

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The overall value of this project is **US\$ 344,785**. Flinders University provides an in-kind contribution valued at \$35,000 for the Team Leader's input to the project. UNDP will contribute 25,000 until the end of 2016 to cover the initial cost of the project, all of which will be allocated from TRAC. The Government of Timor-Leste will contribute US\$ 52,100<sup>9</sup> from Ministry of Finance through Flinders University for the Cost Sharing of project activities and will assist the implementation of the project with US\$ 41,140 in kind contribution toward staff time and other resources. The remaining US\$ 191,545 is to be funded from other sources. UNDP is strongly committed to mobilize resources. All three parties should in coordination make every possible effort to mobilize funds to meet the necessary resources to complete the project. Overall management of the project will be undertaken by UNDP under the Direct Implementation (DIM).

### **Project Board**

The Project will be executed by UNDP in partnership with Flinders University, which will be held accountable for all aspect of management of the project. The Project Board will provide strategic guidance and oversight to the project and will be co-chaired by Government, UNDP and a representative of the Flinders University. Observer status may be granted to another institution or NGO representative either on a regular basis or on an ad hoc basis depending on the agenda to be decided by the Project Board. Board meetings will be held every quarter, however, they can also be convened when needed, upon the request of the Project or the Board members. The Board will endorse the annual work plan and budget, monitor results and provide guidance on issues of strategic nature.

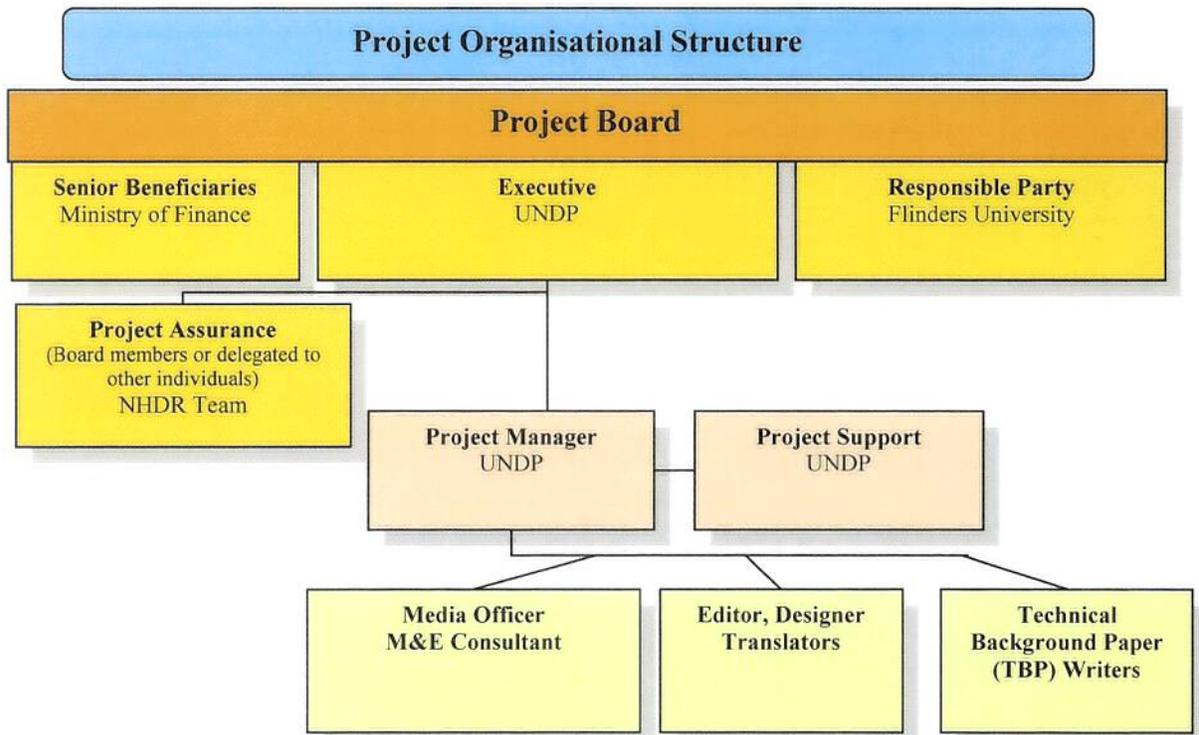
The Project Manager will have the primary responsibility of managing the project. He/she will report to the Project Board on a quarterly basis, also performing secretariat's functions, and will present the annual work plan, the status of projects implementation and results, as well as critical issues to the Board, seeking its guidance and decisions. Regular supervision of the PM will be provided by UNDP through the Resilient Programme Manager/Assistant Country Director. The PM will regularly coordinate with the national institutions to ensure effective planning and implementation of relevant activities outlined in the work plan, mobilization of inputs and quality assurance of technical assistance and advice provided to the national institutions. For this purpose, the PM will have a supervisory role over personnel funded by the project regardless of their contractual status and will ensure quality and consistency of activities and results, in line with the project document, work plan and Project Board decisions, and in compliance with UNDP rules and procedures. The PM will be supported by a national Project Specialist and a Project Assistant.

A senior staff will be appointed by national counterpart (Ministry of Finance), respectively, to coordinate and work on a regular basis with the Project Manager on activities undertaken within her/his institution with the support of the project. He/she will also be responsible for facilitating joint evaluations and assessments of relevant activities, consultants and advisors. Joint monitoring will be undertaken; it will be used as a basis for reporting on progress to the Board and proposing adjustments to implementation strategy or approaches as appropriate.

Project assurance will be provided by UNDP. The UNDP Operations Division (under the Deputy Country Director – Programme and Operations) will provide project support services such as financial transactions, procurement of services and goods, recruitment of project staff, and security.

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<sup>9</sup> This amount is subject to overseas transaction tax which may be recovered by the project. Only the actual amount received by Flinders University will be treated as the project budget.



## IX. LEGAL CONTEXT AND RISK MANAGEMENT<sup>10</sup>

Select the relevant one from each drop down below for the relevant standard legal text:

### 1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

### 2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

- If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text is quoted:

“This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency’s security, and the full implementation of the security plan.

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

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

## **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 Log template. Please refer to the Deliverable Description of the Risk Log for instructions

- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

- 5. Project Board Terms of Reference and TORs of key management positions**

## Annex 1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>				
RATING CRITERIA				
STRATEGIC				
<b>1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time.</li> <li>• <b>2:</b> The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</li> <li>• <b>1:</b> The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD’s theory of change.</li> </ul>			3	<b>2</b>
			1	<b>Evidence</b>
			See page 10	
<b>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>2</sup>; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i></li> <li>• <b>1:</b> While the project may respond to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the</li> </ul>			<b>3</b>	2
			1	<b>Evidence</b>

\*Note: Management Action or strong management justification must be given for a score of 1

<sup>1</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>2</sup> sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.</p>							
<b>RELEVANT</b>							
<p><b>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>)</li> <li>• <b>1:</b> The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;"><b>2</b></td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	<b>2</b>	1		Evidence	
3	<b>2</b>						
1							
Evidence							
<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project’s theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project’s theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.</li> <li>• <b>1:</b> There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;"><b>2</b></td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	<b>2</b>	1		Evidence	
3	<b>2</b>						
1							
Evidence							
<p><b>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>)</li> <li>• <b>1:</b> The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;"><b>2</b></td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	<b>2</b>	1		Evidence	
3	<b>2</b>						
1							
Evidence							
<p><b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;"><b>2</b></td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table>	3	<b>2</b>	1			
3	<b>2</b>						
1							

<p><b>development partners, and other actors? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.</li> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p><b>Evidence</b></p>	
<p><b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b></p>		
<p><b>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.</li> <li>• <b>1:</b> No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<p>3   2</p> <p>1</p>	<p><b>Evidence</b></p>
<p><b>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>.</li> <li>• <b>2:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.</li> <li>• <b>1:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<p>3   2</p> <p>1</p>	<p><b>Evidence</b></p>
<p><b>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> The SESP 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 and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p>Yes   No</p>	<p>SESP Not Required</p>
<p><b>MANAGEMENT &amp; MONITORING</b></p>		
<p><b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b></p>	<p>3   2</p> <p>1</p>	

<ul style="list-style-type: none"> <li>• <b>3:</b> The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i></li> <li>• <b>1:</b> The results framework does not meet all of the conditions specified in selection “2” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	Evidence	
<p><b>11. Is there a comprehensive and costed M&amp;E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b></p>	Yes (3)	No (1)
<p><b>12. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option)</i>.</li> <li>• <b>2:</b> The project’s governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i></li> <li>• <b>1:</b> The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3 2	1
<p><b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i></li> <li>• <b>2:</b> Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.</li> <li>• <b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.</li> </ul> <p>*Note: Management Action must be taken for a score of 1</p>	3 2	1
<b>EFFICIENT</b>		
<p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</b></p>	Yes <b>3</b>	No (1)

<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Yes <b>3</b></p>	<p>No <b>(1)</b></p>
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> <li><b>3:</b> The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.</li> <li><b>2:</b> The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.</li> <li><b>1:</b> The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul>	<p><b>3</b></p>	<p><b>2</b></p> <p><b>1</b></p> <p><b>Evidence</b></p>
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> <li><b>3:</b> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li><b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li><b>1:</b> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	<p><b>3</b></p>	<p><b>2</b></p> <p><b>1</b></p> <p><b>Evidence</b></p>
<b>EFFECTIVE</b>		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> <li><b>3:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i></li> <li><b>2:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.</li> <li><b>1:</b> The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p><b>3</b></p>	<p><b>2</b></p> <p><b>1</b></p> <p><b>Evidence</b></p>
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> <li><b>3:</b> Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</li> <li><b>2:</b> Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.</li> <li><b>1:</b> No evidence of engagement with marginalized and excluded populations that will be involved in the project</li> </ul>	<p><b>3</b></p>	<p><b>2</b></p> <p><b>1</b></p> <p><b>Evidence</b></p>

during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.		
<b>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</b>	Yes <b>(3)</b>	No (1)
<b>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b>	Yes <b>(3)</b>	No (1)
*Note: Management Action or strong management justification must be given for a score of "no"		
<b>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</b> <ul style="list-style-type: none"> <li><b>3:</b> The project has a realistic work plan &amp; budget covering the duration of the project <i>at the activity level</i> to ensure outputs are delivered on time and within the allotted resources.</li> <li><b>2:</b> The project has a work plan &amp; budget covering the duration of the project at the output level.</li> <li><b>1:</b> The project does not yet have a work plan &amp; budget covering the duration of the project.</li> </ul>	<b>3</b>	<b>2</b>
	1	
	Evidence	
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>		
<b>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</b> <ul style="list-style-type: none"> <li><b>3:</b> National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li><b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li><b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul>	3	<b>2</b>
	1	
	Evidence	
<b>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</b> <ul style="list-style-type: none"> <li><b>3:</b> The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li><b>2.5:</b> A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.</li> <li><b>2:</b> A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.</li> <li><b>1.5:</b> There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.</li> <li><b>1:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul>	3	<b>2.5</b>
	2	1.5
	1	
	Evidence	
<b>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</b>	Yes <b>(3)</b>	No (1)
<b>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</b>	Yes <b>(3)</b>	No (1)

## Annex 2: Social and Environmental Screening Template

### Project Information

<b>Project Information</b>	
1. Project Title	Timor-Leste's National Human Development Report- Youth, Wellbeing and Demographic Dividend: A collaborative project between the Government of Timor-Leste, UNDP and Flinders University, Australia
2. Project Number	00095716
3. Location (Global/Region/Country)	Timor-Leste

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### **QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

**Briefly describe in the space below how the Project mainstreams the human-rights based approach**

The NHDR will seek to analyze inequalities among young women and men and address discriminatory practices and unjust distributions of power that impede development progress in Timor-Leste. The NHDR will ensure meaningful participation and inclusion of marginalized youth groups to include their voices, concerns, grievances and aspirations. The NHDR will aim to enhance the availability and quality of benefits and services that young Timor-Leste women and men receive. NHDR will also make recommendations towards strengthening the capacities of youth and improving their wellbeing. NHDR will also be guided by the principles and standards derived from international human rights treaties.

**Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment**

The NHDR will mainstream gender and demonstrate how gender equality concerns are relevant to all themes and issues discussed in the report. It will explicitly advocate for policy makers to adopt gender mainstreaming as policy-making strategy in developing the economy and the nation as a whole. The report focus will move beyond the usual focus on women's access to social services but also investigate the opportunities and constraints that women face in labor market, as entrepreneurs or political actors. This will be particularly achieved through sex and age disaggregated primary data that will be collected through a nation-wide survey and a qualitative study. The NHDR will outline and analyze the multifaceted factors contributing to gender inequality thus establishing a holistic and multi-sectoral approach to recommending policies and investments to achieve gender equality. Throughout the report there will be over-riding policy recommendations to reverse processes of gender discrimination to fasten efforts to achieve equitable and sustainable development in Timor-Leste. This way the NHDR will be a tool for policy makers to make evidence based decisions to improve gender equality and women's empowerment in the nation.

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

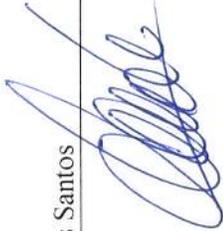
This NHDR mainstreams environmental sustainability particularly through its wellbeing approach for human development. The wellbeing approach focuses on eight domains one of which includes environment. Through the primary data gathering on subjective and objective measures of environment from a youth perspective will allow the report to include relevant environmental concerns into its recommendation which will drive national, local and sectoral development policy, rules, plans, and investments. The NHDR will address environment-wellbeing linkages and apply measures to create employment opportunities for the youth in green sectors of the economy.

Part B. Identifying and Managing Social and Environmental Risks

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p> <p><b>Risk Description</b></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>		
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
Risk 1: No risks identified	I = P =			
Risk 2: ....	I = P =			
Risk 3: ....	I = P =			
Risk 4: ....	I = P =			
[add additional rows as needed]				
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				
		<p>Select one (see SESP for guidance)</p>	<p>Comments</p>	
		<p><i>Low Risk</i>      <input checked="" type="checkbox"/></p>		
		<p><i>Moderate Risk</i>      <input type="checkbox"/></p>		
		<p><i>High Risk</i>      <input type="checkbox"/></p>		
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b></p>				
		<p>Check all that apply</p>		<p>Comments</p>
		<p><i>Principle 1: Human Rights</i>      <input type="checkbox"/></p>		

	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	
Assessed by	24/05/2016	I confirm that I have "checked" to ensure that the SESP is adequately conducted.
Auxiliadora dos Santos Approved by 	24/05/2016	I have "cleared" the SESP prior to submittal to the PAC.
Claudio Providas, Country Director of UNDP Timor-Leste PAC Chair	24/05/2016	I confirm that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.
Jose Belo Assistant Country Director Head of Resilience Building Programme		

SESP Attachment 2. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>1</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or	No

<sup>1</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	recognized as such by authoritative sources and/or indigenous peoples or local communities?	
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>2</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No

<sup>2</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>3</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of	No

<sup>3</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	indigenous peoples, including through access restrictions to lands, territories, and resources?	
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

### Annex 3. Risk Analysis

The Risk Log will be updated regularly at least quarterly in Atlas.

#### OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

		<b>Award ID:</b> 00095716		<b>Date:</b>					
<b>Project Title:</b> Timor-Leste's National Human Development Report- Youth, Wellbeing and Demographic Dividend: A collaborative project between the Government of Timor-Leste, UNDP and Flinders University, Australia									
#	Description	Date Identified	Type	Impact & Probability <i>(Probability (scale from 1 - low to 5-high); Impact (scale from 1 - low to 5 -high))</i>	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Mobilizing the unfunded amount of 191,545 is challenging and may impact the project implementation	March 2016	Financial	Text  P = 2 I = 2	UNDP, Flinders university and the Government will seek to mobilise resources from potential donors as well as private sectors.  A donor meeting will also be organized by UNDP and Government.				
2	The election which will take place next year (2017) may hinder the production of the report	May 2016	Political	P: 1 I: 1	Timely implementation of activities planned for 2016 will reduce the risk of delays to be experienced in 2017 due to election.				
3	The government may criticize the main findings of the NHDR	May 2016	Political	P:2 I:2	UNDP and all partners will ensure transparent and consultative process in the primary data collection phase and data analysis.  For Human Development Index				



## **Annex 4: Not Applicable**

## **Annex 5: Terms of Reference for Project Board - National Human Development Report**

### **ToR of Project Board**

#### **Purpose**

The Project Board effectively acts as the primary 'client' of the report, representing the stakeholders with the authority to implement its recommendations. The Project Board plays a key role in providing strategic guidance and oversight to the project and working to broaden the involvement of the Report's potential users in the NHDR process. Such involvement would ensure the relevance of the Report's theme, issues and approach to the practical needs of policy makers.

#### **Membership**

The Project Board will be co-chaired by the partners of the project, namely the Government of Timor-Leste, UNDP and Flinders University. A focal point from the Ministry of Finance, Council of Ministers, UNDP and Flinders University will be granted an automatic membership to the committee.

#### **Scope of Work**

The Project Board would undertake the following tasks:

- Discuss and approve the appointment of ad-hoc or regular members to the Project Board based on observer status
- Provide the overall guidance to the NHDR activities and on issues of strategic nature
- Approve annual work plans and budget
- Debate and approve the Report's theme
- Discuss and approve the Report Concept, a document that outlines the specific issues to be addressed in the Report, target groups, linkages to national policies and UNDP/UN country team programming, and the Report's distribution and promotion strategy
- Review and approve the final version of the Report.

#### **Procedure**

The Project Board would be expected to meet at least once in a quarter. The Project Board would deliberate and make decisions during meetings. The first meeting would be convened by UNDP and the Implementing Agency Flinders University, and subsequent meetings would take place in accordance with the project work plan.

The exact time and place of the Project Board meetings would be arranged by the Project Manager with the Board members. In advance of each meeting, the Project Manager would share with each member of the Board the draft agenda and relevant working materials. The agenda and procedures of the meeting are approved at the meeting.

Deliberations at the meetings and the decisions made would be entered on the meeting records maintained by the Project Manager. These records would be shared with each member of the Project Board. The Project Manager would approach members unable to attend the meeting to give them the opportunity to comment on the agenda items by phone, fax, or e-mail. These comments would be entered on the meeting records.

The Project Manager, acting in consultation with the Team Leader, would be responsible for implementing the Project Board's decisions.

## Terms of Reference for Project Manager – National Human Development Report

<b>Location:</b>	Dili, Timor Leste
<b>Type of Contract:</b>	Individual Contract
<b>Post Level:</b>	International Consultant
<b>Languages Required:</b>	English
<b>Expected Duration of Assignment:</b>	390 Days

### Background

Timor-Leste has one of the Asia-Pacific region's youngest populations with approximately 70 percent of its population being below the age of 30. Youth unemployment is particularly high in urban areas with estimated youth unemployment rates ranging between 35 and 50 percent in the capital Dili (the definition of youth in Timor-Leste is 16 to 30 years old). And youth unemployment is on the rise. Given the age cohort and the relatively high population growth rate of 2.4 percent per annum, the new entrants into the labor market are as many as 16,000 per year, and they will soon reach 20,000 per year. The paid workers in the private sector are only 40,000, and a third of the population operates entirely outside the cash economy. This large number of young job seekers simply cannot be absorbed unless effective policies for job creation are in place, aside from improving employment quality in the small and medium enterprise sector which currently employs the majority of the youth. Skills continue to be a major issue—according to the 2010 Labor Force Survey, where only 2.5 percent of those aged 15 and over who completed university and poly-technique/diploma courses, and 0.79 percent of 20–25 year old Timorese were enrolled in tertiary education. Many of those who are in the labor market (262,000 people) after school are ill-equipped and lack basic numeracy, language and computer literacy skills, communication and networking skills and workplace skills that are required by the private sector. Skill mismatch—between what young people have acquired in school and that of the labor market requirements—is a very serious issue faced by the youth of Timor-Leste, which is also the cause of their unsatisfactory labor market outcomes. Education and skills development, therefore, need greater attention by the policy and decision makers, and should be complemented with strong industry cooperation, supported by an enabling policy environment focused on employment generation.

An absence of appropriate and decent work options pushes youth towards vulnerable employment, under-employment and labor migration, mainly to the capital. Yet, none of these options allow the job-seekers or workers to earn a sufficient living—despite the fact that the Government has recently announced the minimum wage of US\$115 for unskilled labor—thus the cycle of poverty in the country remains seemingly unbroken. Added to that, in the case of labor migration, the potential for exploitation, abuse and a range of human rights violations is high. Labor migration ought to be an option for youth rather than the current situation where it is a compelling choice to escape poverty.

Recognizing the importance of investing in youth to allow them full realization and active participation in the development process, the Strategic Development Plan (2011-2030) sets a Youth Fund to provide support for projects that support young people and their development. The Plan also envisages a number of other strategic interventions up to 2015, such as support to the establishment of youth associations, continued support to the Youth Parliament, leadership training, and construction of youth centers. All these strategic interventions will be under the umbrella of social inclusion.

UNDP has been at the forefront in promoting progress towards MDG targets by advocating, monitoring and campaigning for the MDGs. It has also been the promoter of human development in Timor-Leste, publishing three National Human Development Reports since 2002; the first National Human Development Report (NHDR), *Ukun Rasik A'an, The way ahead*, was published in 2002, the second NHDR, *Paths out of Poverty*, was launched in 2006, and the third National Human Development Report (NHDR-3) which was launched in 2011. These reports have successfully promoted policy discussions for national planning and policy formulation, and raised public awareness concerning human development situation in Timor-Leste.

In this regard, the fourth NHDR (A collaborative project between the Government of Timor-Leste, UNDP and Flinders University, South Australia) will contribute to further enhance human development in Timor-Leste, and to achieve future demographic dividend serving as a powerful tool for policy planning and raising public awareness

and discussions regarding on of the critical areas of development i.e. employment. Aligning with the Integrated Work Plan (IWP), the NHDR will contribute to developing capacities to formulate policies within the government based on strengthened institutional capacity for poverty reporting and youth wellbeing reporting. It will also seek to provide stakeholders with a platform from which it can influence policies to be more human development friendly, namely will be focused on creating gainful employment particularly for young population and investing in youth to allow them full realization and active participation in the development process.

The Project Manager will be required to work in close consultation with, and under the direction of UNDP Programme Officer and the Flinders University Technical Team, and will work closely with the Ministry of Finance specially the National Directorate of Statistics. The Project Manager is expected to be adaptable and responsive in responding to requests for support within the broad framework of tasks outlined in this ToR.

### **Duties and Responsibilities**

The overall objective of this assignment is to support the Ministry of Finance through its National Directorate for Statistic to design, management and implementation of Timor-Leste's National Human Development Report that will promote policy discussions for national planning and policy formulation, and raised public awareness concerning human development situation in Timor-Leste.

#### Scope of Work

- Management function and direction of the project
- Substantive technical oversight to design, implementation, monitoring and evaluation of the project activities including fieldwork research, training and chapter writing outputs leading to the successful production of the NHDR;
- Partnerships and Networking for Mainstreaming population dynamics, human development and youth wellbeing into planning and policy processes;
- Advise the research team involved in the NHDR project on economic and social issues, prioritizing issues requiring urgent attention;
- Based on a solid grasp of the Timor-Leste Strategic Development Plan, 2011-2030, and the current development context of Timor-Leste, offer strategic advice that offers clear pathways and milestones to achieving the longer term vision;
- Liaise with appropriate government, NGOs, chapter writers and development partners to provide current and relevant information for decision-making purposes;
- Support the NHDR project research team with relevant materials and data (including analysis) for writing and production of the report; and
- Effectively manage time to ensure that advice provided is timely and can be effectively acted upon.

### **Competencies**

- Excellent public speaking and presentation skills;
- Excellent writing skills; and
- Ability to work in team of diverse nationality and cultural background; and
- Excellent writing and analytical skills demonstrated through publications/reports produced.

### **Required Skills and Experience**

#### Academic Qualifications:

- A post graduate qualification (such as a Master degree or a PhD) in Population Studies or Development Studies or Economics from a recognized institutions;
- Having a PhD would be an advantage.
- Experience:
- At least 5 years of experience in working on research related to population and social development;
- At least 5 years of research experience in an academic or government, development institution or other

relevant body;

- In depth grasp of demographic, economic and social issues and an ability to synthesis large amounts of information;
- A solid grasp of the Timorese development context, more specifically of human development and significant experience working in a developing country;
- High level of skills in both quantitative and qualitative research, specially related to demographic analysis;
- Familiarity working with multi-lateral and bilateral development institutions;
- Adept with crafting economic and social policies and strategies;
- Experience in managing field based research projects, especially in the context of developing countries.

Language skills:

- Fluency in the English language is essential;
- Knowledge of Portuguese, Tetun or Bahasa would be an asset.