings, brushes, cement, sand, gravel, bricks, blocks, window and door frames, window glasses, gypsum, nails, hammers etc).

4. Programme manuals/forms to be established by PIU

- Programme Fact Sheet
- Visibility strategy (where necessary)
- Micro-project proposal standard format
- Micro-project proposal selection guidelines
- RESPECT Central Fund operational guidelines
- Menu of possible agricultural development activities
- Menu of possible social/economic infrastructures
- Menu of possible training courses
- Project monitoring form
- Project evaluation forms (Initial, interim and final)
- Payment request forms (Initial, interim and final)
- Contracting modality
- Payment modality
- Terms of reference for contractors
- Technical guidelines for repair and renovation work
- Safety guidelines
- Gender mainstreaming guidelines

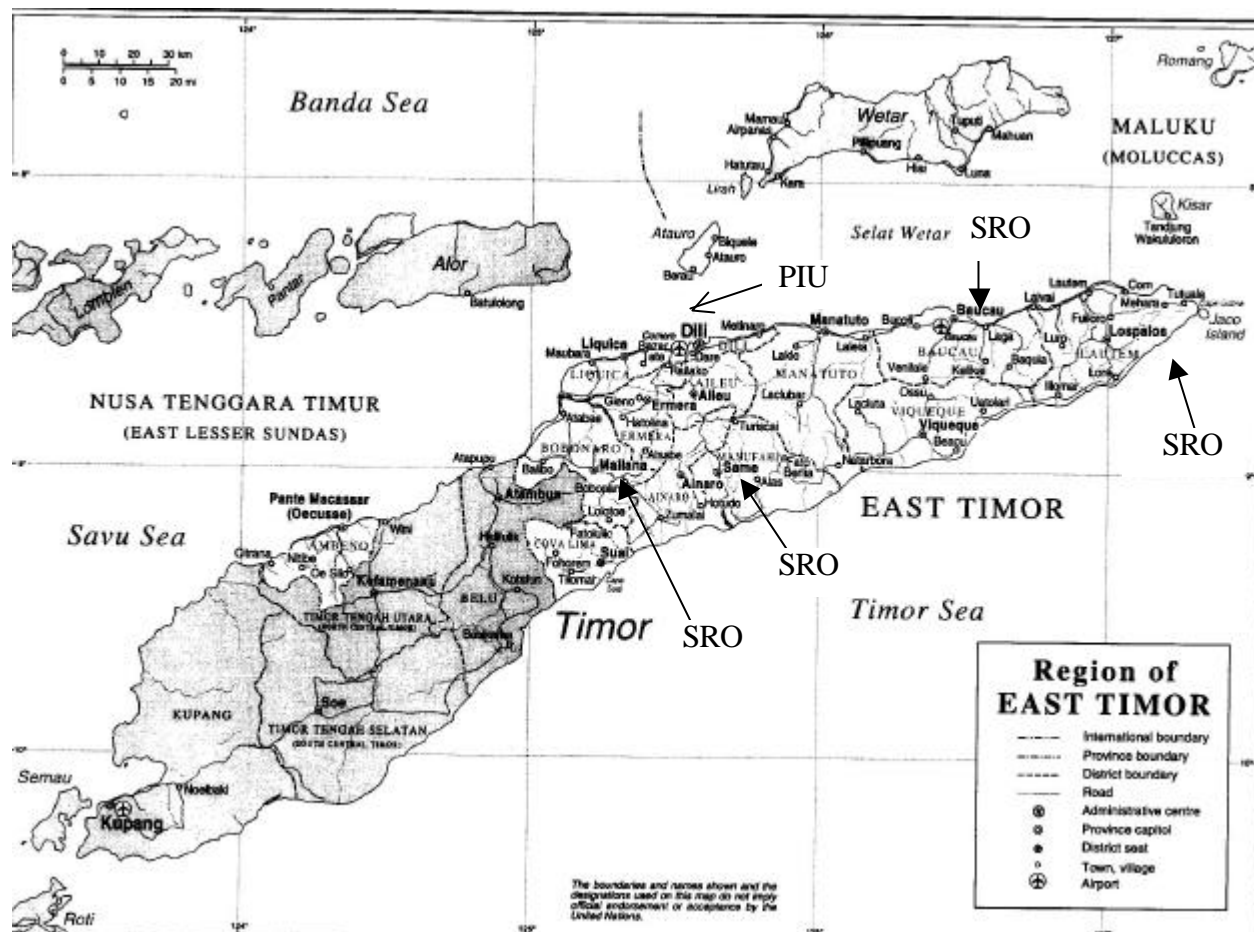
List of Districts and Sub-districts

District	Sub-district	Population	District	Sub-district	Population
Aileu	Aileu	14,536	Ermera	Atasabe	12,506
31,827	Laulara	4,263	88,415	Ermera Kota	23,962
	Lequidoe	4,252		Hatolia	26,491
	Remixo	8,776		Letefoho	18,559
				Railaco	6,897
Ainaro	Ainaro	10,562			
45,093	Hato Bulico	9,770	Lautem	Iliomar	6,803
	Hataudo	7,137	53,466	Lautem/Moro	14,395
	Maubisse	17,624		Los Palos	22,696
				Luro	6,313
Baucau	Baucau	22,150		Tutuala	3,259
101,517	Baguia	9,962			
	Fatamaka	14,466	Liquica	Bazaretete	17,689
	Laga	16,275	45,575	Liquica	15,641
	Quelicaí	16,995		Maubara	12,245
	Vemassee	6,912			
	Venilale	14,757	Manatuto	Laclo	5,446
			35,445	Manatuto	9,551
Bobonaro	Bobonaro	21,292		Laleia	3,183
69,931	Atabae	8,195		Laclubar	9,811
	Balibo	8,207		Barique	4,462
	Cailaco	7,833		Soibada	2,992
	Lolotoi	6,450			
	Maliana	17,954	Manufahi	Turiscal	5,512
			38,617	Fatuberliu	6,567
Covalima	Fatululik	1,982		Same	21,285
49,234	Fatumean	3,121		Alas	5,253
	Fohorem	4,477			
	Mape/Zumalia	10,002	Oecussi	Pante Makasar A	3,430
	Suai Kota	16,540	11,356	Pante Makasar B	2,368
	Tilomar	5,993		Nitibe	2,113
	Maukatar	7,119		Oesilo	2,495
				Passabe	950
Dili	Cristo Rei	32,823			
120,474	Nein Feto	17,399	Viqueque	Ossu	3,787
	Vera Cruz	25,421	14,037	Uata Carbau	1,298
	Dom Alexio	34,708		Uata Lari	3,539
	Metinaro	3,001		Lacluta	1,280
	Atauro	7,122		Viqueque	4,133

Total Population: 704,987

Source: *The 2001 Survey of Sucos – Initial Analysis and Implication for Poverty Reduction (Oct 2001)* by East Timor Transitional Authority, ADB, UNDP and World Bank.

Map of Timor-Leste





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