



PROJECT DOCUMENT

Timor-Leste

Project Title: Community Infrastructure for Resilience Project (CIReP)

Project Number: 01000499

Implementing Partner: Ministry of State Administration and Secretary State for Professional Training and Employment (NIM with UNDP support)



Start Date: April 2023

End Date: March 2027

PAC Meeting date: 15 August 2023

Brief Description			
<p>There is a strong correlation between poverty and access to basic services and amenities. While around 65 percent of non-poor households in Timor-Leste have access to improved sanitation facilities, nearly half of the poor do not. According to the SDG 6 based analysis of the WASH data by WHO and UNICEF 2021, sanitation is particularly challenging as 43% of the total population are deprived of access to basic sanitation and 14% of the total population are deprived of basic drinking water, a problem that is higher (19%) for rural populations. Employment opportunities are very limited as the public sector is the biggest employer and private sector is very constrained, and the economy is not diversified. This project will focus on constructing a total of 40 infrastructure units that include water systems, public toilets, bridges, maternity health centre, rainwater harvesting systems, gabion/retaining wall and community centres. Having better access to community infrastructures will enable them to have enhanced access to various services. The project will benefit a total of 16000 households, 75000 (47% women) individuals in 4 Municipalities.</p>			
<p>Contributing Outcome (UNSDCF, CPD, RPD): UNSDCF 2 and 5</p> <p>Indicative Output(s) with gender marker¹:2</p>	Total resources required:	5,153,663	
	Total resources allocated:	UNDP TRAC:	300,000
		Donor (Japan):	4,853,663
		Government:	
		In-Kind:	
Unfunded:			

Agreed by (signatures):

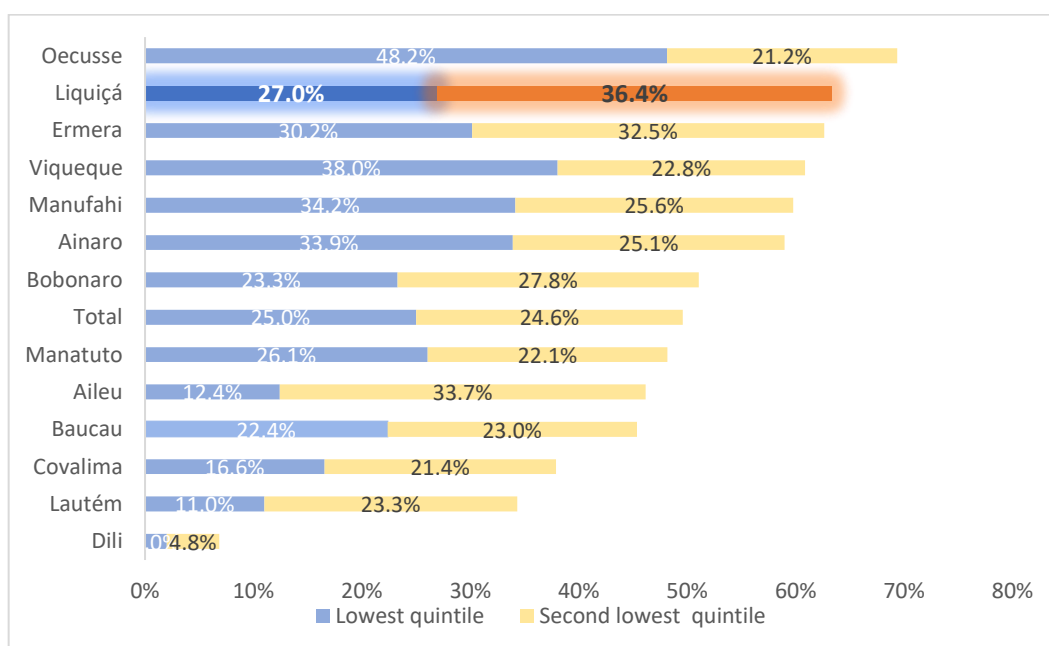
 Government Tomas de Rosario Cabral Minister of State Administration Date: 12 October 2023	 UNDP Katyna Argueta UNDP Resident Representative Date: 12 October 2023
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¹ The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Timor-Leste is a lower middle-income (LMIC) Small Island Developing State (SIDs) which became an independent country only 20 years ago. As a young nation, it has many development challenges including significant poverty, limited employment opportunities, gender inequality, and lack of access to basic services because of difficult mountainous terrain but also due to lack of institutional capacities and infrastructure in place.

Poverty in Timor-Leste is significant. Measured by the internationally comparable poverty line of US\$1.90 per day, poverty declined from 47.2 percent in 2007 to 30.3 percent in 2014. Also, the incidence of poverty in rural areas is 47% (where 70% of the population live and depend on subsistence agriculture) compared to 28% in the cities, and the poverty head count in the western part of the country is 20% points higher than in the eastern part. The Socio-Economic Impact Assessment of Covid-19, Round 2,¹ conducted in 2021 based on samples drawn from all municipalities showed the following ranking of municipalities in terms of the percentage of households falling in the bottom two quintiles of poverty:



Based on the above findings, Oecusse, Liquica and Ermera rank the top three municipalities with more than 60% of households living in poverty. When applying the concept of Multidimensional Poverty, the national average is 46% which indicates that almost one in every two person is living in some level of deprivation in different aspects of their lives. Poverty has been a key driver of rural to urban migration as well as migration to overseas destinations, especially among the youth.

Out of its 1.2million population, 74% are under 35 according to the 2015 census². However, employment opportunities are limited as the public sector remains the biggest employer in the country and the private sector is very small. According to the 2018 Labour Market Outlook, 20.3%

¹ Socio-Economic Impact Assessment of COVID-19. Round 2, 2021 (SEIA 2.0). <https://timorleste.un.org/sites/default/files/remote-resources/0318222c8daacb679a0d5981d0bba788.pdf>

² Data from 2022 census is not yet available; hence using 2015 census data here.

of the youth population (aged 15-24) were not in employment, education or training, and 78% of the people between the age of 15-64 were not employed of which around 36% were youth between 15-24. This situation of poverty and lack of employment opportunities were further exacerbated by the impact of COVID-19 pandemic starting in early 2020 onwards as employment in Micro, Small and Medium Enterprises (MSMEs) decreased significantly as shown by the Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, 2021: Micro, Small and Medium Enterprises Survey.³

There is a strong correlation between poverty and access to basic services and amenities. While around 65 percent of non-poor households have access to improved sanitation facilities, nearly half of the poor do not. According to the SDG 6 based analysis of the WASH data by WHO and UNICEF 2021, sanitation is particularly challenging as 43% of the total population are deprived of access to basic sanitation, 18% in the country still practices open defecation while it is 26% in rural areas.⁴ Sanitation facilities in schools are generally poor, due to a lack of water supply, inadequate design, and poor management and maintenance. WHO and UNICEF data also shows that 14% of the total population are deprived of at least basic drinking water, a problem that is higher (19%) for rural populations. Even though access to electricity doubled between 2007 and 2014, around 40 percent of poor households still live without access to electricity.

The already weak access to basic services was further weakened by the historic flood of 2021 caused by cyclone Seroja. The overall damage and loss of the Easter flood of April 2021 that affected the entire country is estimated at \$307.7million according to the Post-Disaster Needs Assessment (PDNA).⁵ The estimated damage to WASH sector alone is \$ 6.74million where 98.6 percent was in the water systems and 1.4% in public sanitation. Also, large volumes of surface water and debris flowing down the slopes damaged road foundations, pavements, bridges, embankments, and retaining walls. PDNA estimated that in addition to the national roads, 42 municipal roads were heavily damaged, including 23 bridges and many other structures such as retaining walls, culverts, and sidewalks making the total estimated damage to be \$170.4million. The damage in transport sector caused many challenges particularly for the poor and vulnerable as they faced a hard time getting critical medical care or access to essential relief services.

The Easter flood also had a severe impact on household income and livelihoods. Almost two out of three persons saw their income change due to the Easter flood: 44.6 percent of households witnessed a moderate decrease in the level of their income, 23.0 percent saw a significant decline in their income, and 3.9 percent lost all income.⁶ The municipalities that saw the most significant change in income were Ermera, Alieu and Manufahi.

³ Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, 2021: Micro, Small and Medium Enterprises Survey (SEIA 2.0). <https://timorleste.un.org/sites/default/files/remote-resources/310da3214d33293f2169d9d279fb41fd.pdf>

⁴ WASH data by WHO and UNICEF Joint Monitoring Programme, 2021. <https://washdata.org/sites/default/files/2021-07/jmp-2021-wash-households.pdf>

⁵ Timor-Leste Post Disaster Needs Assessment. Tropical Cyclone Seroja and Easter Flood. April 2021. <https://timorleste.un.org/sites/default/files/remote-resources/6b888a0f54218b8d441799900d09757b.pdf>

⁶ Socio-Economic Impact Assessment of COVID-19. Round 2, 2021 (SEIA 2.0). <https://timorleste.un.org/sites/default/files/remote-resources/0318222c8daacb679a0d5981d0bba788.pdf>

Problem Analysis

This project will address some of the most pressing challenges outlined above for Timor-Leste, particularly those related to not having community level infrastructures that could enable better access to basic services and not having employment opportunities for generating additional income:

<p>Access to basic services</p> <p><i>(to develop climate and disaster resilient community assets)</i></p>	<p>Problem 1.</p> <p><i>Access to basic services are limited due to lack of community infrastructures that enable to provide clean and safe water, sanitation and waste management services, access to markets and storage facilities, irrigation services, culverts, etc.</i></p>	<ul style="list-style-type: none"> • <i>19% of the population, especially in the rural area, do not have access to clean and safe drinking water. Even with the access, people still have to walk a long distance to collect water. This responsibility usually goes to women and children, who are exposed to the risk of GBV, girl children who may have to miss schools, and women having less time for productive activities.</i> • <i>While lack of water is a major issue, there is no system or practice of harvesting rain water or fog and store it for future use.</i> • <i>43% of the population do not have access to basic sanitation services, which has implications for many kinds of illnesses.</i> • <i>Communities lack spaces to store their harvest in disaster-resilient spaces to protect them from floods.</i> • <i>42 municipal roads were heavily damaged, including 23 bridges and many other structures such as retaining walls, culverts, and sidewalks were damaged due to 2021 flood.</i> • <i>While most communities have weekly or biweekly markets for farmers to sell their products, there are very limited market sheds and storage with proper facilities that would allow farmers and other local producers to sell their products in a way that will not harm their products.</i> • <i>Many communities lack proper drainage systems to avoid water logging especially during the rainy season.</i> • <i>Farmers are struggling with insufficient water flows for agriculture due to lack of irrigation facilities.</i>
<p>Employment and income opportunities</p> <p><i>(create temporary</i></p>	<p>Problem 2.</p> <p><i>Employment opportunities are very limited for increasing income as the public sector is the biggest</i></p>	<ul style="list-style-type: none"> • <i>20.3% of the youth population (aged 15-24) were not in employment, education or training in 2018, and 78% of the people between the age of 15-64 were not employed</i>

<p><i>income/jobs for the vulnerable rural communities)</i></p>	<p><i>employer, private sector is very constrained, and the economy is not diversified.</i></p>	<p><i>of which around 36% were youth between 15-24.</i></p> <ul style="list-style-type: none"> • <i>Initiatives for economic diversification such as the promotion of tourism, fishery, and livestock sector, are stagnant without major achievement</i> • <i>Private sector development is constrained by various challenges, including limited access to information, financing, market, infrastructure and skilled workers, etc.</i> • <i>Multidimensional poverty is 46%, income poverty is 30.3% (2014), rural poverty is 47%.</i>
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Strategy

To address the development challenges outlined above, this project will have two components that directly respond to each problem.

Theory of Change

To address **Problem 1**, the project will support communities to build various kinds of community infrastructures that will enable them to have better access to various kinds of services such as health, education, markets, irrigation, water, and sanitation that have direct impact on people’s lives and livelihoods.

To address **Problem 2**, the project will create short-term employment to the communities by engaging them in the construction and rehabilitation work as skilled or unskilled labourers.

The theory of change (TOC) that guides the results logic of this project is that *if* community infrastructures are built or rehabilitated based on communities’ needs and priorities and *if* it is done in an inclusive manner with maximum community participation, *then* the population in the communities will benefit from better access to essential services for the sustenance of lives and increased income through short-term employment. Thus, the project will contribute to United Nations Sustainable Development and Cooperation Framework (UNSDCF) Outcome 2 on sustainable economic opportunities and decent work for all, and UNSDCF outcome 5 on accountable, inclusive and participatory governance and quality public service.

The project aims to contribute to Timor-Leste’s sustainable development by joining efforts with the Timor-Leste Strategic Development Plan (2011-2030) and the achievement of the sustainable development goals (SDGs) particularly in the areas of clean water and sanitation (SDG 6), Climate action (SDG 7), decent work and economic growth (SDG 8), and gender equality (SDG 5).

Community Infrastructure: Conceptual Framework

Community infrastructure refers primarily to small-scale basic physical structures, technical facilities and systems built at the local level which are critical for sustenance of lives and livelihoods of the population in a community. These are small-scale infrastructures built through community-led initiatives according to the needs and aspirations of the community population. These micro infrastructures are socially, economically and operationally linked with community lives and

livelihood options, ensure basic services to its population and are thus conceived as critical lifelines for survival and development of the community.

The types of infrastructure are extremely diverse and vary from community to community depending on geo-physical, socio-cultural and economic factors that influence the lives and livelihoods of the population in a community. For example, community infrastructures can be a small bridge or a culvert to cross a river at the centre of a settlement so that the community can have easier access to essential services including the market or schools/health centres in the adjoining village. It can also be an irrigation canal from an inlet of a river that enables vital irrigation for crops enabling them to have better income. Or it can also be health centres, schools, early childhood centres, child care centres, and informal education centres that provide essential health, education and child care services. It can also be multi-purpose community centres that can provide temporary storage space for communities after harvest, or a space to hold community meetings, rituals, or training events. Infrastructure at the community level is relatively simple and straightforward, but its function, benefits and services are often central to the survival and economic sustainability of a community. It is vital to the socio-economic recovery of crisis affected communities, and as such, it is integrally linked to the fostering of human development, human security and human rights at the local level.

This project will follow the above concept of community infrastructure. It has followed the participatory and community-driven approach to conducting the rapid needs identification and prioritization of the population in the community and identified a list of community infrastructures to be built. It will apply engineering designs and bio-engineering and other technologies to make the community infrastructures resilient to disasters. During the construction process, the project will follow a highly inclusive approach so that the population living in the community will be fully engaged in the construction process itself, its monitoring and management after the construction is completed so that the ownership exhibited by the community for local community assets will be very high. The project will also apply an inclusive cash-for-work approach so that the disadvantaged and vulnerable members of the communities will also benefit financially by being employed as labourers (skilled or unskilled depending on their capabilities). Hence, in addition to building new or rehabilitating damaged community infrastructures and enabling the communities with physical assets that will enable to sustain their lives and livelihoods, this project will also create short-term employment opportunities and help generate additional incomes.

Principles of Engagement

This project will be guided by the following principles of engagement:

1. **Community Participation:** This principle will be at the centre of the processes this project will apply from design to implementation. It has already applied a community-based consultative process to identify the needs of the communities and what types of community infrastructure can address their needs. Based on this approach, a list of community infrastructures has been developed. During the implementation phase, the project will apply participatory method to have the communities themselves determine the poorest and the most vulnerable members of the community to be employed in the construction or rehabilitation process under a cash-for-work modality. Along with the communities themselves, the project will work closely with the local authorities (e.g. Suco and Aldeia Chiefs) closely to identify the poorest and the most vulnerable. This community-centered participatory method will be applied during the

implementation, monitoring, management and maintenance of the community infrastructures this project will support.

2. **Empowerment of women and promotion of gender equality:** During and the implementation, monitoring and maintenance processes, this project will ensure the meaningful participation of women in decision-making and their leadership in the organizations that carry out the construction/rehabilitation work.
3. **Building capacity and social capital:** Community infrastructure interventions require expertise in a range of areas ranging from technical design to construction or rehabilitation to monitoring and maintenance which may be drawn from a variety of different partners. In its support to national and local authorities, UNDP is prepared to coordinate, act as catalyst or facilitator and engage in partnerships with many organizations with similar objectives, including government technical agencies (PDIM/PNDS under the Ministry of State Administration, Municipal authorities), local authorities (Suco and Aldeias), non-governmental organizations (NGOs), community-based organizations (CBOs) especially representing the youth, women and disadvantaged groups.
4. **Environmental protection:** Although the infrastructures that this project will support will be small and community level only, special attention will be paid to ensure that no harm will be done to the environment because of the infrastructure and those promoting water conservation, water reuse, renewable energy, composting, and protecting or restoring local ecosystems will be selected. Environmental and ecological preservation and sustainability will be applied in the design and implementation of the project.
5. **Do no harm and conflict sensitivity approach:** The participatory needs assessment that the design process has already applied and the inclusive process in implementation that the project will apply will ensure that the process and the resulting infrastructures are both catalysts for constructive social interaction and social cohesion, identifying and mitigating any risk of fuelling social tensions or local conflicts. The participatory selection of infrastructures that address the needs of the community and enable their access to services is therefore at the core of this project. The high level of ownership of the process and the infrastructures will ensure that the project will not create harm and will promote social cohesion.
6. **Investing in disaster risk reduction (DRR):** The community infrastructures that this project will support will be technically designed to be disaster resilient. Communities will be made aware of disaster risk reduction concepts and designs.

Community infrastructures as public goods that help the communities to get better access to various services can contribute towards strengthening resilience in the future when all principles outlined above are applied. The inclusive and participatory approach can bring the communities together to work towards the common public good, strengthen partnerships with local authorities, and acquire new knowledge and skills that empower them to improve their human development. It is within this framework that UNDP will operate to strengthen community resilience.

Types of Infrastructures

The following six categories present indicative types of community infrastructures that the project will support:

1. **Connective infrastructures:** These are mainly related to community access and internal circulation including small internal roads, bridges, walkways, footpaths within the community providing access to the national arterial or local road system.
2. **Protective Infrastructures:** These are small-scale protecting structures built for various community purposes and include drainage structures, pipe culverts, box culverts, footbridges, retaining walls, protection of slopes, jetties, small embankments or protection walls.
3. **Socio-Economic Structures:** These help community's socio-cultural and economic prosperity. They include small marketplaces and infrastructure within market grounds such as pathways, sheds, drains, community shops, community centers, playgrounds, community parks, and sports facilities.
4. **Health and education:** These include health centres or additional space in existing health centres to expand the services (e.g. birthing/maternity room), additional rooms in community schools to expand services (e.g. to build a library, ICT lab), sports facilities and playgrounds, separate toilets for men/boys and women/girls in schools and health centres.
5. **Water and Sanitation:** These infrastructures will respond to the communities needs for water supply and sanitation and may include: water reservoirs and water sources, supply pipes, ponds, the community water supply system, pump houses and deep tube wells, rain water harvesting systems, harvesting water from fog, drainage lines, waste collection spaces, waste disposal and composting plants.
6. **Renewable Energy:** These infrastructures will address the energy needs of the communities and could include biogas plants, bio-gassifiers, solar home systems for electrification, and solar power in public buildings such as schools, health centers, and community centres.

Guided by the above categories, UNDP conducted participatory needs assessment at the community levels and has identified the community infrastructures that could address those needs.

UNDP's Experiences and Lessons Learned

UNDP has supported the construction and rehabilitation of community infrastructures in many countries as a way of economic recovery and job creation (e.g. Indonesia, Nepal, Pakistan, Bangladesh, Myanmar, Sri Lanka, Honduras, Somalia). It has also developed *Guidance Note on Community Infrastructure Rehabilitation (2013)* in crisis and post-crisis context. Timor-Leste's current context, as described in the first section, is fraught with high poverty and unemployment, very slow economic growth due to the impacts of COVID-19 and the historic flood of April 2021 that caused a total loss and damage estimated at \$307.7 million, lack of essential services in many parts of the country, unemployment and underemployment especially of the youth, and lack of community infrastructures (e.g. water and sanitation, irrigation, markets) that could facilitate access to services. UNDP's global and regional experience can be drawn upon to support in community infrastructure construction or rehabilitation in Timor-Leste and the UNDP Guidance Note (2013) provides a good resource to guide this project.

UNDP in Timor-Leste has gained significant experience in designing and implementing community-level projects especially in the context of COVID-19 and the flood. UNDP technically led UN's Socio-

Economic Impact Assessments of COVID-19 in 2020 and 2021 as well as the Post-Disaster Needs Assessment (PDNA) and it also conducted the Housing and Building Damage Assessment (HBDA) after the flood in 2021. UNDP, therefore has the experience and expertise of collecting data at the community level and has excellent relationships with all relevant government agencies (e.g. Ministry of State Administration, Secretary of State for Vocational Training and Employment (SEFOPE), Secretary of State for Environment, etc.). UNDP also implemented a decentralization project through which it conducted participatory planning process at the Municipal levels in Baucau and Bobonaro. As a result of this process a five-year Municipal Strategic Investment Plan was developed in these two municipalities and based on these plans, two community level water systems were also designed and implemented by UNDP in 2019-2020 serving more than 6600 individuals.

The lessons learned from UNDP's various relevant experiences in Timor-Leste are outlined below:

Previous projects	What UNDP did or is doing	Lessons Learned
<p>Hamutuk Serve Komunitade (cash for work) after the flood</p>	<p>UNDP implemented cash for work scheme in 42 Aldeias in Dili after the flood in April 2021 and engaged 5441 individuals (47% women). Work was done in partnership with local authorities (Suco and Aldeia chiefs) in close coordination with MSA, supervision support was provided by SEFOPE. UNDP engaged national UNVs to work closely with the communities in identifying what works can be done ranging from debris removal, cleaning the drainage, building terraces in hills, cleaning the communities, etc. Data was collected about those employed in cash for work, and payment was done in cash.</p>	<p>In terms of identifying the target groups to be employed in the cash-for-work scheme, the engagement of the Suco and Aldeia chiefs was critical.</p>
<p>Safeguarding rural communities and their physical assets from climate induced disasters in Timor-Leste</p>	<p>The project has developed standardized designs of rural roads and irrigation systems that are climate resilient. It will also be developing similar designs for water and sanitation infrastructures. This project has also trained the personnel of the local contractors in climate resilient building technologies and methodologies that has helped to create skilled human resources in Timor-Leste in partnership with local training institutions. It is being implemented in Viqueque, Lautem, Baucau, Liquica, Ermera and Aileu.</p>	<p>The on-site technical assessment is critical for the engineering designs. During implementation, it is critical to ensure that issues of land or sites where the infrastructures are to be built are not contested so that this will not become an issue later. If private lands are involved especially when constructing community infrastructures like irrigation or water systems, prior consent must be obtained to use the land to lay down the channels or</p>

		pipes. Community buy-in is critical for management and maintenance of the infrastructures.
Food Basket Support to Vulnerable individuals	This initiative was focused on providing food basket consisting of locally produced food items to the poorest and vulnerable members of the communities in Baucau, Bobonaro, Covalima, Dili and RAEOA/Oecusse. Identification of the beneficiaries was done in close collaboration with Aldeia and Suco chiefs and communities.	When the support is targeted and not universal, it is critical to work closely with the communities and local authorities to identify the beneficiaries so that there is community buy-in and ownership of the process. Without this kind of participatory and community-driven process, it is possible that the support itself can create conflict and create harm to the community.
Decentralization project (2019-2020)	This project conducted participatory planning in Baucau and Bobonaro and developed Municipal Investment Plans in both these municipalities. Based on these plans, the project also supported one community water system each in Baucau and Bobonaro in a gender friendly and inclusive manner such that the local communities participated in the needs identification, planning, implementation and maintenance process and benefited not only from having water near their homes but also financially by being employed in the process of constructing these water systems. In both communities, they created community guidelines to manage and maintain the water systems and there was high level of ownership from the communities.	The lessons learned is that when planning is done in an inclusive and participatory manner whereby men and women get to make meaningful contributions to the process by voicing their needs, perspectives and ideas to resolve their concerns, there is higher level of ownership of the community infrastructure built. As these projects responded to the dire need of water in these communities and the process was very inclusive, communities were willing to pay user fees and contribute to the maintenance of these physical assets after the work was completed.
Dili Ainaro Road Corridor Project (2014-2019)	This project constructed many community infrastructures such as water systems, rural roads, small bridge, flood control mechanisms, collector tanks, water reservoirs, etc.	Community ownership is critical.

II. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

This project will contribute the following United Nations Sustainable Development Cooperation Framework (UNSDCF) and UNDP Country Programme outcomes:

UNSDCF/CPD outcome 5: By 2025, the most excluded people of Timor-Leste are empowered to claim their rights, including freedom from violence, through accessible, accountable and gender-responsive governance systems, institutions and services at national and subnational levels

UNSDCF/CPD Outcome 2: By 2025, institutions and people throughout Timor-Leste in all their diversity, especially women and youth, benefit from sustainable economic opportunities and decent work to reduce poverty.

The project is focused on improving physical assets at the community level in order to facilitate better access to essential services to the communities. Therefore it only has one component with 2 outputs.

Output 1. New community infrastructures are constructed or old/damaged community infrastructure rehabilitated based on communities' needs and priorities.

Output 2. Men and women in the communities are meaningfully engaged in the process and obtain short-term employment through the construction works in the communities.

Details about each output with the activities that will lead to the outputs as well as targets and indicators, partnerships and resources required are outlined below.

Output 1. New community infrastructures are constructed or old/damaged community infrastructures rehabilitated based on communities' needs and priorities.

Indicators	Target by 2027
Number of new community infrastructures constructed	34
Number of old/damaged community infrastructures rehabilitated	6
Types of infrastructures constructed or rehabilitated ⁷	<ul style="list-style-type: none"> • Water system: 22 units • Sanitary: 7 units • Bridges (small-scale): 4 units • Gabion/retaining wall: 3 units • Rainwater harvesting system: 2 units • Maternity health center: 1 unit • Community center: 1 unit

⁷ See Annex 7 for details about the 40 infrastructures to be built by this project.

Total number of beneficiaries	• 75000 individuals (16000 households)
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Under **Output 1**, activities will be concentrated on technical support to the engineering design of the community infrastructures identified by the communities, identifying the best possible ways of constructing them, and closely monitoring the construction or rehabilitation process as well as post-construction maintenance.

Proposed activities to achieve Output 1:

1.1 Technical support to produce engineering designs of the new infrastructures so that they are climate resilient.

- 1.1.1 Engineers' inputs to conducting detailed on-site assessments of the community infrastructures to be built or rehabilitated.
- 1.1.2 Engineers' inputs to designing the community infrastructures to be built or rehabilitated.
- 1.1.3 Engineers' input for developing costs estimates (Bill of Quantity) for new construction and rehabilitation of old or damaged community infrastructure.
- 1.1.4 Costs for construction of the community infrastructures

1.2 Inputs for coordination, supervision and monitoring

- 1.2.1 Field level coordination with local authorities (Sucos, Aldeias, Municipalities), and national level relevant partners.
- 1.2.2 Supervising the construction/rehabilitation process to ensure that the design is followed properly.
- 1.2.3 Monitoring visits by Project engineers, government stakeholders, and UNDP Country office monitoring and oversight teams.
- 1.2.4 Production of lessons learned reports
- 1.2.5 Costs for one evaluation of the project (Final evaluation)

People required:

1. **International Engineers (1 at IPSA8):** The International Engineer will provide technical inputs in conducting on-site assessments as well as designing the community infrastructures to be constructed or rehabilitated. She or he will guide the national engineers in this area, and also supervise and monitor the construction work to ensure that the design is properly followed.
2. **National Engineers (1 at NPSA8):** The national engineers will be working along the international engineer for the development of technical designs and BOQs, carrying out QAs/QCs, monitoring, certification, and reporting.
3. **National Procurement Associate (1 at UNV Specialist):** This person will support all the procurement that will be needed to implement this project.
4. **National Civil Engineer/ Water Engineer (UNV Engineer):** The selected UNV engineer will be responsible for assisting the national engineer officer and international lead engineer to undertake site supervision and monitoring of works and workers on field. She/he will be also responsible to assist in coordination with the water departments and other actors working in the municipality.

- 5. Site Engineer & Community Mobiliser (4 at NPSA 6:** Staff in these positions will be based in the Municipalities and will assist in establishing and strengthening the relationships with the Municipal and local authorities, community members, local CBOs, and other stakeholders but also monitor the construction work closely and update the Project Management Unit regularly with data and photos to document the progress made. She or he will collect all local level information and data that will be relevant to understand the local contexts, demographics, priorities, other development actors with similar or complementary initiatives in the area, and other essential information on communities that are left behind, poor, or vulnerable. The Site Engineers will organize meetings with Municipal and local authorities, take meeting minutes when documentation is needed, coordinate with other local partners, etc. They will also collect sex-disaggregated data on the number of beneficiaries of each of the infrastructures.
- 6. Drivers (1 at NPSA2):** driver required to support the field works in 4 municipalities.

Output 2. Men and women in the communities are meaningfully engaged in the process and obtain short-term employment through the construction works in the communities.

Indicators	Target by 2025
Number of men and women from the communities employed in the construction or rehabilitation of the community infrastructures	4000 (50% will be targeted to women)
Number of person days of employment created	80000
Number of guidelines created or updated to implement and monitor the community infrastructures	3

Under **Output 2**, activities will be concentrated on the process to be followed to develop implementation guidelines, criteria for selecting the target communities, criteria for selecting the men and women who will be engaged as workers, developing participatory monitoring mechanisms, and mechanism for post-construction maintenance of the infrastructures.

Proposed activities to achieve Output 2:

2.1 Technical inputs to develop 2 implementation guidelines

- 2.1.1 A detailed guideline on the process to be followed when implementing each community infrastructure including coordination with local authorities at municipality, Post Administrative, Suco and Aldeia level, community level facilitation to ensure that community members get access to the information about the infrastructure being constructed in their communities, criteria to select the members of the communities for being employed in the construction work, how to identify the community members applying the criteria so that it is inclusive and brings the voices

of those left behind. Each site should have this information publicly shared and also available in the office of the Aldeias for transparency.

- 2.1.2 A detailed guideline that outlines the process of monitoring, how the community can be engaged in monitoring and tracking progress, data collection, arrangements to be made for the management of the community infrastructure and how it will be maintained.

2.2 Technical inputs to manage the process of construction or rehabilitation

- 2.2.1 Support the local authorities to apply the guidelines to select the men and women from the communities to be hired for the construction works.

- 2.2.2 Enter the data of all those selected with information about each person (sex, age, location, vocation, monthly individual income, their household composition, etc.)⁸ including women to be employed in the construction work.

People required:

1. **Technical Consultant:** The Technical Consultant will develop the guideline that will outline the criteria to be applied for selecting the community members to be employed, the process to be followed for facilitating the information access for the communities, and train the Junior Site Engineers and local level counterparts (i.e. Suco and Aldeias chiefs)
2. **M&E and Communications Officer (IPSA-8):** This person will develop the M&E guidelines including participatory monitoring and transparency. She/he will also develop communications strategy and guidelines to ensure that the project's events and results are clearly communicated to various audiences and stakeholders, including the Government of Japan. She/he will also develop clear guidelines and procedures on visibility for the project to follow with support and guidance from the UNDP Country Office Communication Unit. She/he will be engaged for the first 2 years after which the same job to be done by a national M&E and Communication Officer (at NPSA-8).
3. **National M&E officer (NPSA-8):** The national M&E officer will be responsible for designing and implementing the M&E activities of the project; assisting the international M&E and communication specialist in preparing quarterly/annual reports on project progress and will monitor the project activities on a regular basis, developing M&E framework of the project and she/he will be responsible for the data collection & analysis of different data in relation to the project activities implemented in target municipality of Bobonaro, Ermera, Liquiça, and Oecusse. In addition she/he will conduct some communication work such as preparing success stories and satisfaction survey of beneficiaries.
4. **The National Graphic Designer /Video maker (NPSA-6):** The individual will work with the M&E and Communication Specialist to support the project, as well as national stakeholders, with the design and development of artwork, creative graphics, photos, videos, charts, and provide technical solutions for visibility materials. She/he will also be

⁸ UNDP has the format for this type of data collection as the same exercise was done when collecting data of those who were employed under the cash for work scheme that UNDP implemented in 2021 to support the flood affected communities in Dili. Modifications will be made as needed.

responsible for archiving communication materials produced by internal UNDP project or external media.

- Drivers (1 at NPSA2):** driver required to support the field works in 4 municipalities.

People Required for Management:

- 1. Project Administration officer (NPSA-8):** The project Admin officer will be responsible for the administration and implementation of the project and financial management and procurement of the items. she/he will work on presentation of information for formulation of the project work plan and budget on implementation arrangements and execution. She/he will also be responsible for data entry of the project into the quantum and tracking the date for reporting purpose.
- 2. Project Manager (1 at NPSA-10) :** The project manager is responsible for overall financial and program implementation to ensure achievement of the project result and delivery of the outputs & activities. She/he is also responsible for management and communication with beneficiaries.

Partnerships

There are a few ongoing initiatives that focus on building community infrastructures in Timor-Leste. While some are directly implemented by the Government, others are implemented by development partners. Below is a table that summarizes key information about these initiatives.

Posto Administrativo /Município	Project	Funding/ Donors	Budget	Responsible parties
Baucau, Manatuto, Covalima and Manufahi	Cash for Work	FAO	\$ 500k	Direct Implementation
Lospalos/Lautem (Aldeias: Chaivaca, Chauluturu, Bauro and Luarai)	community infrastructure, water and sanitation, small scale business, horticulture and animal husbandry/livestock	Republic of Korea	N/A	Sucos/Aldeias through MSA
65 Posto Administrativo (Sub-Municipalities)	<i>Programa Mao de Obra do Posto Administrativo/PMOPA: Cash for work</i>	TL-GOV	N/A	Municipal Authorities/MSA

Posto Administrativo /Município	Project	Funding/ Donors	Budget	Responsible parties
Aileu (2 Aldeias) and Dili (2 Aldeias)	<p><i>Programa Movimento Hafoun Aldeia/PMOHA:</i></p> <ul style="list-style-type: none"> - Community infrastructure e.g. water and sanitation, community center, horticulture and animal husbandry/livestock, community based tourism; - cash for work 	TL-GOV	N/A	Sucos/Aldeias through MSA
All Municipalities	<p>PNDS:</p> <ul style="list-style-type: none"> - water and sanitation; - education and health - agriculture - road, bridge and drainages 	PARTISIP A/DFAT	USD 50k/village	Sucos/Municipal Authorities/MSA

Coordination and collaboration with all entities (Government, UN agencies and other Development Partners) will be pursued during detailed planning and implementation in order to avoid duplication and rather promote complementarity for greater impact on the ground. Key partners for implementation will be the Ministry of State Administration (MSA), Municipalities, Sucos/Aldeias, and vocational training institutions through SEFOPE.

Stakeholder engagement:

The key stakeholders such as the Ministry of State Administration, SEFOPE, and UN agencies that are implementing similar initiatives have been consulted during this initial design phase.

During implementation, the following stakeholders will be key partners:

Ministry of State Administration (MSA): This Ministry will be the primary counterpart for UNDP in this project. Under this ministry, the General Directorate for Rural Development and the PDIM/PNDS directorates will be particularly critical partners for this project. Under the coordination of MSA, this project will work closely with Post Administrative Offices, Sucos and Aldeias. All these local bodies will be critical to ensure community participation and ownership of the construction process, and the management and maintenance of the community infrastructures.

Secretariat of State for Vocational Training and Employment (SEFOPE) and its training institutions, and other accredited vocational training centres that offer courses on various aspects of constructions will be another important partner. SEFOPE's support will be sought to engage students from the vocational and technical training centres in the construction sites as part of their on-the-job training. Partnership (through a Letter of Agreement) will be sought with SEFOPE for this facilitation. Each student will be placed for on-the-job training and provided with the same amount of stipend as per SEFOPE's rules and regulations. SEFOPE will be responsible to mobilize the

students from different training centres and deploy them to the construction sites supported by this project.

Communication and visibility

Communications strategy will be developed for the project to guide the various ways and platforms in which the project will convey its messages and share its results. Detailed guidelines will be developed to ensure good quality in managing events, press releases, infographics, etc. The communication guidelines will also include specific details and guidance on visibility of all partners and, in particular, the Government of Japan as the main donor. All partners', and especially the Government of Japan's, logos will be included in all key events and products of the project.

UNDP will promote the project's works and results through the social media, TV, website and other media. Local media will be invited to all major events along with representatives from Government of Timor-Leste and Government of Japan. Lessons learned and knowledge product will be produced and disseminated.

Sustainability

The community-based and community-driven process that this project will apply is the basis for sustainability as it will ensure community ownership of the entire process from needs assessment to planning to construction to management to maintenance. There will be community infrastructure management and maintenance committees formed especially for infrastructures such as community water systems, irrigation channels, and market sheds with the possibility of introducing user fees that are agreed by the community who directly benefit from these infrastructures. Also, for structures such as community center building, management committee will be established which will explore opportunities to have a provision to rent it out for events (e.g. if a NGO wishes to hire it for running a training event; or someone wants to rent it for rituals, gatherings, etc.) to generate some income that can be used towards maintenance of the building or to purchase additional items such as chairs, tables, big pots and pans that can also be part of the rental. When it is additional rooms or rain water harvesting systems in the local health centers or schools, those institutions themselves will be responsible for management and maintenance of the infrastructures. All the management and maintenance committees will be supported by the project to prepare simple guidelines for managing and maintaining the infrastructures.

Also, the project will have partnerships with SEFOPE and its training programme and support with the on-the-job training which will produce trained and certified and skilled human resources in the construction sector. The on-the-job training will enhance their skills and capabilities, and make them more confident to get employment in the local market. Members from the communities will be employed in the construction works which will help them to increase their income although it is for a short-term.

III. PROJECT MANAGEMENT

Targeted geographic locations

The criteria to be applied for the selection of geographic locations to construct or rehabilitate community infrastructure are the following municipalities:

- RAEOA: based on SEIA 2.0 report, RAEOA has the lowest quantiles in Timor-Leste. Despite its specially autonomous administration, it still requires supports not only from central government but also development partners to support including small-scale rural infrastructures.
- Liquica: ranked 2nd for having lowest wealth quantiles in the country (SEIA 2.0). Due to its geographical location, Liquica is highly prone to climate-induced disasters such as flooding among others.
- Ermera: ranked 3rd for having the lowest wealth quantiles in the country (SEIA 2.0), Ermera is mountainous with remote locations that face a lot of challenges to access services due to lack of community infrastructures.
- Bobonaro: this municipality was selected particularly targeting vulnerable sucos/aldeias which border with Ermera municipality.

Communities at the Suco/Aldeia level within the four municipalities have already been selected based on rapid assessments and consultations with the Ministry of State Administration and local authorities and local stakeholders.

Implementation Approach

The implementation approach will be a mixed one whereby some aspects will be directly implemented by the project management team while some aspects will be implemented by MSA and SEFOPE. All parties with whom UNDP will sign agreements for implementation support will have clear roles, responsibilities, targets and budgets. SEFOPE will be responsible for mobilizing the students of the vocational/technical training centres who are taking courses on construction related areas and placing them in the construction sites under an on-the-job training arrangement.

Synergies with other UNDP Projects and Government's programmes

This project will collaborate closely with the *Safeguarding rural communities and their physical assets from climate induced disasters in Timor-Leste* project jointly funded by the Green Climate Fund (GCF), UNDP, and the Government of Timor-Leste. As this project is constructing climate-resilient infrastructures in 6 municipalities particularly rural roads, irrigation, flood protection, and water system, the guidelines and standardized designs it has already produced, or will be producing, will be critical for this CIReP project to draw upon when designing and implementing small-scale climate resilient infrastructures.

This project will also coordinate with MSA's PDIM and PNDS programmes as they continue to build community infrastructures in Municipal and Suco/Aldeias. As this project will be anchored at MSA, the coordination will be easier due to their presence in each municipality across Timor-Leste.

It will also collaborate with SEFOPE's on-the-job programme for students studying construction related areas in the vocational training centres.

IV. RESULTS FRAMEWORK (PROVISIONAL)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS					Remarks
			Value	Year	Y1	Y2	Y3	Y4	FINAL	
Output 1. New/rehabilitated community infrastructures	Number of new community infrastructures constructed	UNDP Monitoring Report and Annual Progress Report	0	2022		10	15	9	34	
	Number of old/damaged community infrastructures rehabilitated		0	2022		2	2	2	6	
	Types of infrastructures constructed or rehabilitated		0	2022					TBC	
	Number of beneficiaries		0	2022					75000 people/16000 households	Yearly targets will be determined at the workplan level depending on which infrastructure is planned for that year
Output 2. Men and women engaged in short-term employment	Number of men and women from the communities employed in the construction or rehabilitation of the community infrastructures	UNDP Monitoring Report and Annual Progress Report	0	2022		1200	1700	1100	4,000	100 workers per Infrastructures; 50% will be targeted to women
	Number of person days of employment created		0	2022		24000	34000	22000	80,000	20 days per worker at 100 workers per infrastructure
	Number of guidelines created to implement and monitor the community infrastructures		0	2022	3				3	

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards (SES) policy. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons learnt will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons learnt and quality will be discussed by the project board and used to make course of corrections.		
Project Report	An Annual Progress Report (APR) will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review (MTR) evaluation	N/a	Resilience, Poverty & Inequality	Outcome 2 and Outcome 5	2025	MSA, SEFOPE, Local Authorities and Communities	Project
Terminal Evaluation (TE)	N/a	Resilience, Poverty & Inequality	Outcome 2 and Outcome 5	2026/2027	MSA, SEFOPE, Local Authorities, and Communitiews	Project

⁹ Optional, if needed

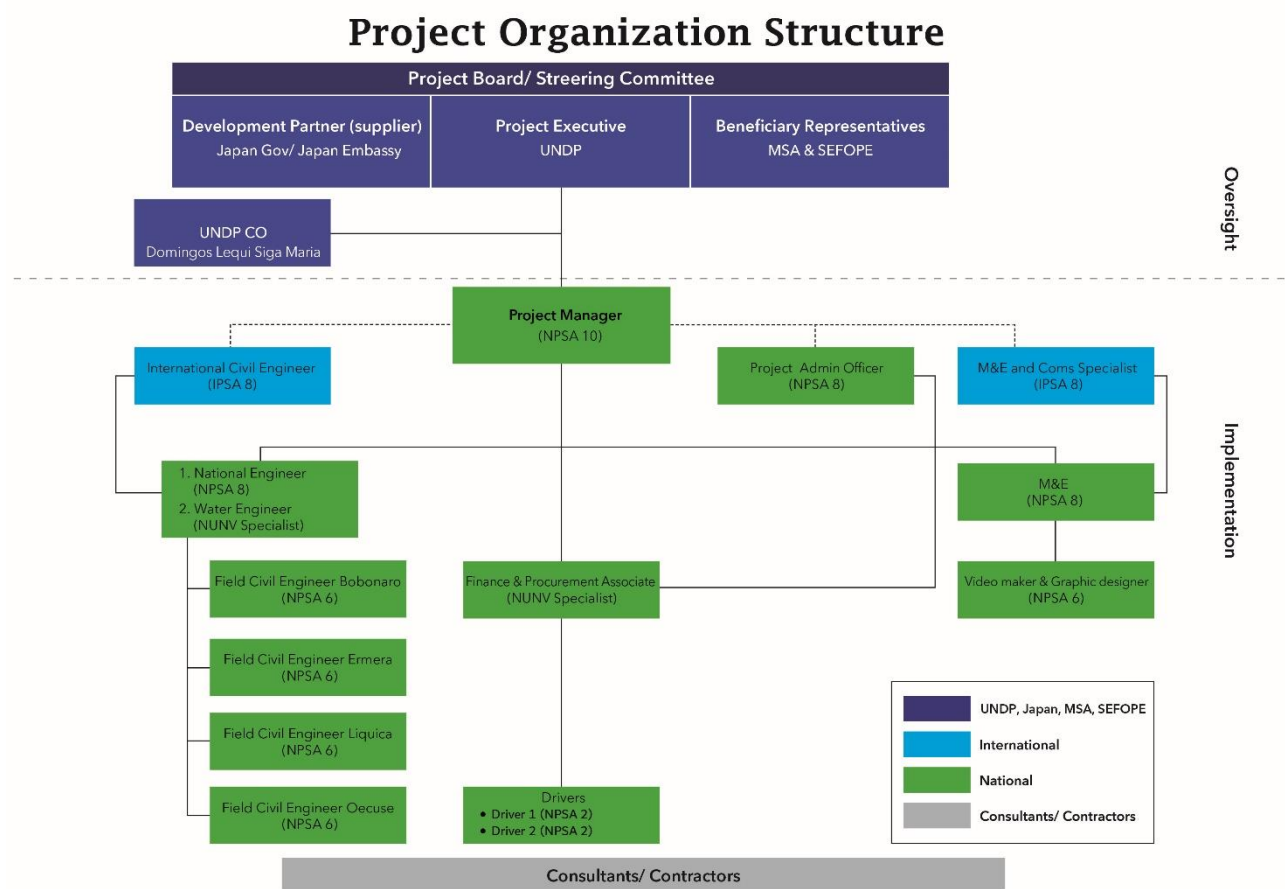
VI. MULTI-YEAR WORK PLAN (PROVISIONAL)

Multi Year Budget

Activity	Description	Q3-Q4 2023	2024	2025	2026	Q1 2027	Total Cost
Output 1 - New / Rehabilitation Community Infrastructures							
1.1	International Engineer (IPSA-8)	34,000.00	80,000.00	36,000.00	-	-	150,000
1.2	National Engineer (NPSA-8)	28,400.00	47,600.00	47,600.00	38,400.00	-	162,000
1.3	Procurement Finance Associate (N-UNV/IUNV)	12,500.00	35,000.00	32,500.00	-	-	80,000
1.4	Civil Engineer /Water Engineer (N-UNV)	10,000.00	20,000.00	20,000.00	10,000.00	-	60,000
1.5	Construction of 40 small scale infrastructure units	208,400.00	625,200.00	625,200.00	625,200.00	-	2,084,000
1.6	Technical consultant for Social and Environment Impact Assessment (SEIA) including applications of environmental licences from ANLA	25,080.00	60,000.00	60,000.00	55,000.00	-	200,080
1.7	Site engineers & Community Mobiliser (4 at NPSA-6)	50,939.78	48,674.72	48,674.72	40,939.78	15,469.89	204,699
1.8	On-Job Training for SEFOPE vocational training graduates	23,040.00	28,800.00	28,800.00	23,040.00	11,520.00	115,200
1.9	Driver (NPSA-2)	4,970.18	6,212.73	6,212.73	4,970.18	2,485.09	24,851
1.10	Vehicle (4*4) for field assessment and monitoring	50,000.00	-	-	-	-	50,000
DPC 3%		14,018.00	29,595.00	27,000.00	23,927.00	884.00	95,424
Output 1		461,348	981,082	931,987	821,477	30,359	3,226,254
Output 2 - Men and Women engaged in short-term employment							
2.1	Technical consultant for developing guidelines	9,600.00	9,600.00	4,800.00	-	-	24,000
2.2	M&E and Communication Officer (IPSA 8)	60,124.95	60,124.95	30,062.48	-	-	150,312
2.3	M&E Officer (NPSA 8)	-	16,055.18	16,055.18	9,174.39	4,587.20	45,872
2.4	Cost for public outreach & monitoring	10,000.00	40,000.00	40,000.00	20,000.00	-	110,000
2.5	Payment for CFW workers (\$5 day; 20 days)	40,000.00	120,000.00	120,000.00	120,000.00	-	400,000
2.6	Communication materials	8,000.00	14,000.00	14,000.00	14,000.00	-	50,000
2.7	Graphic designer and Video Maker	10,000.00	20,000.00	20,000.00	10,000.00	-	60,000.00
2.8	Training & events	6,000.00	18,000.00	18,000.00	18,000.00	-	60,000
2.9	Lesson learned report	-	-	-	-	10,000.00	10,000
2.10	Driver (NPSA-2)	4,970.18	6,212.73	6,212.73	4,970.18	2,485.09	24,851
2.11	Vehicle (4*4) for field assessment and monitoring	50,000.00	-	-	-	-	50,000
DPC 3%		5,961.00	9,420.00	8,374.00	7,084.00	512.00	31,351
Output 2		204,656	313,413	277,504	203,229	17,584	1,016,386
Output 1 & 2		666,004	1,294,495	1,209,492	1,024,706	47,943	4,242,640
Management							
3.1	Project Manager (NPSA10)	24,768.00	30,960.00	30,960.00	24,768.00	12,384.00	123,840
3.2	Project Admin officer (NPSA8)	15,200.00	19,000.00	19,000.00	15,200.00	7,600.00	76,000
3.3	Project evaluation report	-	-	-	30,000.00	-	30,000
3.4	Operations costs	26,269.40	102,836.75	42,836.75	36,269.40	33,134.70	241,347
DPC 3%		1,987.00	2,484.00	2,484.00	2,887.00	994.00	10,836
Management		68,224	155,281	95,281	109,124	54,113	482,023
Programme Net Budget		754,156	1,424,800	1,299,797	1,163,855	82,056	4,724,664
DES 8%		60,332	113,984	103,984	93,108	6,564	377,973
Total Programme Budget		814,489	1,538,784	1,403,781	1,256,963	88,620	5,102,637
RC Levy 1%		51,026.37					51,026
Grand Total		865,515	1,538,784	1,403,781	1,256,963	88,620	5,153,663
Total UNDP contribution							300,000.00
Total Donor contribution							4,853,663.00

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP Timor-Leste following UNDP’s National Implementation Modality (NIM) with the Support from UNDP Country Office that is outlined in UNDP’s Programme and Operations Policies and Procedures (POPP). As a NIM with CO Support project, UNDP together will lead the implementation of the project. UNDP and the Government Main Implementing Partner will be responsible for approving and signing the annual work plan and budget, combined delivery reports at the end of the year, financial reports, and will be accountable to achieve the results agreed. The results framework, multi-year work plan and budget, project implementation structure, and risks will be part of UNDP’s project document that will be signed between UNDP and the government. The below figure shows the proposed project management arrangement for this project:



Project Board: As per POPP, the Project Board will be the governing entity for the project which approves the annual work plan and budget, reviews project’s progress towards the annual and final targets, provides guidance to the implementation team, supports in coordination across various government entities, and approves any changes to be made to the project document and budgets if needed. The project board will be co-chaired by UNDP senior management and the Ministry of State Administration and will meet at least once a year. The key government partners are MSA and SEFOPE. The Project Board makes decisions on consensus, and in the event of when such a consensus cannot be reached, the UNDP Resident Representative (or his/her designate) will mediate to find consensus. In the unlikely event of consensus cannot yet be reached, the UNDP Resident Representative will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project.
- Address project issues as raised by the project manager/project management unit.
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks.
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to agreed plans and budget.
- Appraise the annual project implementation report, including the quality assessment rating report, and make recommendations for the workplan.
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through revisions as deemed appropriate.

The composition of the Project Board must include the following roles:

Executive: The Executive is the chair/co-chair of the Project Board who represent ownership of the project. The Project Board will be co-chaired by UNDP and the Ministry of State Administration. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary who represent the beneficiaries of this project and Senior Supplier who ensures funds for this project. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans.
- Set tolerances in the AWP and other plans as required for the Project Manager.
- Monitor and control the progress of the project at a strategic level.
- Ensure that risks are being tracked and mitigated as effectively as possible.
- Brief relevant stakeholders about project progress.
- Chair Project Board meetings.

Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective.
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management.
- Ensure that the supplier resources required for the project are made available.
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes.
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society who represent the interests of the project beneficiaries.

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed change.
- Specification of the Beneficiary's needs is accurate, complete and unambiguous.
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target.
- Impact of potential changes is evaluated from the beneficiary's point of view.
- Risks to the beneficiaries are frequently monitored.

Project Assurance: UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This role is done by a Programme Analyst in the UNDP Country Office. UNDP's teams in the regional and headquarters offices also support in the quality assurance functions by ensuring that all corporate requirements are met by the project both in terms of results and financial management.

Project Management Unit: The Project Management will be supported by a core team of technical and support staff forming the Project Management Unit (PMU). The PMU will execute project activities, including day-to-day operations of the project, and the overall operational and financial management and reporting under the leadership of the Project Manager. The PMU will have 4 Junior Site Engineers located in the project municipalities to coordinate and execute project activities with partner organizations and to monitor the construction work closely and report the progress with data and documentation. Each Junior Site Engineer will develop a work plan and budget for the activities to be carried out at the field level and submit it to the PMU. This person will also be given the TOT on public outreach and coordination skills so that she/he can facilitate the community to participate in the construction process from implementation to maintenance. The PMU team will include an Administration and Finance Officer responsible for administration, finance, budget management. It will also have an national Procurement officer to support all the procurement processes; and a Monitoring and Communication Officer who will be responsible for monitoring the project results, support development, production, and dissemination of communication materials and information about the project activities and results, and support all

events, and aspects of visibility. She/he will also develop relevant guidelines for monitoring, communication strategy including visibility guidelines.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Specific responsibilities:

- Provide direction and guidance to project team(s)/responsible party (ies).
- Liaise with the Project Board to assure the overall direction and integrity of the project.
- Identify and obtain any support and advice required for the management, planning and control of the project.
- Responsible for project administration.
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan.
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required.
- Manage requests for the provision of financial resources by UNDP, through the advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Capture lessons learned during project implementation.
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the Annual Project Report and submit the final report to the Project Board.
- Based on the Annual Project Report and the Project Board review, prepare the AWP for the following year.
- Ensure the interim evaluation process is undertaken as per the UNDP guidance, and submit the interim evaluation report to the Project Board.
- Identify follow-on actions and submit them for consideration to the Project Board;
- Ensure the final evaluation process is undertaken as per the UNDP guidance, and submit the final evaluation report to the Project Board.

For the project's technical support, if deemed necessary, a Technical Committee/Technical Working Group comprised of key relevant government departments and technical partners (UN agencies, development partners, Civil Society Organizations, academia, interest groups and associations on the ground) can be established to work closely with the central Project Management Unit, with the mandate to vet the project deliverables and provide technical inputs and validation.

VIII. LEGAL CONTEXT

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Timor-Leste and UNDP, signed on 20 May 2002. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by Ministry of State Administration (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

*[NOTE: Please choose **one** of the following options that corresponds to the implementation modality of the Project. Delete all other options.]*

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁰ [UNDP funds received pursuant to the Project Document]¹¹ are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

¹⁰ To be used where UNDP is the Implementing Partner

¹¹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

- a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
- b. 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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their

activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
 - f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
 - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and

sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).
6. **On-Granting Provisions Applicable to the Implementing Partner**¹². On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

¹² Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.

Annex 7: List of community infrastructures to be constructed

No.	Name of Municipality	Name of Suco	Description of the community infrastructure	Estimated Costs (USD)
1	Liquica	Vavequinha	Water system	50,000
2	Liquica	Vavequinha	Maternity health center	45,000
3	Liquica	Vatunau	Gabion wall construction	130,000
4	Liquica	Guico (Irlelo)	Water system	30,000
5	Liquica	Vatuboro (Subalau)	Water system	30,000
6	Liquica	Vatuboro (Raiglelo)	Water system	35,000
7	Liquica	Lisadilla	Gabion wall construction	100,000
8	Liquica	Nunulete Darulema	Water system	100,000
9	Liquica	Bouraevei	Water system	45,000
10	Liquica	Gugleur	Water system	35,000
11	Liquica	Tautalo	Rehabilitation of water system	75,000
12	Liquica	Cadico	Community center	50,000
13	Liquica	Camelehou	Rehabilitation of water system	35,000
14	Liquica	Urluli	Rehabilitation of water system	65,500
15	Liquica	Mausoi	Rehabilitation of water system	35,000
16	Liquica	Terlau	Rehabilitation of water system	50,000
17	Liquica	Ermeta	Gabion wall construction	60,000
18	Ermera	Hatulia	Bridge construction	110,000
19	Ermera	Letefoho (Ducarai)	Bridge construction	37,000
20	Ermera	Goulolo	Water system	35,500
21	Ermera	Estado	Bridge construction	31,000
22	Oecusse	Oesilo	Improving sanitary conditions of a school	25,000
23	Oecusse	Hoenino (Bobomento)	Small-scale water provision	20,000
24	Oecusse	Augusto Binila	Improving sanitary conditions of a school	15,000
25	Oecusse	Boboloa	Improving sanitary conditions of a school	20,000

No.	Name of Municipality	Name of Suco	Description of the community infrastructure	Estimated Costs (USD)
26	Oecusse	Oelkaem	Improving sanitary conditions of a school	15,000
27	Oecusse	Neten-Bitimo	Improving sanitary conditions of a school	25,000
28	Oecusse	Bobomanat	Rainwater harvesting system in school	20,000
29	Oecusse	Baoknana	Rainwater harvesting system in school	20,000
30	Oecusse	Numbey	Public latrine in market	80,000
31	Oecusse	Passabe	Water provision for community center	40,000
32	Oecusse	Nitibe	Water provision for community center	40,000
33	Oecusse	Banafi (Banafi)	Small-scale water provision	20,000
34	Oecusse	Makelab	Improving sanitary conditions of a school	20,000
35	Oecusse	Makelab	Small-scale water provision	20,000
36	Oecusse	Taiboco (Lalisuk)	Small-scale water provision	20,000
37	Bobonaro	Ai-assa (Aisalgusan)	New construction of water pump system and distribution pipeline with installation of electric pole and cable	100,000
38	BobonarPPo	Ai-assa, Lour & Lepo	Construction of drift to cross river	150,000
39	Bobonaro	Ai-assa, Sibuni, Lour, Molop, Lepo	Gabion wall construction and bioengineering	200,000
40	Bobonaro	Molop (Anapal)	Rehabilitation of water system	50,000
Total				2,084,000