IOM TIMOR-LESTE

STRATEGIC PLAN

2011–2013

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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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FOREWORD BY IOM TIMOR-LESTE CHIEF OF MISSION

As Chief of Mission of the International Organization for Migration in Timor-Leste (IOM-TL), I am pleased to present our Strategic Plan for 2011–2013. This Plan is the first of its kind since IOM started its operations in Timor-Leste in August 1999. It is intended to chart the future course and direction of IOM-TL's work over the next three years and to realign our priorities so that they reinforce and support the migration-related strategies developed by the Government of Timor-Leste (GoTL). By ensuring effective use of its resources and setting clear priorities, IOM-TL intends to increase its overall impact.

Four overarching strategic objectives are identified in this Plan:
1. To harness the potential benefits of rural–urban and international migration for national development.
2. To strengthen the ability of the GoTL to effectively manage migration.
3. To support the reduction of human trafficking, migrant smuggling, and the abuse of vulnerable migrants through increased prevention, protection and prosecution measures.
4. To enhance capacity to respond to forced migration caused by natural and man-made disasters and ensure orderly and sustainable return and (re) integration of migrants.

This Plan is based on the input of our national and international partners. More than 21 consultation meetings were held with 27 different stakeholders, including government officials, United Nations senior officials, the donor community, implementing partners, and civil society representatives. We are extremely grateful to all those who shared their ideas, feedback, and recommendations which have helped to ensure that this Plan reflects the overarching needs and national priorities of the Government and people of Timor-Leste. We are particularly grateful to all donors who have been supporting IOM operations in Timor-Leste from the beginning to date. Their invaluable contribution has enabled IOM to support the GoTL to manage migration with the required effectiveness, including in the form of sustainable response to the most urgent protection needs of migrants.

It is our hope that this Plan will help contribute to the vision of Timor-Leste as a country that is capable of managing migration for the benefit of all.

Norberto Celestino
Chief of Mission

LIST OF ACRONYMS

ASEAN	Association of Southeast Asian Nations
BMIS	Border Management Information System
CBDRM	Community-Based Disaster Risk Management
CCA	Climate Change Adaption
CCCM	Camp Coordination and Camp Management
DDMC	District Disaster Management Committee
DMC	Disaster Management Committee
DPBSC	Department of Peace-Building and Social Cohesion
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EMM	Enhanced Migration Management
GoTL	Government of Timor-Leste
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Person
ICAP	Integrated Community Action Plan
IOM	International Organization for Migration
ITWG	Inter-Agency Trafficking Working Group
MFA	Ministry of Foreign Affairs
MSC	Migration Steering Committee
MSS	Ministry of Social Solidarity
NDMD	National Disaster Management Directorate
NGO	Non-Governmental Organization
PNTL	National Police of Timor-Leste
SDDMC	Subdistrict Disaster Management Committee
SDMC	*Suco* Disaster Management Committee
SES	Secretary of State for Security
SOP	Standard Operating Procedure
TL	Timor-Leste
UNDAF	United Nations Development Assistance Framework
VPU	Vulnerable Persons Unit

DEFINITION OF KEY TERMS

Baseline   Baseline data is the set of conditions existing at the outset of
                  a programme; quantitative and qualitative data collected to
                  establish a profile. Baseline data is collected at one point in time
                  and is used as a point of reference against which results will be
                  measured or assessed. A baseline is needed for each indicator
                  that will be used to measure results during the intervention.

Data source   Individuals, organizations or publications from which data on
                  indicators will be obtained.

Indicator   A unit of measurement that specifies what is to be measured
                  along a scale or dimension but does not indicate the direction or
                  change. Performance indicators are neutral and do not include
                  targets.

Performance   Used to systematically plan the collection of relevant data to
measurement   assess and demonstrate progress made in achieving expected
framework   results. Ensures performance information is collected on a regular
                  basis and helps to track the achievement of expected results and
                  are developed and monitored through consultation with partners,
                  other donors, local stakeholders, and relevant beneficiaries.

Outcomes   Developmental results that are a consequence of outputs having
                  been achieved.

Output   Direct products or services resulting from performing activities.

Reporting   Identifies who is responsible for collecting and validating the data
responsibility   and includes individuals, organizations, documents, or reports
                  from which the data is obtained.

Result   A describable or measurable change in state derived from a cause
                  and effect relationship.

Results-based   A life cycle approach to management that integrates strategy,
management   people, resources, processes, and measurements to improve
                  decision-making, transparency, and accountability.[1]

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[1]   Definition used by the Canadian International Development Agency.

Target   Specifies a particular value for an indicator or result to be accomplished by a specific date in the future; it indicates what achievement will be reached within a certain period of time, in relation to one of the expected results. Targets provide tangible and meaningful points of discussion with beneficiaries, stakeholders, and partners.

INTRODUCTION

Role and mandate of IOM
IOM globally

Established in 1951, IOM is the leading international inter-governmental organization in the field of migration. IOM acts with its partners in governments, civil society, and the international community to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems, and to provide humanitarian assistance to migrants in need, including refugees, internationally stranded migrants, victims of human trafficking, and internally displaced persons (IDPs). IOM's global work is broadly categorized into four main areas of migration management, including: 1) migration and development; 2) facilitating migration; 3) regulating migration; and 4) forced migration. Currently, these four areas are being further expanded based on IOM's global strategy.

IOM four-box chart

Migration and development	Facilitating migration	Regulating migration	Forced migration
Return of qualified nationals Exchange of expertise Remittances/money transfers Overseas communities Microcredit schemes Targeted assistance Brain drain and gain	Workers/professionals Students/trainees Family reunification Recruitment/placement Documentation Language training Cultural orientation Consular services	Systems for visa, entry and stay Border management Technology applications Assisted return and integration Counter-trafficking Counter-smuggling Stranded migrants	Asylum and refugees Resettlement Repatriation IDPs Transition/recovery Former combatants Claims/compensation Elections/referenda

Cross-cutting activities
Technical cooperation and capacity-building
Migrants' rights and international migration law
Data and research
Policy debate and guidance
Regional and international cooperation
Public information and education
Migration health
Gender dimension
Integration and reintegration

IOM's structure is highly decentralized and service-oriented. There are currently 18 Missions with Regional Functions serving as resource centres and seven Special Liaison Missions.

IOM has experienced rapid growth in the past 10 years:
- Membership increased from 67 States in 1998 to 132 States in 2011 and continues to grow.[2]
- Total expenditure increased from USD 242.2 million in 1998 and exceeded USD 1 billion in 2010.
- Field locations increased from 119 in 1998 to 400 at present.
- Active projects increased from 686 in 1998 to more than 2,820 at present.
- Operational staff increased from approximately 1,100 in 1998 to more than 7,000 at present, almost entirely in the field.

IOM is entirely a projectized organization. Staff and office costs associated with implementing a project are charged to projects through a time-allocation concept referred to as projectization. Every financial contribution to a project in IOM is assigned a distinct project code, and every project is managed by a project manager to ensure that the respective activities are monitored and accounted for in a responsible, transparent and efficient manner. In 2009, more than 97 per cent of IOM's funding was in the form of voluntary contributions for projects. The remainder represents the administrative budget, funded from Member State contributions. To cover its indirect costs, IOM generally charges 5 per cent on the total cost of projects for administrative support. IOM's administrative fees are among the lowest of all international organizations.

IOM in Timor-Leste

IOM has been present in Timor-Leste since August 1999. Initially, the main focus of the Mission's work was on providing return and reintegration assistance to the approximately 190,000 Timorese people who fled to West Timor during the 1999 post-referendum violence. IOM-TL also participated in the demobilization and reintegration of ex-Falintil combatants, and undertook community stabilization initiatives and infrastructure recovery projects. In response to the civil unrest of 2006, IOM-TL quickly began its work supporting the Government of Timor-Leste (GoTL) in its response to internal displacement and the development of durable solutions for the affected population. With the closure of IDP camps in early 2010, IOM-TL assisted the return of over 17,000 families to communities.

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[2] Timor-Leste became one of the newest member states in November 2010 during the IOM annual Council meeting.

IOM facilitates the sustainable return of IDP families from the last tented IDP camp, Metinaro, July 2009.

During and after the crisis, IOM-TL's strength has been its ability to react quickly through its rapid mobilization of resources, its flexible approach, and its ability to support an effective emergency response at the national and community level. IOM-TL also developed strong and effective partnerships with the GoTL at the national and local level. This has positioned it well to provide sustained capacity development support to various ministries in developing strategies, policies, and systems to foster the betterment of migrants' assistance, and to support community stabilization and disaster risk management.

In line with Timor-Leste's transition from a post-crisis environment, IOM-TL has also supported the government in attaining its longer-term development goals through the provision of technical assistance and advice to further strengthen institutional capacity. Since 2005, the IOM Mission in Timor-Leste has been working closely with the GoTL to develop coherent and well-coordinated migration systems to ensure efficient migration management for Timorese citizens, visitors, immigrants, irregular migrants, and asylum-seekers. The Mission has also been providing support and technical assistance to the government and civil society in dealing with new emerging trends such as human trafficking and migrant smuggling.

IOM's counter-trafficking unit provides training for front line law enforcement officers in all 13 districts. This project was completed in August 2010.

Why a strategic plan now?

In response to the changing operational context and the identified need of the GoTL and civil society for sustained developmental assistance, IOM-TL has decided to reassess its priorities in order to ensure that they are fully aligned with new challenges and capacity development needs of the GoTL and civil society. In order to do this, extensive consultations were undertaken with a wide range of governmental, non-governmental, and international partners to identify needs, requests, and gaps, as well as areas where IOM-TL is able provide technical advice and assistance in line with its mandate and established in-country expertise. Consultation meetings with external stakeholders provided an honest and frank assessment of IOM-TL's impact and effectiveness, as well as suggestions of priority areas for its future work. The internal consultation sessions were an important opportunity to analyse organizational strengths and weaknesses, identify external opportunities and threats, and set relevant and realistic priorities in line with identified needs and gaps.

This Strategic Plan for 2011–2013 provides a multi-year, overarching framework for carrying out IOM-TL's work. It is oriented towards achieving the vision of Timor-Leste as a country that is capable of managing migration for the benefit of all. This strategic framework will be used by IOM-TL as the basis for developing and elaborating future project proposals. This Plan has intentionally been kept general in order to allow for continued flexibility in responding to evolving needs and priorities identified by the government, civil society, and other stakeholders.

IOM-TL's comparative advantage

Based on the feedback received through the consultation process, four key areas were identified where IOM-TL maintains a clear comparative advantage and niche role in terms of providing future support to the GoTL and civil society. These areas are also in line with IOM's global areas of focus and expertise.

Counter-trafficking	IOM-TL currently serves as the lead international organization supporting the GoTL and civil society to counter human trafficking. This lead role of IOM-TL is widely acknowledged among the government, civil society, the international community, and donors, and specific mention was given to IOM-TL's ability to successfully train and build the capacity of the National Police of Timor-Leste (PNTL) in all 13 districts of the country. IOM-TL's role in successfully raising awareness about the issue and in providing technical and legal support and assistance to relevant government and civil society actors in order to strengthen their efforts to prevent trafficking and protect victims is also seen as an important comparative advantage. Many stakeholders identified a continuing need for further IOM-TL support in the implementation of legislation, the ongoing training of police and other government officials, and the prosecution of trafficking-related cases.
Migration management	The government, the international community, and donors expressed a high regard for the technical expertise and assistance that IOM-TL is able to provide in supporting the GoTL to develop coherent and well-coordinated migration systems to ensure efficient migration management. Given IOM-TL's role as a lead international organization in the area of migration, many feel that the Mission is well placed to continue supporting the GoTL to effectively manage migration and ensure inter-agency coordination in the development and implementation of migration management issues. Many also feel that IOM-TL has an important role to play in providing sustained capacity development support to the Migration Service to function as an agency outside the PNTL.

Responding to forced migration caused by natural and man-made disasters	IOM-TL's strong experience in expeditiously responding to emergencies and disasters in Timor-Leste is also seen as a comparative advantage by government, international, and civil society partners. Many feel that, based on its past emergency response role, IOM-TL remains well positioned to continue to support government-led and -owned disaster mitigation and prevention, particularly in light of its established international expertise in this area. IOM-TL's experience in facilitating efficient coordination between relevant government agencies, departments, and vulnerable communities is identified as an asset, as well as IOM's strategic role as global and local cluster lead for Camp Coordination and Camp Management (CCCM) in natural disasters. The contribution of IOM and its implementing partners in helping to strengthen the ability of governmental, district, and local actors to prevent, mitigate and manage disaster through IOM-TL's Disaster Risk Reduction project (which has been running since 2008) is also regarded as an important basis for sustained IOM support in this area.
Enhancing community stabilization through sustainable (re) integration of IDPs	IOM-TL's demonstrated experience in promoting community stabilization initiatives in locations of high IDP return is identified as an area where it has a niche role. Many stakeholders regarded the Mission's expertise in the areas of trust - building, mediation, and dialogue as important for ensuring sustainable return and reintegration of IDPs. Some stakeholders specifically identified a need for further IOM-TL support to the government in responding to increased rural-to-urban migration and developing initiatives to promote integration and community cohesion.

The four strategic objectives set out in this Plan are in line with these identified comparative advantages/niche areas and directly correspond to the needs and gaps identified through the stakeholder consultation meetings.

Partners and beneficiaries

IOM-TL will employ an inclusive, participatory, and transparent approach in assisting its target populations through the active engagement of all relevant stakeholders in the design, implementation, and evaluation of its projects. IOM-TL's relationship with beneficiaries will be based on and guided by the principle of ownership in order to ensure sustainability of results.

IOM staff facilitate focus group discussions with returning female IDPs.

Mission staff will also continue to actively participate in and support the functioning of key coordination bodies including the Migration Steering Committee, the Migration Operation Group, the Inter-Agency Trafficking Working Group (ITWG), *Hamutuk Hari'i Konfiansa* (Together Building Trust), *Hamutuk Hari'i Uma* (Together Building Houses), the National Disaster Risk Management Inter-Ministerial Committee, the Community-Based Disaster Risk Management (CBDRM) Working Group, and the Working Groups for National Priorities one and five.

IOM-TL will continue to work in conjunction with the United Nations Country Team and to ensure that its strategic priorities are aligned with the outcomes of the 2009–2013 United Nations Development Assistance Framework (UNDAF). The UNDAF is guided by the goals and targets of the Millennium Declaration, which was endorsed by the GoTL, as well as the Programme of the IV Constitutional Government for 2007–2012, the International Compact for Timor-Leste, the 2007 National Recovery Strategy, and other relevant documents.[3] The UNDAF not only provides a framework for future cooperation but also reflects a consultative and dynamic strategic priority-setting process with a broad range of stakeholders, including members of the government, staff from national institutions, donor partners, and national and international non-governmental organizations (NGO).

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[3]   United Nations Development Assistance Framework, UNDAF 2009–2013, Democratic Republic of Timor-Leste.

VISION, MISSION AND VALUES

Vision:

Timor-Leste is capable of managing migration for the benefit of all.

Mission:

IOM globally:
- IOM is committed to the principle that humane and orderly migration benefits migrants and society.
- As an inter-governmental body, IOM acts with its partners in governments, civil society, and the international community to:
  - Assist in meeting the operational challenges of migration and human mobility;
  - Advance understanding of migration issues;
  - Encourage social and economic development through migration; and
  - Uphold the human dignity and well-being of migrants and mobile populations.

IOM-TL:
1. Promotes awareness on migration issues and how they affect Timor-Leste.
2. Contributes to conflict resolution and community stabilization in order to minimize forced migration.
3. Supports migrants to maximize the benefit of migration for themselves, their families, and their communities.
4. Supports the GoTL to develop regional and international migration-related strategies.
5. Provides migration-related services to diverse target groups, including the GoTL, vulnerable migrants, and local organizations, in a manner that reflects the changing realities and priorities in Timor-Leste.
6. Supports the capacity of the government to manage migration through institutional capacity-building.

Values:

1. Undertakes all activities with due regard for government decision-making and ownership within the state-building process.
2. Works in partnership with the government, civil society, and communities in a way that fosters sustainability.
3. Conducts work with integrity in a manner consistent with IOM mandate, international standards, humanitarian principles, and human rights-based approaches.
4. Ensures transparency and accountability to beneficiaries and donors through a results-based approach.
5. Exercises flexibility in order to adjust work to evolving priorities and needs.

STRATEGIC OBJECTIVES

The four strategic objectives in this Strategic Plan are fully aligned with and reinforce the 2010 National Priorities of the GoTL, as well as the specific strategic planning documents of government ministries.[4] As mentioned previously, efforts have also been made to ensure that IOM-TL's strategic priorities correspond with UNDAF, under which the Mission has committed to contribute to the achievement of specific outcomes and outputs by 2013. Finally, in order for this Strategic Plan to be viable and implementable, the strategic priorities of donors have also been taken into account.[5]

Finally, it is important that the Mission's strategic priorities are aligned with IOM's 12-point global strategy, which commits IOM to:

1. Provide secure, reliable, flexible, and cost-effective services for persons who require international migration assistance.
2. Enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. Offer expert advice, research, technical cooperation, and operational assistance to States, intergovernmental and non-governmental organizations, and other stakeholders, in order to build national capacities and facilitate international, regional, and bilateral cooperation on migration matters.
4. Contribute to the economic and social development of States through research, dialogue, design, and implementation of migration-related programmes aimed at maximizing migration's benefits.
5. Support States, migrants, and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
6. Be a primary reference point for migration information, research, best practices, data collection, compatibility, and sharing.
7. Promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents,

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[4]   These include: a) The Strategic Plan Document (Part I) of the Ministry of Social Solidarity, 2009–2012; b) The Long-Term Plan of the Ministry of Social Solidarity, 2011–2030; and, the c) The Strategic Plan of the Migration Service for 2030.

[5]   These include the Australia–Timor-Leste Country Strategy, 2009–2014, the Timor-Leste–European Commission Country Strategy Paper and National Indicative Programme for the Period 2008–2013, and the Fiscal Year 2011 Mission Strategic Plan, United States Mission to Timor-Leste.

the identification and development of effective policies for addressing those challenges and the identification of comprehensive approaches and measures for advancing international cooperation.

8. Assist States to facilitate the integration of migrants in their new environment and to engage diaspora, including as development partners.

9. Participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.

10. Undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants, and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.

11. Assist States in the development and delivery of programmes, studies, and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.

12. Support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

Based on this strategic framework and identified national and donor priorities, IOM-TL has developed four overarching strategic objectives to guide and focus its work over the next three years.

Strategic objective 1:

To harness the potential benefits of rural–urban and international migration for national development.

Outcomes	Outputs
1. Government capacity to leverage rural–urban migration for development is increased.	Support is provided to assist the GoTL to develop a policy framework that will guide the design and implementation of policies and programmes to effectively address rural–urban migration.

2. Enhanced opportunities for safer migration, including for Timorese labour migrants.	a. Support is provided to assist the GoTL to develop and implement labour migration policies and programmes. b. Technical advice and assistance is given to the GoTL to support it in meeting its international obligations to protect migrant rights. c. Assistance is provided to increase understanding of migrants' rights through a national campaign on safe migration. d. Support is provided to increase the capacity of the GoTL to protect Timorese migrants and provide information and consular services. e. There is increased knowledge of Timorese migration patterns to better inform government and community decision-making.

Strategic objective 2:

To strengthen the ability of the GoTL to effectively manage migration.

Outcomes	Outputs
1. Increased ability of the GoTL to manage migration through well-developed legal frameworks, business processes, and information technology (IT) systems.	a. Legal advice and technical assistance is provided to support the revision and implementation of the Immigration and Asylum Law and accompanying regulations and policies. b. Support is given to ensure implementation of the Border Management Information System (BMIS) at international border posts. c. Assistance is provided to support the GoTL in developing and adopting risk-based approaches to visa decision-making.
2. The Migration Service successfully functions as an independent agency outside the PNTL.	a. Technical assistance is provided to help the Migration Service to establish and socialize new agency structures. b. Support is given to develop and implement relevant training strategies for the new agency. c. Assistance and advice is provided to help the Migration Service to develop and implement performance and review mechanisms.

3. Increased ability for the GoTL to ensure inter-agency coordination in the development and implementation of migration management issues.	a. Support is given to the GoTL to help ensure that coordination occurs at all levels of government in the design and delivery of immigration policies and programmes.

IOM provided laptop computers to support the registration process for the border pass system.

Strategic objective 3:

To support the reduction of human trafficking, migrant smuggling, and the abuse of vulnerable migrants through increased prevention, protection, and prosecution measures.

Outcomes	Outputs
1. Human trafficking, migrant smuggling, and the abuse of vulnerable migrants are prevented through increased individual and structural awareness and reduced vulnerabilities.	a. Public information campaigns are conducted in order to promote individual understanding of human trafficking, migrant smuggling, and the abuse of vulnerable migrants and to change behaviour for self-protection. b. Critical institutions are identified and given training and resources to engage in prevention activities. c. Research into causes and consequences is conducted, and technical support for the establishment of data monitoring, analysis, and reporting systems is provided.

2. Increased capacity of the GoTL to identify, report, investigate, and prosecute human trafficking, migrant smuggling, and the abuse of vulnerable migrants.	a. Skills and resources are provided to targeted law enforcement agencies to increase their capacity to identify, investigate, and prosecute human trafficking, migrant smuggling, and the abuse of vulnerable migrants. b. Technical assistance is provided in the drafting and implementation of laws and regulatory frameworks. c. Technical assistance is provided in the establishment and maintenance of coordination and cooperation frameworks. d. Technical assistance is provided to the GoTL in contributing to regional and international efforts to combat human trafficking, migrant smuggling, and the abuse of vulnerable migrants, e.g. Association of Southeast Asian Nations (ASEAN)/ Interpol/Bali Process.
3. Migrants who have experienced abuse or exploitation, witnesses to related crimes, and eligible irregular migrants are provided with protection and assistance services.	a. Technical assistance is provided to partners in the implementation of standard operating procedures (SOPs) for linking victims of human trafficking and witnesses to appropriate protection and assistance services. b. Migrants who have experienced abuse or exploitation, and eligible irregular migrants, are provided with information services, assisted voluntary return, documentation assistance, and other forms of protection services.

Presentation of results from the Suco Disaster Management Committee.

Strategic objective 4:

To enhance the capacity to respond to forced migration caused by natural and man-made disasters and ensure the orderly and sustainable return and (re)integration of migrants.

Outcomes	Outputs
1. Government and communities have increased capacity to deal with the sustainable (re)integration of migrant communities.	a. Increased capacity of MSS, including the National Directorate for Social Assistance and the Department of Peacebuilding and Social Cohesion (DPBSC) to promote sustainable (re)integration and respond to potential causes of displacement. b. Communities and local authorities are supported to ensure sustainable (re)integration.
2. Strengthened disaster risk management coordination and ability to respond and recover from disasters at the national, subnational, and community levels.	a. Technical assistance is provided to support improved disaster risk management cooperation and coordination at the national, subnational, and community levels (including civilian–military coordination). b. Continued assistance is provided to build the capacity of the National Disaster Management Directorate (NDMD) and relevant Disaster Risk Management (DRM) stakeholders related to different aspects of disaster risk management . c. Direct support is provided to strengthen emergency response and recovery activities at the subnational and community level to communities affected by disasters.
3. Enhanced capacity at the subnational and community-levels to mitigate both natural and man-made disasters and effectively implement disaster preparedness and prevention.	a. District administrations are supported in facilitating CBDRM in line with the guidelines laid out in the National Disaster Risk Management Policy. b. Communities and civil society are provided with technical assistance in order to strengthen their ability to independently prepare for and respond to disasters. c. Communities and administration at the subnational level are sensitized about the risks associated with climate change (i.e. droughts, food shortages, floods, and landslides).

PERFORMANCE MONITORING AND EVALUATION

The implementation of this Strategic Plan will be based on existing and future projects developed by IOM-TL, which will set out specific activities to be undertaken by Mission staff towards the fulfilment of the four overarching strategic objectives. All activities included in Mission projects will directly correspond to the outputs in this Strategic Plan.

Results-based monitoring and evaluation mechanisms will be established in order to ensure ongoing performance monitoring and evaluation of the Strategic Plan. This will require the continued engagement of the IOM-TL Strategic Planning Team in coordinating the annual review and evaluation process in order to assess and measure implementation of the Strategic Plan and identify necessary revisions to the Plan.

The Chief of Mission and Heads of Units will have primary responsibility for overseeing and monitoring the implementation process and for assessing and evaluating progress. The baseline data and indicators set out in the Performance Measurement Framework for this Plan (see Annex B) will be used in order to effectively measure the results and impact of IOM-TL's work.

In order to ensure full transparency and accountability, public reports on the implementation status of the Strategic Plan will be developed. Such reports will be issued on an annual basis. A final impact report will be prepared in early 2014 in order to assess the implementation of the Strategic Plan. This report will be based on the results of an independent evaluation and will incorporate feedback from the government, United Nations partners, donors, civil society, and project beneficiaries. All reports will be made publicly available, including on IOM-TL's website.

RISK ASSESSMENT

In implementing this Strategic Plan, it is important to acknowledge that certain events and developments, if realized, will have an adverse effect on IOM-TL's ability to achieve its strategic objectives. Consequently, it is necessary for IOM-TL to understand and identify possible situational, developmental, organizational, and financial/contractual and reputational risks associated with particular strategies and to identify clear responses to effectively mitigate these risks.

Identified risk	Likelihood of occurrence	Potential impact on IOM's ability to meet its objectives	Mitigation strategy
Situational risks			
Mass displacement occurs due to a natural or man-made disaster	Medium	High	IOM-TL is providing technical support and assistance to NDMD and District Disaster Management Committees (DDMC) through its Disaster Risk Reduction project, which aims to strengthen the capacity of the GoTL to mitigate and respond to displacement caused by natural and man-made disasters. In the case of a natural disaster, the Mission would liaise with the IOM Emergency and Post-Crisis Division at IOM Headquarters.
The Transitional Land Law is approved and results in manifestations of social unrest and instability	Low	High	IOM-TL is well placed to support the GoTL in socializing the implications of the Law and mainstreaming information about land reform process into ongoing community stabilization activities.
Timor-Leste agrees to the establishment of a regional asylum processing centre and IOM-TL is asked to provide extensive advice and technical assistance, which causes its strategic focus to shift and overstretches its operational capacity	Medium	Medium	IOM-TL would cooperate with other international and local partners in providing such assistance. Such support would also be in line with the Mission's Strategic Plan under strategic objective three related to IOM-TL's role in providing continued assistance to irregular migrants. In case the Mission's role is expanded, and additional resources are needed, consultations would be conducted with government and donors.

Developmental risks			
Capacity development support provided by IOM-TL staff is not sustainable and assisted government institutions are not able to function independently by the end of the project period	Medium	High	All IOM-TL capacity-development projects continue including a transition or phase-out plan that allows staff working in the government as advisors to be successfully withdrawn by the end of the project cycle. Objectives for capacity-building assistance and performance indicators are discussed and shared with government counterparts at the beginning of the project and regularly assessed and evaluated as the project is implemented.
Institutional weaknesses and political issues within government institutions impede implementation of strategies, policies, systems or practices	Medium	High	Institutional readiness to absorb and benefit from capacity development assistance continues to be determined through a comprehensive needs assessment conducted prior to the placement of an advisor within the institution. Part of the assessment ensures that there is strong leadership within the institution to ensure ownership of change and to lead and drive the process.
Organizational and financial/contractual risks			
There is high staff turnover within IOM-TL	Medium	High	Good succession planning is in place within the Mission as well as measures to support the recruitment and retention of experienced, high-quality staff. A mandatory handover process including a comprehensive handover report is required of key staff leaving the Mission.
IOM does not receive the required donor funds to implement its strategic priorities	Medium	High	IOM-TL has developed a three-year Strategic Plan that addresses and builds on donor priorities.

Reputational risks			
Lack of understanding about IOM's internal organization and policies	Medium	High	IOM-TL, through its Strategic Plan and its ongoing coordination with other partners and stakeholders, will continue to share information about its project-based structure and its projectization approach.
IOM-TL is seen as duplicating the work of other international/local actors in Dili	Low	Medium	In developing its three-year strategic plan, IOM-TL has carefully considered the plans and intentions of other international and local actors in order to avoid duplication and ensure that new project ideas are symbiotic and well coordinated.
IOM-TL is seen as working outside of its mandate	Medium	High	IOM-TL has developed a three-year Strategic Plan based on IOM's global mandate, which outlines clear strategic areas where the Mission's work will focus over the next three years. The global mandate of IOM and IOM-TL's country-specific mandate are clearly explained in the Strategic Plan.

ANNEX A: LOGIC MODEL – IOM Timor-Leste 2011–2013 STRATEGIC PLAN

	OBJECTIVES			
OBJECTIVES	To harness the potential benefits of rural–urban and international migration for national development.	To strengthen the ability of the GoTL to effectively manage migration.	To support the reduction of human trafficking, migrant smuggling, and the abuse of vulnerable migrants through increased prevention, protection, and prosecution measures.	To enhance the capacity to respond to forced migration caused by natural and man-made disasters and ensure the orderly and sustainable return and (re)integration of migrants.
OUTCOMES	Government capacity to leverage rural–urban migration for development is increased. Increased ability of the GoTL to develop and implement labour migration policies. Enhanced opportunities for safer migration, including for Timorese labour migrants.	Increased ability of the GoTL to manage migration through well-developed legal frameworks, business processes, and information technology systems. The Migration Service successfully functions as an independent agency outside the PNTL. Increased ability of the GoTL to ensure inter-agency coordination in the development and implementation of migration management issues.	Human trafficking, migrant smuggling, and the abuse of vulnerable migrants are prevented through increased individual and structural awareness and reduced vulnerabilities. Increased capacity of the GoTL to identify, investigate, and prosecute human trafficking, migrant smuggling, and the abuse of vulnerable migrants. Migrants who have experienced abuse or exploitation, witnesses to related crimes, and eligible irregular migrants, are provided with protection and assistance services.	Government and communities have increased capacity to deal with the sustainable (re)integration of migrant communities. Strengthened disaster risk management coordination and ability to respond and recover from disasters at the national, subnational, and community levels. Enhanced capacity at subnational and community-levels to mitigate both natural and man-made disasters and effectively implement disaster preparedness and prevention.
OUTPUTS	• Support is provided to assist the GoTL to develop a policy framework to guide the design and implementation of policies and programmes to effectively address rural–urban migration.	• Legal advice and technical assistance is provided to support the revision and implementation of the Immigration and Asylum Law and accompanying regulations and policies.	• Public information campaigns are conducted in order to promote individual understanding of human trafficking, migrant smuggling, and the abuse of vulnerable migrants and to change behaviour for self-protection.	• Increased capacity of MSS, including the National Directorate for Social Assistance and the DPBSC to promote sustainable (re)integration and respond to potential causes of displacement.

OUTPUTS			
• Technical support is provided to the GoTL at the national and local levels to strengthen social cohesion through sustainable (re)integration of migrant communities and community development initiatives. • Support is provided to increase the capacity of the GoTL to develop and implement labour migration policies and programmes. • Technical advice and assistance is given to the GoTL to support it in meeting its international obligations to protect migrant rights. • Assistance is provided in order to raise awareness of migrants' rights at the national and local levels through a national campaign on safe migration. • Support is provided to increase the capacity of the government to protect Timorese migrants and provide information and consular services. • There is increased knowledge of Timorese migration patterns to better inform government and community decision-making.	• Support is given to ensure the implementation of the BMIS at international border posts. • Assistance is provided to support the GoTL in developing and adopting risk-based approaches to visa decision-making. • Technical assistance is provided to help the Migration Service establish and socialize new agency structures. • Support is given to develop and implement relevant training strategies for the new agency. • Assistance and advice is provided to help the Migration Service develop and implement performance and review mechanisms. • Support is given to the GoTL to help ensure that coordination occurs at all levels of government in the design and delivery of immigration policies and programmes.	• Critical institutions are identified and given training and resources to engage in prevention activities. • Research into causes and consequences is conducted, and technical support for the establishment of data monitoring, analysis, and reporting systems is provided. • Skills and resources are provided to targeted law enforcement agencies to increase their capacity to identify, investigate, and prosecute human trafficking, migrant smuggling and the abuse of vulnerable migrants. • Technical assistance is provided in the drafting and implementation of laws and regulatory frameworks. • Technical assistance is provided in the establishment and maintenance of coordination and cooperation frameworks. • Technical assistance is provided to the GoTL in contributing to regional and international efforts to combat human trafficking, migrant smuggling, and the abuse of vulnerable migrants, e.g. Association of Southeast Asian Nations regional efforts (ASEAN)/Interpol/Bali Process. • Technical assistance is provided to partners in the implementation of SOPs linking victims of human trafficking and witnesses to appropriate protection and assistance services. • Migrants who have experienced abuse or exploitation, and eligible irregular migrants, are provided with information services, assisted voluntary return, documentation assistance, and other forms of protection services.	• Communities and local authorities are supported to ensure sustainable (re)integration. • Technical assistance is provided to support improved disaster risk management cooperation and coordination at the national, subnational, and community levels (including civilian–military coordination). • Continued assistance is provided to build the capacity of the National Disaster Management Directorate (NDMD) and relevant Disaster Risk Management (DRM) stakeholders related to different aspects of disaster risk management. • Direct support is provided to strengthen emergency response and recovery activities at the subnational and community levels to communities affected by disasters. • Technical assistance is provided to increase NDMD's capacity to support the (re)integration of migrants affected by disasters. • District administrations are supported in facilitating CBDRM in line with the guidelines laid out in the National Disaster Risk Management Policy. • Communities and civil society are provided with technical assistance in order to strengthen their ability to independently prepare for and respond to disasters. • Communities and administration at the subnational level are sensitized about the risks associated with climate change (i.e. droughts, food shortages, floods, and landslides).

ANNEX B: PERFORMANCE MEASUREMENT FRAMEWORK – IOM Timor-Leste 2011–2013 STRATEGIC PLAN

To harness the potential benefits of rural–urban and international migration for national development

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
OUTCOMES					
1. Government capacity to leverage rural–urban migration for development is increased.	Government strategy and policies developed.	Rural–urban migration, while expected to increase is not matched with a comprehensive and specific strategy to address new and ongoing challenges.	By 2013, the GoTL and national institutions have a clear strategy to support sustainable urban development.	Government urbanization strategy and policies.	New Migration and Development Unit
2. Enhanced opportunities for safer migration, including for Timorese labour migrants.	- Number and quality of labour migration policies implemented. - Number of bilateral agreements on migration. - Number of Timorese nationals accessing information about safer migration. - Level of awareness about migrants' rights. - Availability of data to track and collect information about migrants.	- At present, while there is a limited number of bilateral agreements related to labour migration, there are no specific GoTL policies on labour migration. - Currently, there is no data system available to track and collect data about Timorese migrants abroad. - There is a low awareness of migrants' rights at the national and local levels and information and resources to promote safe migration are lacking. - Consular services are limited in their capacity to offer protection services to Timorese migrants.	- By 2013, labour migration policies are developed and implemented. - By 2013, increased information and resources are available to Timorese migrants. - By 2013, an increased number of bilateral agreements are concluded. - By 2013, a database is established to track and collect data about Timorese migrants. - By 2013, consular staff have increased capacity to identify and offer protection services to Timorese migrants at risk.	- Labour migration policies. - Information and resources developed for Timorese migrants. - Bilateral agreements. - Consular Affairs website. - Database on Timorese migrants.	New Migration and Development Unit

OUTPUTS			
Result	Baseline	Targets	Responsibility
1a) Support is provided to assist the GoTL to develop a policy framework to guide the design and implementation of policies and programmes to effectively address rural-urban migration.	- Degree to which urbanization plans and polices are in place.	- By the end of 2013, a national housing policy is approved as well as urbanization plans for Dili and Baucau. - By the end of 2013, an urbanization resource centre is established in Timor-Leste. - Urbanization plans for Dili and Baucau have been drafted but not approved; there are no urbanization resource centres in Timor-Leste. - A national housing policy has been drafted but not approved.	- Housing policy and urbanization plans. - Urbanization resource centre. Community Stabilization Unit
2a) Support is provided to assist the GoTL to develop and implement labour migration policies and programmes.	- Number of training workshops and advocacy sessions held on labour migration. - Number of new policies and programmes developed to promote and facilitate labour migration.	- By the end of 2013, an increased number of trainings workshops and advocacy sessions have been held to increase awareness about labour migration. - By the end of 2013, there are new policies and programmes in place to promote and facilitate labour migration. - To date, the GoTL has received no specific training related to labour migration. - There are no specific policies and programmes to promote and facilitate labour migration.	- Reports and attendance lists from training workshops/ advocacy sessions and pre- and post-training assessments. - GoTL policies and programmes. New Migration and Development Unit

2b) Technical advice and assistance is given to the GoTL to support it in meeting its international obligations to protect migrants' rights.	- Number of GoTL treaty body reports reviewed and number of recommendations made. - Degree to which the GoTL meets its international obligations to protect migrant rights. - Number of training seminars held on international standards related to migrants' rights; number of training participants. - Degree to which the awareness level of the GoTL about international migrant rights' has increased.	- In 2004, Timor-Leste signed the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families. - To date, no training specifically related to migration rights has been given to Consular Affairs, the Ministry of Foreign Affairs (MFA), and the Secretary of State for Employment and Professional Training.	- By the end of 2013, the GoTL has increased its compliance with, and awareness of, international obligations to protect migrant rights.	- Recommendations and comments provided to the GoTL on its treaty body reports related to migrant rights. - General comments/ conclusions of treaty bodies on GoTL reports. - Training reports; pre- and post-training attendance records; pre- and post-training questionnaires to assess change in knowledge/ awareness levels.	New Migration and Development Unit
2c) Assistance is provided in order to increase understanding of migrants' rights through a national campaign on safe migration.	- Degree to which understanding and awareness about migrants' rights has increased.	- There is currently a low level of awareness about migrant rights by migrants themselves and communities looking to migrate. - There has never been a national campaign focused specifically on safe migration.	- By the end of 2013, awareness among migrants and potential migrant communities about their rights has increased as a result of awareness-raising initiatives and campaigns.	- Pre- and post-campaign assessments.	New Migration and Development Unit

	Indicators	Baseline	Targets	Means of Verification	Status	Responsible Unit
2d) Support is provided to increase the capacity of the GoTL to protect Timorese migrants and provide information and consular services.	- Level of access of Timorese migrants to consular services. - Number of pre-departure orientation sessions provided to Timorese migrants. - SOPs relating to the protection of Timorese migrants are developed for consular services.	- Limited numbers of migrants have access to consular services. - Pre-departure workshops have been limited to migrants going to Republic of Korea. - There are no SOPs related to the protection of Timorese migrants for consular services.	- By the end of 2013, an increased number of migrants access consular services. - By the end of 2013, an increased number of pre-departure workshops are organized for migrants. - By the end of 2013, SOPs are in place for consular services related to the protection of Timorese migrants.	- Inventory of protection, information and consular services developed for Timorese migrants. - Record and attendance list from pre-departure workshops. - SOPs on protection of Timorese migrants.	New	Migration and Development Unit
2e) There is increased knowledge of Timorese migration patterns to better inform government and community decision-making.	- Research study conducted about Timorese migration patterns. - Database on Timorese migrants established; quality and quantity of data available. - Extent to which government/ community decision-making is informed by increased information about Timorese migration patterns.	- There has never been a specific study on migration patterns in Timor-Leste. - There is limited data on Timorese migrants and no specific database to track this information.	- By the end of 2013, a research study on migration patterns in Timor-Leste is conducted. - By the end of 2013, a database on Timorese migrants is developed and there is increased data available to inform government/community decision-making.	- Research studies and data sources about Timorese migration patterns. - Government and community policies/ programmes informed by information about Timorese migration patterns.	New	Migration and Development Unit

OUTCOMES

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
1. Increased ability of the GoTL to manage migration through well-developed legal frameworks, business processes, and information technology systems.	- Adoption and successful implementation of the Immigration and Asylum Law. - Implementation of the BMIS.	- The Immigration and Asylum Law is still in draft form and consultation processes are ongoing ahead of submission to the Secretary of State for Security (SES). - BMIS has been selected and pre-delivery activities are ongoing.	- By end of February 2011, SES has agreed to submit the draft Law to the Council of Ministers. - By the end of 2013, the new Immigration and Asylum Law is adopted and published and there is increased ability of the GoTL to effectively manage migration. - By 2013, BMIS is delivered to international border posts.	- Immigration and Asylum Law. - Migration Service Reports. - EMM internal biannual donor reports.	Enhanced Migration Management (EMM) Unit
2. The Migration Service successfully functions as an independent agency outside the PNTL.	- Degree to which the Migration Service is able to function as an effective and independent agency.	- The Migration Service Organic Law and Personnel Statutes are in place; however, a five-year transition process is ongoing.	- By 2013, the transition of the Migration Service into an independent agency is on track to be completed within the specified five-year time frame.	- Ministerial decrees issued by SES on the status of the Migration Service. - Government reports and documents which demonstrate an independent agency. - Interview with the Director of the Migration Service. - EMM internal biannual donor reports.	EMM Unit

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
3. Increased ability of the GoTL to ensure inter-agency coordination in the development and implementation of migration management issues.	- Degree to which inter-agency coordination contributes to effective migration management.	- Currently, there is a relatively sophisticated level of inter-agency coordination related to migration policy but, the implementation of policy remains untested.	- Continued coordination related to migration policy and strong inter-agency coordination to support the implementation of migration management issues.	- Minutes of coordination body meetings and document/decisions that demonstrate inter-agency coordination.	EMM Unit

OUTPUTS

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
1a) Legal advice and technical assistance is provided to support the revision and implementation of the Immigration and Asylum Law and accompanying regulations and policies.	- Information packages are developed to ensure effective socialization of the new Immigration and Asylum Law. - Appropriate advice is provide to SES and senior officials to support the implementation of the Law.	- IOM-TL has supported SES and senior officers of the Migration Service in the drafting and revision of the Immigration and Asylum Law. - The Law is now largely accepted by SES and final amendments are underway ahead of submission to the Council of Ministers.	- IOM-TL will continue supporting SES in incorporating any final changes to the Law and by providing technical assistance in order to increase knowledge and understanding of the Law.	- Published Immigration and Asylum Law. - Information packages on the new Law. - EMM internal biannual donor reports.	EMM Unit
1b) Support is given to ensure implementation of BMIS at international border posts.	- Number of international border posts where BMIS has been implemented. - Number of Migration Officers trained in operating BMIS.	- Initial implementation of BMIS at Dili International Airport is underway and preparations are ongoing for delivery to other border posts. - 14 Migration Service officers at Dili International Airport have been trained on BMIS.	- By the end of 2013, BMIS is implemented at international border posts and selected Timor-Leste consular posts. - By the end of 2013, Border Officers have received basic training in BMIS. - Training packages on BMIS have been developed. - The Migration Service has increased its capability to independently maintain and manage BMIS without support from IOM-TL.	- EMM internal biannual donor reports. - BMIS training packages.	EMM Unit

	Indicators	Baseline	Targets	Means of verification	Responsible
1c) Assistance is provided to support the GoTL in developing and adopting risk-based approaches to visa decision-making.	- Degree to which risk-based processing supports migration management.	- The GoTL has begun to consider risk-based approaches to visa decision-making including restrictions to visa on arrival and streamlining of work visa processing.	- By the first quarter 2011, a Green List of authorized countries for visa-on-Arrival is approved and implemented. - By 2013, the GoTL applies risk-based approaches to visa decision-making that are based on an informed understanding of visa clients.	- Migration Service reports. - GoTL regulations and policy decisions. - EMM internal biannual donor reports.	EMM Unit
2a) Technical assistance is provided to help the Migration Service to establish and socialize new agency structures.	- Level of awareness amongst Migration Service officers and broader governmental and non-governmental agencies of new agency structures.	- Given that the transition process is ongoing and not finalized, it is difficult to measure the level of awareness.	- By the end of 2013, there is increased awareness amongst Migration Service and broader governmental and non-governmental agencies of new agency structures.	- Government reports and documents referencing the new agency structures. - Interview with the Director of the Migration Service. - EMM internal biannual reports to donors.	EMM Unit
2b) Support is given to develop and implement relevant training strategies for the new agency.	- Training strategies in place. - Number of staff trained.	- Although there have been various training workshops and seminars held for Migration Service officers, currently, there is no comprehensive training strategy which is based on an assessment of needs and which supports the change implementation process within the agency.	- By the end of 2011, a baseline assessment is conducted, identifying priority areas for training and staff development. - By the end of 2012, training strategies which support change processes within the Migration Service are developed and include evaluation mechanisms to monitor on-the-job performance after training delivery. - Degree to which training delivery is undertaken by Migration Service officers.	- Baseline assessment. - Training strategies.	EMM Unit

2c) Assistance and advice is provided to help the Migration Service to develop and implement performance and review mechanisms.	- Performance and review mechanisms in place. - Number of staff trained on the new performance review mechanisms. - Number of performance reviews conducted.	- The Migration Service has identified a need for technical assistance and advice to help the Service to develop and implement performance and review mechanisms. Currently, no such mechanisms are in place.	- By the end of 2013, a general performance monitoring programme is in place which has measurable indicators identified and standards set in order to measure performance.	- Performance and review mechanisms. - Training documentation and resources.	EMM Unit
3a) Support is given to the GoTL to help ensure that coordination occurs at all levels of government in the design and delivery of immigration policies and programmes.	- Number of coordination mechanisms in place. - Number of coordination meetings. - Level of inter-ministerial input into the design and delivery of immigration policies and programmes.	- Although an inter-ministerial Migration Steering Committee (MSC) has been established, it does not meet regularly. - Coordination between different ministries still needs to be further strengthened, particularly regarding the involvement of other ministries in the design and delivery of immigration policies and programmes.	- The MSC meets as scheduled, four times, and continues to be used as a primary mechanism for determining government policy on immigration issues. - By end of 2013, further coordination structures are established, including a Migration Operational Task Force and Border Operations Committee which meet regularly and contribute to effective migration and border operations.	- Terms of reference for coordination bodies. - Minutes from meetings of coordination bodies.	EMM Unit

OUTCOMES

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
1. Human trafficking, migrant smuggling, and the abuse of vulnerable of migrants are prevented through increased individual and structural awareness and reduced vulnerabilities.	- Percentage of survey respondents demonstrating knowledge of human trafficking, migrant smuggling, and abuse cases involving migrants; appropriate responses; and preventative behaviours.	- There is a low level of knowledge about human trafficking, migrant smuggling, and abuse cases of involving migrants; appropriate responses; and preventative behaviours.	- 40% of survey respondents, disaggregated by gender/age, who demonstrate knowledge of human trafficking, migrant smuggling, and abuse cases involving migrants; appropriate responses; and preventative behaviours.	- Pre- and post-campaign assessment to measure changes in knowledge and behaviour.	Counter-Trafficking (CT) Unit and the ITWG
2. Increased capacity of the GoTL to identify, report, investigate, and prosecute human trafficking, migrant smuggling, and the abuse of vulnerable of migrants.	- Domestic anti-human trafficking, anti-migrant smuggling, and migrant protection legislation in place. - Change in the capacity level of government officials to identify, report, investigate, and/or prosecute trafficking cases. - Number of cases of human trafficking, migrant smuggling, and abuse of vulnerable migrants reported, investigated, and prosecuted.	- Human trafficking criminalized in penal code but no comprehensive legislation in place. No domestic legislation against migrant smuggling or abuse of migrants is enacted. - Currently, less than 20 cases of human trafficking are reported per year. - There is limited capacity to identify, investigate and prosecute incidents of migrant smuggling. - Four human trafficking investigations were conducted in 2009 and there have been no successful human trafficking prosecutions to date.	- By the end of 2013, anti-human trafficking, migrant smuggling, and migrant abuse legislation is in place. - By the end of 2013, government officials demonstrate increased knowledge of the means of identifying, reporting, investigating, and/or prosecuting trafficking cases. - By the end of 2013, there is a 50% increase in the number of trafficking investigations and an increase in attempts to prosecute trafficking or trafficking-related offences.	- Jornal da República. - Knowledge assessments. - Vulnerable Persons Unit (VPU) and Migration Service statistics. - Information from the Prosecutor's Office.	Counter-Trafficking Unit EMM Unit

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
3. Migrants who have experienced abuse or exploitation, witnessed related crimes, and eligible irregular migrants, are provided with protection and assistance services.	- Number of victims of human trafficking, vulnerable migrants, and witnesses using protection and assistance services.	- There are 17 known cases of human trafficking accessing services for victims of trafficking through national referral process partners.	- By the end of 2013, all identified victims of trafficking, smuggled migrants, or migrants who have experienced abuse or exploitation are referred to appropriate services.	- National referral process annual reports. - EMM internal biannual and monthly internal reports to donors.	Counter-Trafficking Unit EMM Unit

OUTPUTS					
Result	**Indicators**	**Baseline**	**Targets**	**Data sources**	**Reporting responsibility**
1a) Public information campaigns are conducted in order to promote individual understanding of human trafficking, migrant smuggling, and the abuse of vulnerable migrants and to change behaviour for self-protection.	- Number of printed and distributed informational materials. - Number of electronic broadcast programmes produced and aired. - Number of community-level public information events held. - Number of journalists trained.	- 51,270 pieces of printed information materials have been distributed to date. - Two radio programmes have been produced with a total of 420 broadcasts. - To date, 49 community-level events have been organized which have reached approximately 7,432 people. - 136 journalists have received training on human trafficking.	- 10,000 pieces of printed materials are produced and distributed per annum (30,000 pieces total). - One electronic broadcast programme is produced and aired per annum (three programmes total). - By the end of 2013, 15 community-level public information events are conducted. - By the end of 2013, 150 journalists are trained on human trafficking.	- Quarterly activity reports.	Counter-Trafficking Unit

	Indicators	Baseline	Target	Means of verification	Responsible
1b) Critical institutions are identified and given training and resources to engage in prevention activities.	- Number of prevention training events help, and number of individuals trained. - Number of prevention projects implemented by trained institutions.	- 13 prevention training sessions were held and 307 individuals trained. - Prevention activities are currently undertaken solely by Fundasaun Alola and IOM-TL.	- By the end of 2013, six training events are completed, 100 individuals and 15 institutions have participated. - By the end of 2013, three institutions have directly and independently implemented prevention activities.	- Training reports and attendance lists. - National Plan of Action monitoring reports.	Counter-Trafficking Unit
1c) Research into causes and consequences is conducted, and technical support for the establishment of data monitoring, analysis, and reporting systems is provided.	- Number of research studies conducted on the causes and consequences of human trafficking, migrant smuggling, and the abuse of vulnerable migrants. - Number of data monitoring and reporting systems established.	- The 2004 Fundasaun Alola research report is now dated and of limited scope (i.e. limited to sex trafficking in Dili). Current information is needed on new trends and manifestations of human trafficking (i.e. domestic trafficking), migrant smuggling, and abuse of vulnerable migrants. - VPU sporadically collects data on incidents of human trafficking. There is no known collection of data on migrant smuggling or abuse of vulnerable migrants.	- By the end of 2013, a comprehensive research study is published on the causes and consequences of human trafficking. - By the end of 2013, new and improved data monitoring and reporting systems are in place to collect information and monitor cases of human trafficking, migrant smuggling, and abuse of vulnerable migrants.	- Published research study on human trafficking. - Reports compiled using new data monitoring/ reporting systems.	Counter-Trafficking Unit EMM

Output	Indicators	Baseline	Targets	Means of Verification	Responsible
2a) Skills and resources are provided to targeted law enforcement agencies to increase their capacity to identify, investigate, and prosecute human trafficking, migrant smuggling, and the abuse of vulnerable migrants.	- Number of training sessions conducted and number of individuals trained. - Number and type of resources provided. - Degree to which the capacity of law enforcement agencies to identify, investigate, and prosecute human trafficking, migrant smuggling, and the abuse of vulnerable migrants has increased.	- To date 19 training workshops have been conducted with approximately 550 participants. - So far, no specific resources have been provided to law enforcement agencies. - Technical skills of law enforcement personnel limited to recognition of potential trafficking cases, with limited capacity to conduct investigations.	- By the end of 2013, 15 training workshops for law enforcement are conducted, with 300 individuals trained. - Three institutions are provided with resources for conducting investigations. - By the end of 2013, law enforcement agencies have increased their capacity to identify, investigate, and prosecute human trafficking, as measured by pre- and post-training assessments.	- Attendance lists and quarterly reports. - Quarterly reports. - Pre- and post-campaign assessments.	Counter-Trafficking Unit
2b) Technical assistance is provided in the drafting and implementation of laws and regulatory frameworks.	- Number and types of laws and regulatory frameworks developed. - Number of institutions provided with technical assistance for anti-trafficking programmes implemented within the frameworks on the national plan of action, and on monitoring and evaluation of the National Action Plan.	- As of September 2010, an initial draft law to prevent, suppress, and punish trafficking in persons in Timor-Leste prepared. - As of August 2010, a draft national plan of action to combat human trafficking prepared. - The national plan of action is not yet adopted and no programmes have been implemented within its framework.	- By the end of 2011, the law to prevent, suppress, and punish trafficking in persons in Timor-Leste is promulgated. - By end of 2011, the national plan of action to combat human trafficking is adopted. - By the end of 2013, five institutions are provided with technical assistance in implementing anti-trafficking programmes. - By the end of 2013, two monitoring and evaluation workshops are held for agencies implementing programmes within the framework of the national plan of action.	- Counter-Trafficking Law. - National Action Plan. - National Action Plan monitoring report.	Counter-Trafficking Unit

| 2c) Technical assistance is provided in the maintenance of coordination and cooperation frameworks. | - Number of coordination meetings between government bodies, civil society organizations, and service providers. | - To date, the MFA has chaired the ITWG, which has established two subcommittees (the subcommittee to draft the national plan of action and the subcommittee to draft anti-trafficking legislation); and 26 meetings have been conducted to date.
- Fundasaun Alola currently chairs an anti-trafficking stakeholders network, and eight meetings have been conducted to date. | - By the end of 2013, 15 coordination meetings are held. | - Minutes from coordination meetings. | Counter-Trafficking Unit |
| 2d) Technical assistance is provided to the GoTL in contributing to regional efforts to combat human trafficking, migrant smuggling, and the abuse of vulnerable migrants, e.g. ASEAN/Interpol/Bali Process. | - Technical support provided to the GoTL in adhering to regional best practices on human trafficking, migrant smuggling, and abuse of vulnerable migrants.
- Number of bilateral or multilateral mechanisms established/ strengthened between source, transit and destination areas on information sharing, investigations cooperation, and/or migrant protection. | - Timor-Leste currently participates in the Regional Ministerial Process on People Smuggling, Trafficking in Persons and Related Transnational Crime (Bali Process) and is seeking membership in ASEAN.
- There are no bilateral or multilateral agreements specific to human trafficking, migrant smuggling, or abuse of vulnerable migrants in place. | - Continued engagement in the Bali Process and progress and membership in ASEAN.
- By the end of 2013, two bilateral or multilateral agreements promoting cooperation on human trafficking, migrant smuggling, or abuse of vulnerable migrants are in place. | - Quarterly reports. | Counter-Trafficking Unit |

	Indicators	Targets	Means of Verification	Responsible Unit
3a) Technical assistance is provided to partners in the implementation of SOPs for victims of trafficking.	- Number of staff trained and number of workshops conducted to establish and monitor the implementation of SOPs. - Increased quality and quantity of services available to victims of human trafficking. - Number of victim assistance services established and implemented by partners.	- To date, one national referral process workshop was held, with 47 participants trained. - One return and reintegration workshop was convened, with 30 participants trained. - One direct assistance workshop was held, with 62 participants trained. - One shelter exists in Dili for victims of trafficking. - 31 organizations capable of providing limited direct assistance services to victims of human trafficking and/or gender-based violence have been identified. Additional capacity-building is required for higher-risk and/or internationally trafficked persons. - Draft SOPs prepared; finalization and adoption pending.	- By the end of 2013, three annual monitoring workshops are conducted, with all members of the referral system participating. - By the end of 2011 IOM's victim assistance programmes are handed over to the national partners. - By the end of 2013, there is increased capacity of identified service providers to provide quality services to trafficked persons.	- Attendance lists. - Quarterly reports. - Qualitative exit surveys for end users of victim assistance services.	Counter-Trafficking Unit
3b) Migrants who have experienced abuse or exploitation, and eligible irregular migrants, are provided with information services, assisted voluntary return, documentation assistance, and other forms of protection services.	- Information and support services provided to migrants in need of assistance.	- Approximately 30 irregular migrants have been provided with services and assistance by IOM-TL since 2008.	- IOM-TL maintains financial and technical capacity to provide ad hoc assistance services as required.	- EMM biannual and monthly internal donor reports.	Counter-Trafficking Unit/EMM Unit

OBJECTIVE 4:

To enhance capacity to respond to forced migration caused by natural and man-made disasters and ensure orderly and sustainable return and (re)integration of migrants

OUTCOMES

Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
1. The government the and communities have increased capacity to deal with the sustainable (re)integration of migrant communities.	- Degree to which return is sustainable. - Degree to which conflicts are peacefully resolved.	- Although the return of IDPs is completed, many of the underlying tensions from 2006 remain unresolved. There is still a need to address these issues in order to ensure sustainability of return. - IOM-TL Return Monitoring Reports found that there is a correlation between high rural–urban migration and high rates of conflict and community instability.	- By the end of 2013, the GoTL and communities are able to peacefully address sources of tension in order to ensure the sustainable return and integration of migrants from rural areas.	- Results of return monitoring. - Belun Early Warning and Early Response System Trimester Reports.	Community Stabilization Unit

| 2. Strengthened disaster risk management coordination and ability to respond and recover from disasters at the national, subnational and community levels. | - Number of coordination meetings held by the end of 2013.
- Number of policies and protocols created for disaster response; processes to track engagement of other ministries and stakeholders in contributing to the development and implementation of protocols.
- Number of joint initiatives established related to disaster response.
- Review of DRM structures. | - Inter-ministerial meetings are held on a biannual basis and CBDRM working group meetings on a monthly basis. Currently, interdepartmental meetings are not held on a regular basis.
- The ability of line ministries to work in a coordinated mode to support implementation of remains limited and line ministry DRM focal points are not established.
- The national DRM policy has not been fully implemented and there is a lack of awareness in other ministries about the policy.
- DRM structures have been established but not reviewed to assess overall effectiveness. The roles and responsibilities of other actors and stakeholders also are not clearly defined within current structures and also need to be reviewed. | - Continuation of two inter-ministerial meetings per year and monthly CBDRM working group meetings.
- Two interdepartmental meetings are held per year.
- A national workshop on CBDRM is held on an annual basis.
- By 2013, all line ministries have the national DRM policy reflected/referenced in their own ministry policies.
- Other ministries and stakeholders are further sensitized about DRM and have a greater sense of ownership for DRM policy and approaches.
- A comprehensive review of DRM structures at all levels is conducted and is informed by other models in other countries. The roles and responsibilities of other actors and stakeholders are clearly articulated and legitimized within new structures. | - Meeting minutes and agendas of coordination bodies.
- Interviews with other ministries and stakeholders to measure change in their level of participation and engagement in developing policies and protocols.
- Workshop reports.
- Government policies.
- Documents related to new/revised DRM structures. | Disaster Risk Management (DRM) Unit and IOM
Flexible Fund partner agencies* |

* The Flexible Fund partner agencies include: Catholic Relief Services, Cruz Vermelha Timor-Leste, Hivos and Trocaire and Save the Children.

| 3. Enhanced capacity at subnational and community levels to mitigate both natural and man-made disasters and effectively implement disaster preparedness and prevention. | - Budget/resource allocation for DRM at district and community levels.
- Number of disaster mitigation, preparedness and prevention activities implemented.
- Number of communities sensitized for facilitating disaster risk reduction measures.
- Degree to which communities have identified specific disaster risks in their areas and strategies to mitigate.
- Number of effective Early Warning Systems at the national, district, subdistrict, and community levels (where appropriate) that are improved or established. | - Currently, 13 persons have been assigned as DRM focal points in 13 districts; USD 10,000 has been allocated for all DDMCs.
- There are a limited number of DRM awareness activities implemented.
- DRM capacity at the community level still needs further strengthening.
- NDMD, Flexible Fund partner agencies and other organizations working on DRM are not using a common CBDRM strategy, training manual or standardized information, education and communication materials.
- CBDRM action planning by Subdistrict Disaster Management Committees (SDDMCs), Suco Disaster Management Committees (SDMCs) and DDMCs is not integrated.
- The quality of Integrated Community Action Plans (ICAP) as a tool for advocacy and integrating disaster risk reduction into its analysis and development still needs to be further improved.
- The NDMD disaster response plan is informed by hazard and risk information from DDMCs. DDMCs have developed a disaster response plan integrating hazard and risk information from SDDMCs and SDMCs. There is currently no contingency/emergency response plan for DDMCs based on the national plan. | - By the end of 2013, there is a 30% increase in the budget for DDMCs.
- By the end of 2013, every district has a DDMC and Subdistrict Disaster Management Committee (SDDMC) staff member working primarily on DRM.
- By the end of 2013, there are at least 20 volunteers in each district involved in facilitating disaster risk reduction measures.
- NDMD, Flexible Fund partner agencies and other organizations working on DRM are brought together on an annual basis to discuss and review their strategy and approaches to DRM.
- By the end of 2013, the number of disaster mitigation, preparedness, and prevention activities conducted have increased. | - Meeting minutes and agendas, reports on implementation of DRM activities.
- Field visit reports of DRM Project staff
- IOM Flexible Fund partner agencies' interim and final reports.
- Interviews/questionnaires following disaster awareness activities.
- Final DRM project evaluation.
- CBDRM strategy and training materials.
- Participatory Disaster Risk Assessment Document.
- ICAP documents.
- DDMC disaster management plans. | DRM Unit and IOM Flexible Fund partner agencies |

		OUTPUTS			
Result	Indicators	Baseline	Targets	Data sources	Reporting responsibility
1a) Increased capacity of MSS, including the National Directorate for Social Assistance and DPBSC, to promote sustainable reintegration and respond to potential causes of future displacement.	- Finalization of the National Recovery Strategy. - Number of training workshops held. - Number of ministry staff trained. - Training material produced.	- Currently, there are approximately 5,000 IDP cases pending that need to be processed in order to finalize the Hari'i Hamutuk Uma programme under the National Recovery Strategy. - DPBSC is in the process of being established and additional training will be needed to ensure national ownership in order to effectively deal with reintegration issues.	- All pending 5,000 IDP cases are resolved by the end of January 2011. - Staff of DPBSC receive training on reintegration issues. - An increased number of resources and training materials are available to support DPBSC staff.	- MSS/IDP archive and database. - Record of trainings, attendance list, pre- and post-training questionnaires, and training materials.	Community Stabilization Unit
1b) Communities and local authorities are supported to ensure sustainable (re) integration.	- Number of training workshops held for Suco Councils in targeted communities of high return. - Number of community stabilization activities implemented, including gender-specific activities. - Number of dialogue and mediation services provided. - Degree to which IDP reintegration monitoring is conducted.	- Currently, Suco Councils are receiving support through the United Nations Capital Development Fund Local Governance Support Programme. Additional support is required for Suco Councils in communities of high return based on IOM-TL's prior experience in these areas. IOM-TL has been implementing community stabilization activities in areas of high return. The continuation of such activities is needed in order to ensure sustained return and reintegration. - Return monitoring was completed up to six months after the closure of the last transitional shelters. Continued monitoring is required to monitor the degree of sustainable reintegration.	- By the end of 2013, Suco Councils have capacity to ensure sustainable integration as a result of training they receive. - By the end of 2013, communities are willing and capable to receive returnees and to respond to their needs. - Reintegration monitoring helps to identify sources of potential conflict in return areas.	- Record of training workshops; attendance list; pre- and post-training assessments. - IOM-TL Return Monitoring Reports.	Community Stabilization Unit

Outcome	Indicators	Baseline / current status	Activities / targets	Means of verification	Responsible
2a) Technical assistance is provided to support improved disaster risk management cooperation and coordination at the national, subnational, and community levels.	- Number of national-level workshops facilitated and supported by IOM. - Number of meetings held to facilitate coordination and sharing of experiences. - Number of field visits to DMCs conducted. - Number of international and local NGOs involved in supporting DRM.	- National CBDRM workshop report (September 2010). - IOM Flexible Fund partners first interim reports (October 2010). - There is sustained collaborative work among government departments, international agencies, NGOs networks and other key stakeholders in sharing lessons learned and good practices. - Lessons learned and best practices are consolidated in collaboration with national partners and used and shared widely for advocacy and replication. - Currently, the Flexible Fund partner agencies and other international organizations working on DRM have engaged local NGO partners in their work; however, their engagement remains limited.	- Continued technical assistance is provided to support the organization of inter-ministerial meetings, CBDRM working meetings, and interdepartmental meetings. By the end of 2013, IOM-TL assistance is no longer needed. - Technical assistance is provided to support the organization of annual national workshops on CBDRM. - IOM Flexible Fund partner agencies are supported in improving DRM coordination at the subnational and community levels through IOM-TL field visits and IOM Flexible Fund partners coordination meetings. - By 2013, the number of international and local NGO partners actively involved in support DRM has increased.	- Workshop/meeting reports. - DRM internal donor reports. - Documented shared experiences.	DRM Unit and IOM Flexible Fund partner agencies
2b)) Continued assistance is provided to build the capacity of the National Disaster Management Directorate (NDMD) and relevant Disaster Risk Management (DRM) stakeholders related to different aspects of disaster risk management.	- NNumber of officials receiving technical support and degree to which they are able to effectively use DRM skills/expertise. - Number of participants receiving DRM related training/s and degree to which they are able to effectively implement learned.	- DRM structures need to be strengthened further to successfully prepare for, respond to and recover from disasters.	- By the end of 2013, there is increased capacity of identified stakeholders to independently exercise different aspects of DRM. - De-briefing follow-up sessions are held with training participants to assess practical application of knowledge. - Six emergency response trainings are organized in six targeted districts. - After emergency/es, de-briefing follow-up session are organised with participants to access practical application of knowledge.	- Final DRM project evaluation. - Workshop/training reports; attendance lists and pre- and post-training questionnaires to assess change in knowledge levels.	DRM Unit and IOM Flexible Fund partner agencies

| 2c) Direct support is provided to emergency response and recovery activities at the subnational and community levels to communities affected by disasters. | - Number of trucks, drivers, staff, and other resources provided.
- Number of persons/ households/ families evacuated/ transported.
- Weight of food and non-food items delivered/ transported.
- Number of disasters where direct IOM support is provided. | - Between January and August 2010, IOM-TL facilitated logistical support to assist with the evacuation of 381 families affected by natural disasters through the provision of trucks and human resources on more than 20 occasions to enable the rapid delivery of material assistance and food items.
- Infrastructure and assets for emergency response and recovery are limited.
- Evacuation planning is limited and evacuation centres lack adequate facilities.
- There are no clear mechanisms established by DMCs to review their respective emergency preparedness/evacuation plans on an annual basis.
- Currently, the needs of women, children, and vulnerable communities are not fully considered and taken into account in response to disasters. | - Three IOM trucks are provided on 50 occasions for district-based emergency response and recovery activities.
- Six IOM staff are available to provide technical assistance in emergency response and recovery on 25 occasions.
- By the end of 2013, there are increased mechanisms in place to assess and address the needs of women, children, and vulnerable communities. | - Emergency requests.
- Post-emergency reports.
- IOM internal reports to Headquarters and donors. | DRM Unit and IOM Disaster Response Team |

	Indicators		Expected results	Means of verification	Responsible
3a) District administrations are supported in facilitating CBDRM in line with the guidelines laid out in the National Disaster Risk Management Policy.	- Number of community project proposals developed and amount of resources leveraged for CBDRM. - Number of DMCs established and operational. - Level of DMC participation in all CBDRM activities. - Number of meetings taking place at the district, subdistrict, Suco, and community levels.	- Many DMCs still lack the full capacity to access resources for disaster risk management, including standardized food and non-food items. - The role of DDMCs vis-à-vis line ministries is still not clear. - There is limited technical assistance to DMCs.	- DMCs have increased capacity to access resources for disaster risk management. - The number of community project proposals and resources leveraged for CBDRM have increased. - An increased number of DMCs are established and operational and have clearly developed TORs.	- Project proposals developed by district administrations. - Reports from field visits conducted by IOM Flexible Fund partner agencies. - Final evaluation of the DRM Project. - Meeting minutes. - TORs for new DMCs.	DRM Unit and IOM Flexible Fund partner agencies
3b) Communities and civil society are provided with technical assistance in order to strengthen their ability to independently prepare for and respond to disasters.	- Number of disaster management trainings held and number of people trained. - Number of training-of-trainer seminars conducted by DDMCs for other Disaster Management Committees (DMC) and communities. - Number of disaster simulations held. - Number of early warning systems/ contingency plans for disaster response established with support of the DRR project.	- The disaster management structures currently functioning in some of the districts need to be strengthened further to ensure their sustainability. - There is no follow-up training-of-trainers seminars conducted by DDMCs to other DMCs and communities. - Effective Early Warning Systems at the national, district, subdistrict and community levels need to be improved or established. - There is no emergency response plan of DDMCs based on the national emergency response plan.	- An increased number of trainings on disaster management are held and communities and civil society have increased capacity to prepare for and respond to disasters. - An increased number of training-of-trainer seminars and simulations are conducted by DDMCs for other DMCs and communities. - There is an increased number of early warning systems/contingency plans for disaster response established which build on existing structures.	- Training reports; attendance sheets; participant questionnaires before and after training. - Early warning systems/contingency plans developed.	DRM Unit and IOM Flexible Fund partner agencies

| 3c) Communities and administration at the subnational level are sensitized about the risks associated with climate change (i.e. droughts, food shortages, floods, and landslides). | - Number of trainings/meetings organized.
- Degree to which the knowledge of communities and administration has increased about risks associated with climate change. | - Climate Change Adaptation (CCA) at the community level is still at an early stage.
- While other international and national actors are increasingly engaging in the area of CCA and undertaking new initiatives, there is a need for continued support and coordination. | - Trainings and meetings on CCA are organized at the district/subdistrict/community level in coordination with other initiatives.
- Where appropriate, experiences and the sharing of good practices from other countries in dealing with risks associated with climate change are facilitated through the organization of workshops.
- Where appropriate, a baseline assessment is completed to measure the current ability of communities to adapt to climate change.
- By the end of 2013, CCA is included in ICAPs. | - Training reports; attendance sheets; participant questionnaires before and after training.
- Baseline assessment report. | DRR Unit and IOM Flexible Fund partner agencies |

International Organization for Migration (IOM)
17 route des Morillons CH-1211 Geneva 19, Switzerland
Tel: +41 22 717 9111 • Fax: +41 22 798 6150
E-mail: hq@iom.int • Internet: http://www.iom.int