

**ANNEX I:**  
**Agenda of Meetings**  
**And Visits**

**ANNEX 1: PROGRAMME OF MISSION / PERSONS MET**

- 28.02.2001: Briefing at Echo
- Maite Orens Teleki (Humanitarian aid Office – ECHO)
  - Jacqueline Coefford (Advisor – Evaluation)
  - Andreas List (external relations Directorate General)
  - Paul Koelen (Humanitarian Aid Office – ECHO)
  - Willem Klassen (Quest Consultants)
  - Christian Capouillez (Prolog Consultants)
- 01.03.2001: Documentation Study at ECHO
- 06.03.2001: Travel to Dili (East Timor)
- 08.03.2001: Arrival in Dili. Meetings with:
- Catrin Schulte-Hillen (ECHO Correspondent)
  - John Keating (EC Development Representative)
  - Francis Ghesquiere (World Bank Programme Officer)
- Team Meeting
- 09.03.2001: CESVI
- Anna Smailbegovic (Programme Officer)
  - David Zappa (Country Coordinator)
- ECHO Correspondent (Catrin Schulte-Hillen)
- 10.03.2001: CESVI (David Zappa)  
Water & Sanitation Rehabilitation Project – PMU
- Alan Smith (Team Leader / Community Development Adviser)
  - Mike Ponsonby (Consultant – Mid Term Review)
  - Walter Poick (ADB Task Manager)
- World Vision
- Dineen Tupper (Country Director)
- World Bank Programme Officer (Francis Ghesquiere)
- 11.03.2001: Documentation
- 12.03.2001: CARE
- Waleed Rauf (Country Director)
- UNHCR
- Bernard Kerblad
  - Stane Salobir (Senior Programme Officer)
- IOM
- Christopher Gascon
- 13.03.2001: UNHCR Shelter Meeting
- Stane Salobir (UNHCR)
  - Antonio Goncalves (CCF)
  - Osario Correia (IRC)
  - George Wells (Timor Aid)
  - Casmiro Reis (GOAL)
  - Jose Gusmao (SCF/US)
  - Alan Mageed (PWJ)
- WFP
- Majeed Fassih (Sr. Emergency Coordinator)

- Yasuyuki Misawa (Programme Officer)
  - IRC
  - Brian Walker (County Director)
- 14.03.2001: Visit to PWJ Shelter Projects in Liquica and Ermera Districts
- Bjoni Ferdiwijaya (Field Officer)
- Meeting at Mota Ulum
- Marcus Correia (Chief of Village) + village residents
- Meeting at Bazartete
- Joánico Ribeiro do Santos (Suco) + village residents
- 15.03.2001: Visit to SCF (USA) Shelter Projects in Maubara Sub District
- Jose Gusmao (Shelter Manager)
- Delesunti Aldeia, Vavequiuiia Village
- Ricardo Freitas (Returnee)
  - Marciano dos Santos (Chefe Aldeia)
- Gugleur Village
- Luis de Souza (IDP)
  - Umberto de Conceicao (IDP)
  - Guido Ramos (Returnee)
- Visit to SCF (USA) Shelter Projects in Metinaro Sub District
- Marcelo da Costa Pereira (Deputy Leader of Zone)
- Boro-Ham Aldeia
- Domingos G Marques (Fisherman)
- 16.03.2001: Meeting at IOM
- David John (Senior Operations Officer)
  - Maria Vanzant (Operations Officer)
- Visit IRC Shelter Projects in Hera Sub District
- Osario Correia (Shelter Coordinator)
- Sukaerlaram Aldeia
- Terzinha Fernandes Cardoso & Family (Widow / Returnee)
- Ailoc-Laran Aldeia
- Carlos da Costa Labato (Chefe Aldeia)
  - Antonio Pinto (IDP)
  - David O Martins (ex FALINTIL)
- 17.03.2001: Visit to Shelter Projects of ACF & World Vision in Ermera District
- Matata, Umboa, Lequemina.
- Visit to UNICEF Water & Sanitation Project in Hatu Gau Aldeia,
- Lete Foho Sub District
- Visit to UNHCR Transit Camp – Karantina Tasi Tolu
- 18.03.2001: Documentation
- Meeting with CARE - Waleed Rauf ( Country Director)
- 19.03.2001: Travel to Suai (Helicopter)
- Meeting with CARE Suai
- Visit Installations & Shelter Projects of Timor Aid – Suai Loro
- Angus Cooper, Technical Assistant
- Visit to Shelter Projects of CARE – Lakonak, Wataba, Toloma
- Discussion with members of community / shelter beneficiaries & non-beneficiaries
- Visit to Border with West Timor – Salele Bot Transit Camp
- Discussions with members of PKF (New Zealand, Fiji, Russia)
- Meeting with –

Doudou F Darbou – UNTAET District Finance Officer  
Megs McGuinness – UNTAET Development Assistance Officer

- 20.03.2001: Travel to Bobanaro & Maliana  
Visit to Shelter Projects of World Vision  
Meeting with World Vision – Maliana  
- Thomas Gbokie (Health Officer)  
Travel to Batagade Transit Camp
- 21.03.2001: UNHCR  
Meeting with John Weir – Shelter Coordinator  
Lunch with World Bank & DHS Staff (Health)  
Discussion with COHRE – Ken Fernandez  
Meeting with CESVI (David Zappa)
- 22.03.2001: Meeting with UNHCR Shelter Partners  
- SCF (USA), ACF, PWJ  
Meeting with World Vision  
- Patrick Kapukaha (Shelter Project Coordinator)  
Meeting with W&S NGO Partners  
Meeting with CESVI (David Zappa)
- 23.03.2001 Meeting with UNHCR  
- Nellie Chan (Head of Mission)  
- Stane Sabolier  
Meeting with ICRC Shelter Representative  
Meeting with CARE (Waleed Rauf)  
Meeting with Goal  
- Louise Mellor (Project Manager)  
- Casianiro das Reis (Shelter Coordinator)  
Meeting with Timor Aid (George Wells)
- 24.03.2001: Meeting with ETTA Land & Property Department  
- Catherine Elderton (Acting Head)  
- Nigel Thompson (Legal Council)  
- Jean de Plessis (Manager Land Law Policy)  
Meeting with NGO Health Partners  
Meeting with John Keating  
Meeting with Concern  
- Antonia Potter (Country Coordinator)  
Meeting with CESVI (David Zappa)
- 25.06.2001: Report Writing  
Meeting with John Keating
- 26.03.2001: Caritas Australia Shelter Project  
Meeting with Jane Woolford – Programme Manager  
Final meetings at ECHO / EU Office  
Depart for Jakarta
- 27.03.2001: Meeting at EC Delegation Jakarta  
- Josep Vargus (ECHO Correspondent West Timor)
- 28.03.2001: Meeting at EC Delegation in Jakarta  
- Juan Planas (Counsellor Development)  
- Josep Vargas

- Departure for UK
- 29.03.2001: Arrival in UK
- 30.03.2001: Report
- 31.03.2001: Report
- 01.04.2001: Travel to Brussels  
Meeting with Prolog Consult (Michel Van Bruaene)
- 02.04.2001: Meeting with UNHCR  
- Johanna Langenkamp (Head of Unit European - Institutions)  
Meeting at ECHO  
- Maite Orens Teleki (Humanitarian aid Office – ECHO)  
- Paul Koelen (Humanitarian Aid Office – ECHO)  
- Christopher Knauth (Sectoral Expert – Health)  
- Marcus Pirckner (AIDCO/F14 – Rehabilitation Timor Budget Line)  
Return to UK
- 03.-15 .04.  
2001 : Report
- 26.- 27.04  
2001 : Presentation of Draft Reports / Feedback in Brussels
30. 04.2001: Compilation and submission of Final Report

**ANNEX II:**  
**Terms of Reference**



EUROPEAN COMMISSION  
HUMANITARIAN AID OFFICE (ECHO)

**Advisor Evaluation**

***ANNEX IV  
TERMS OF REFERENCE  
FOR THE EVALUATION OF ECHO'S HUMANITARIAN AID  
IN FAVOUR OF THE TIMORESE POPULATION***

Name of consultants: Mr Michael ATKINSON, Mr Robert SOETERS, Mrs Pam MINNIGH  
**actions to be evaluated**

- Region and country : **EAST TIMOR AND WEST TIMOR**
- Period covered: **July 1999-Dec 2000**
- Sectors to be evaluated: **Rehabilitation, Repatriation, Shelter & LRRD** (M. Atkinson, T.L.)  
**Health, Food and Nutrition** (R. Soeters)  
**Water & Sanitation** (P. Minnigh)
- Decision(s):
  - ECHO/IDN/210/1999/02000 for an amount of 2,000,000 Euro in 1999.
  - ECHO/IDN/210/1999/03000 for an amount of 3,000,000 Euro in 1999.
  - ECHO/IDN/210/1999/04000 for an amount of 9,400,000 Euro in 1999.
  - ECHO/IDN/210/1999/05000 for an amount of 300,000 Euro in 1999.
  - ECHO/IDN/210/2000/01000 for an amount of 3,180,000 Euro in 2000.
  - ECHO/IDN/210/2000/02000 for an amount of 867,000 Euro in 2000.
  - ECHO/IDN/210/2000/03000 for an amount of 2,000,000 Euro in 2000.
  - ECHO/IDN/210/2000/04000 for an amount of 7,890,000 Euro in 2000.

**Introduction**

For a long time a forgotten crisis, the situation of East Timor dramatically made headlines in the Summer of 1999 when the 800,000 indigenous inhabitants were called upon to decide between independence and autonomy within Indonesia.

While the indigenous inhabitants opted massively for independence, settlers into the province fought violently against the decision, as did those who had aided the authorities during the 24 years of Indonesian rule.

There was therefore a massive exodus of those seeking to avoid the fighting. This then developed into flows of both returning East Timorese and exiting East Timorese with Indonesian connections together with settlers and other Indonesian loyalists.

In the past 18 months ECHO has taken eight separate decision to cover the crisis in both East and West Timor for some 29.25 M Euro.

As UNTAET (United Nations Transitional Administration for East Timor) progresses and a nascent state slowly appears, it is appropriate to analyse if ECHO's activities were well targeted, are still needed, and, if so, where.

This evaluation must therefore examine the situation in East Timor in the light of what has happened to date as well as examine the correct approach for the Commission as a whole in the future, taking into account the ongoing international interest in the area as evidenced by the regular "donors" conferences.

### **Consultant's role**

Evaluation of humanitarian aid is a very important task for the European Commission, not only because of the considerable funds allocated to that purpose, but also because of its constant concern to improve the quality of its humanitarian aid and to use the credits allocated in a optimal way. During the course of the mission, whether on the ground or while the report is being drawn up, the consultant must demonstrate common sense as well as independence of judgement. He must provide answers that are both precise and clear to all points in the terms of reference, while avoiding the use of theoretical or academic language.

This evaluation is part of a global evaluation that should be carried out by a team of **three** experts with both considerable experience in the humanitarian field and in the evaluation of humanitarian aid. These experts must agree to work in high- risk areas. Solid experience in relevant fields of work to the evaluation is also required. Excellent knowledge of English is compulsory and knowledge of Portuguese is obligatory for at least one member of the team. Knowledge of Bahasa-Indonesian would be an advantage.

The team members are responsible for the following sectors:

**Mr. Michael Atkinson**, team leader

- Responsible for the synthesis report
- Rehabilitation, repatriation, shelter and LBRD

**Mr. Robert Soeters**

- Health, Food and Nutrition

**Mrs. Pam Minnigh**

- Water & Sanitation

### **Purpose of the evaluation**

The purpose of this evaluation is set out under points 4.1 to 4.8 below:



- to assess the suitability of the Operations in favour of the Timorese inhabitants, and the level at which the programmes in the various sectors of activity concerned have been implemented and monitored;**
- to assess the degree to which the objectives pursued have been achieved and the effectiveness of the means employed;**
- to quantify the impact of the Operations in terms of outputs;**
- to analyse ECHO's role in the decision-making process as well as in other activities for which Commission services are responsible;**
- to check the European Commission's visibility in the regions benefiting from the aid as well as amongst the authorities; international community and partners;**
- to analyse the link between emergency, rehabilitation and development;**
- to analyse the extent to which Human Rights concerns have been addressed as far as ECHO's mandate is concerned;
  - to establish precise and concrete proposals on the future funding of ECHO with a view to improving the effectiveness of future operations. The evaluation should cover the situation of the entire population in East Timor and identify those in need of humanitarian assistance in West Timor.

#### **Specific evaluation objectives**

To this end, the consultant will develop the issues below for **his/her own sector(s) (defined in chapter 3)**, and cover all points in his/her evaluation report. He/she will only take into account the new facts since the beginning of the Operations. These specific issues must be studied in each sector evaluated as well as in the synthesis report.

#### **A brief description of the Operations and analysis of their context:**

- **The political and social-economic situation and humanitarian needs.**
  - The analysis of the region's present condition in political and socio-economic terms, should include an overview which permits situating the Operations financed by ECHO. This analysis should be both quantitative and qualitative and contain information on the various economic sectors such as social and economic policies in force, the levels of income and its distribution among the refugee population, displaced or other; sanitation and medical policies, access to foodstuffs, etc.
  - The second part of the analysis should be devoted to identifying vulnerable groups and localising them, as well as giving an estimate of their needs by category.
  - The evaluation should also permit an appreciation of the capacities both of the local population and of local public authorities to deal with problems pinpointed.

#### **Analysis of the relevance of the objectives of the Operations, of the choice of the beneficiaries, and of the deployed strategy, in relation to identified needs.**

##### **Examination of the co-ordination and coherence for each of the sectors concerned with:**

- other donors and international operators, as well as with local authorities;
- other European Commission services that might be operating in the same zone with projects that are similar or related to the Operations. The projects identified should be described with their cost and with the aid elements they include;
- the extent of the effectiveness of ECHO's co-ordination with the other actors;

#### **Analysis of the effectiveness of the Operations in quantitative and qualitative terms for each of the sectors;**

**Analysis of the cost-effectiveness of the Operations. The cost-effectiveness has to be established, notably, on the basis of the quantitative elements that have been identified under point 5.4.**

##### **Analysis of the efficiency of the implementation of the Operations. This analysis should cover:**

- the planning and mobilisation of aid;

- the operational capacities of the partners;
- the strategies deployed;
- major elements of the Operations such as: staff, logistics, maintenance of accounts, selection of recipients, suitability of the aid in the context of local practices, etc.;
- management and storage of merchandise and installations;
- quality and quantity of merchandise and services mobilised and their accordance with the contractual specifications (including packaging conditions, the origin of merchandise and the price);
- the systems of control and auto-evaluation set up by the partners.

**Analysis of the impact of the Operations. This analysis should be based on the following non-exclusive list of indicators, bearing in mind that consultants might well add others:**

- contribution to the reduction of human suffering;
- creation of dependency on humanitarian aid;
- effect of humanitarian aid on the local economy;
- effect on the incomes of the local population;
- effect on health and nutritional practices;
- environmental effects;
- impact of humanitarian programmes on local capacity-building

**Analysis of the visibility of the European Commission;**

**Analysis of the integration of "gender issues" (social, economic and cultural analysis of the situation of both women and men) in the intervention;**

**Analysis of the measures taken to assure the security of aid workers, both ex-patriate and local: means of communication placed at their disposal, specific protection measures, emergency evacuation plan;**

**Analysis of the feasibility of setting up development and/or co-operation policies which could eventually replace humanitarian aid as provided to date, if so this should include a suggested timetable for such a replacement;**

**On the basis of the results of the evaluation, the consultant will draw up operational recommendations on the needs of a humanitarian nature that might be financed by the European Community. These recommendations may also cover, if necessary, other domains than humanitarian aid, such as rehabilitation or development co-operation;**

**Analysis of the methodology of programme planning used by ECHO for the Operations for the Timorese population should be included in the synthesis report;**

**A drawing up of "lessons learned" which must also include the role of ECHO and other services of the Commission in the decision making process and monitoring.**

#### **Working method**

For the purpose of accomplishing their tasks, consultants may use information available at ECHO, via its correspondents on the spot, in other Commission services, the local Commission Delegation, ECHO partners on the spot and at their headquarters, aid beneficiaries, as well as local authorities and international organisations.

The consultant will analyse the information and incorporate it in a coherent report that responds to the objectives of the evaluation.

#### **Phases of the evaluation**

The evaluation will last **39 days**, beginning with the date of the signature of the contract by the last party and ending no later than **30/04/2001** with the acceptance of the final reports.

**A briefing at ECHO with the responsible staff for 2 days during which all the documents necessary for the mission will be provided. The day after the consultant will submit by e-mail to ECHO "Evaluation" a concise report of the briefing listing any clarifications to the terms of reference which will have to be taken into consideration during the mission;**

**A briefing with the Commission delegation in Jakarta.**

**The mission to the area concerned will last 20 days. The consultant must work with the Commission Delegation on the spot, the ECHO correspondent, the ECHO partners, local authorities, international organisations and other donors;**

**The consultant should devote the first day of his/her mission to the area concerned to preliminary and preparatory discussions with the ECHO correspondent and local ECHO partners;**

**The last day of the mission should be devoted to a discussion with the correspondent and ECHO partners for observations arising from the evaluation. The team will discuss the schema and the content of the synthesis report;**

**The draft report should be submitted by electronic transmission (Word 7.0 format or a more recent version) to ECHO "Evaluation" in Brussels at least ten days before its presentation and discussion during the debriefing;**

**A debriefing at ECHO of 2 days. The day after the consultant will submit by e-mail to ECHO "Evaluation" a concise report of the debriefing listing the points which he will have to take into consideration in amending his draft report;**

**Once the necessary amendments to the draft report, have been incorporated, the revised text will be resubmitted to ECHO "Evaluation", which should mark its agreement within 15 days or request further amendments;**

**Submission of the final report which should take account of any remarks, which may be made after the submission of the revised report.**

A visit to the headquarters of the partners can be organised as needed before or after the mission to the area concerned.

#### Report

**The evaluation will result in the drawing up of 4 reports (1 per sector and 1 synthesis report) written in English, of a maximum length of 15 pages including the evaluation summary which should appear at the beginning of the report.**

**The evaluation report is an extremely important working tool for ECHO. The report format appearing under points 8.2.1 to 8.2.5 below must, therefore, be strictly adhered to:**

#### Cover page

- Number of the report, that will be given on the debriefing, in the right top (minimum font 36)
- title of the evaluation report:
  - "Country, Operations, sector - partners - 2000.";
  - "Country, Operations, sector - partners - 2000.";
- period of the evaluation mission;
- name of the evaluator;
- Indication that the report has been produced at the request of the European Commission, financed by it and that the comments contained therein reflect the opinions of the consultants only.

#### Table of contents

##### Summary (*see form in annex*)

The evaluation summary which should appear at the beginning of the report.

evaluated operations (5 lines max)

date of evaluation:

report n°:  
consultant's name :  
purpose & methodology (5 lines max.):  
main conclusions (+/- 20 lines)  
- Relevance  
- Effectiveness  
- Efficiency  
- Co-ordination, coherence and complementarity  
- Impact & strategic implications  
- Visibility  
- Horizontal Issues  
recommendations (+/- 20 lines)  
lessons learned (+/- 10 lines)

**The main body of the report should start with a section on the method used and should be structured in accordance with the specific evaluation objectives formulated under point 5 above (10 pages maximum).**

**Annexes**

- list of persons interviewed and sites visited;
- terms of reference;
- abbreviations;
- map of the areas covered by the operations financed under the Operations.

**If the report contains confidential information obtained from parties other than the Commission services, this information is to be presented as a separate annex.**

**The report must be written in a direct and non-academical language.**

**Each report shall be drawn up in 20 copies and delivered to ECHO.**

**The report should be submitted with its computer support (diskette or CD ROM, Word 7.0 format or a more recent version) attached.**

**ANNEX III:**  
**Abbreviations**

<b>ACF:</b>	Action Contre la Faim (French NGO)
<b>ADB:</b>	Asian Development Bank
<b>ALA:</b>	Asia & Latin America (EC)
<b>AUSAID</b>	Australian Agency for International Development
<b>CARE:</b>	International NGO
<b>CESVI:</b>	Italian NGO
<b>CNRT:</b>	Conselho Nacional Resistencia Timorese / National Council of Timorese Resistance
<b>DEPSOC:</b>	Social Welfare Department (West Timor)
<b>DHS:</b>	Division of Health Services
<b>EC:</b>	European Community
<b>ECHO:</b>	European Community Humanitarian Office
<b>ET:</b>	East Timor
<b>ETTA:</b>	East Timor Transitional Administration
<b>EU:</b>	European Union
<b>FPA:</b>	Framework Partnership Agreement (ECHO)
<b>GOI:</b>	Government of Indonesia
<b>ICRC:</b>	International Committee of the Red Cross
<b>IDP:</b>	Internally Displaced Person
<b>IOM:</b>	International Organisation for Migration (UN)
<b>IRC:</b>	International Refugee Committee (NGO)
<b>NGO:</b>	Non Governmental Organisation
<b>OCHA:</b>	Office for Coordination of Humanitarian Affairs (UN)
<b>PKF:</b>	Peace Keeping Force
<b>PMU:</b>	Project Management Unit
<b>PWJ:</b>	Peace Winds Japan (NGO)
<b>R/P:</b>	Repatriation / Protection
<b>RELEX:</b>	External Relations (EC)
<b>S/R:</b>	Shelter / Rehabilitation
<b>SATGAS:</b>	Task Force for support to Refugees (West Timor)
<b>SATLAK:</b>	District mechanism for coordination of assistance (West Timor)
<b>SAKTORI:</b>	Provincial mechanism for coordination of assistance (West Timor)
<b>SCF:</b>	Save the Children Fund (NGO)
<b>TA:</b>	Technical Assistance
<b>TFET:</b>	Trust Fund for East Timor (World Bank)
<b>UN:</b>	United Nations
<b>UNDP:</b>	United Nations Development Programme
<b>UNHCR:</b>	United Nations High Commissioner for Refugees
<b>UNICEF:</b>	United Nations Children's Fund
<b>UNSECOORD</b>	United Nation Security Coordination
<b>UNTAET:</b>	United Nations Transitional Administration for East Timor
<b>UNV:</b>	United Nations Volunteers
<b>W&amp;S:</b>	Water and Sanitation
<b>WB:</b>	World Bank
<b>WFP:</b>	World Food Programme
<b>WHO:</b>	World Health Organisation

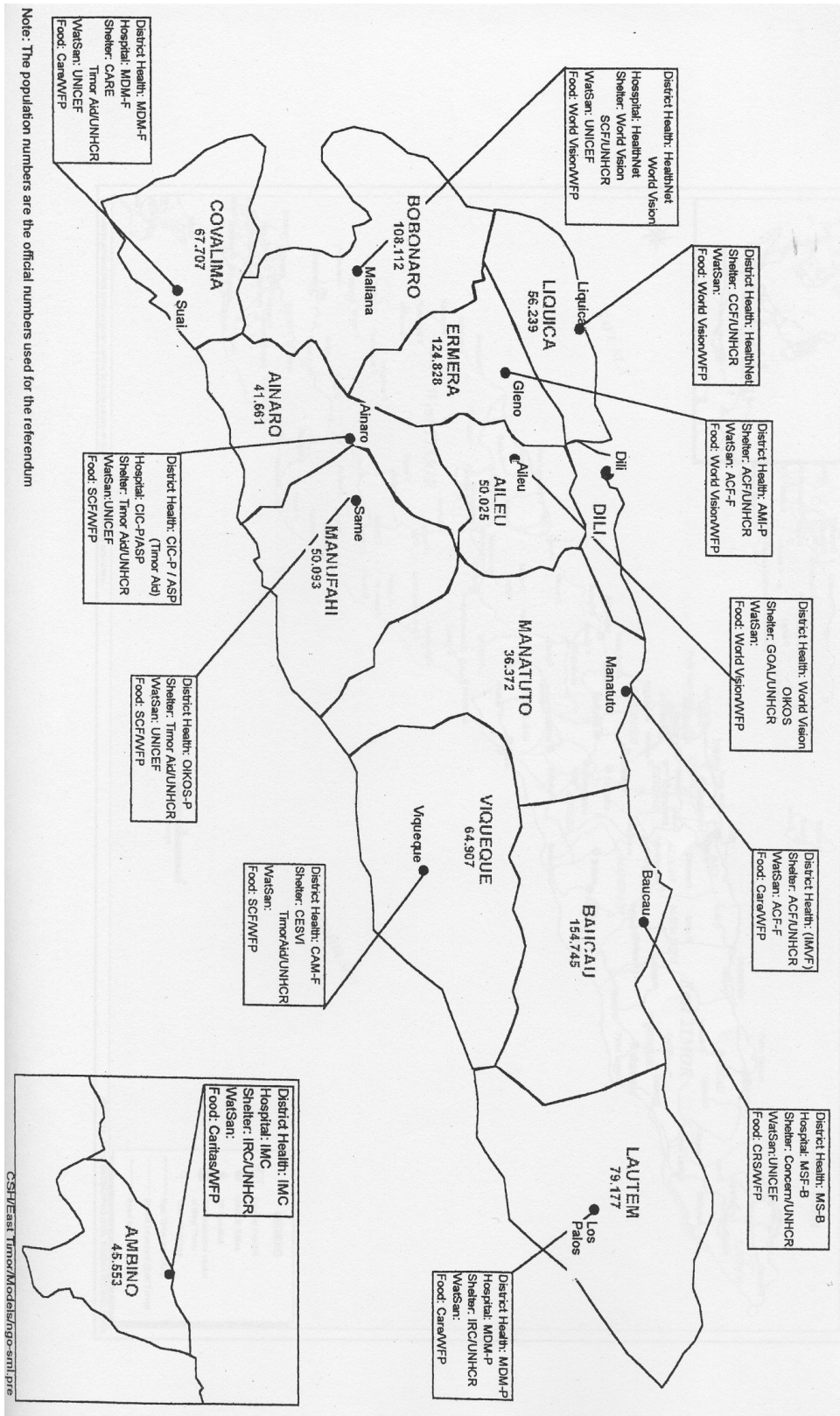
**ANNEX IV:**

**Maps of East and West**  
**Timor**

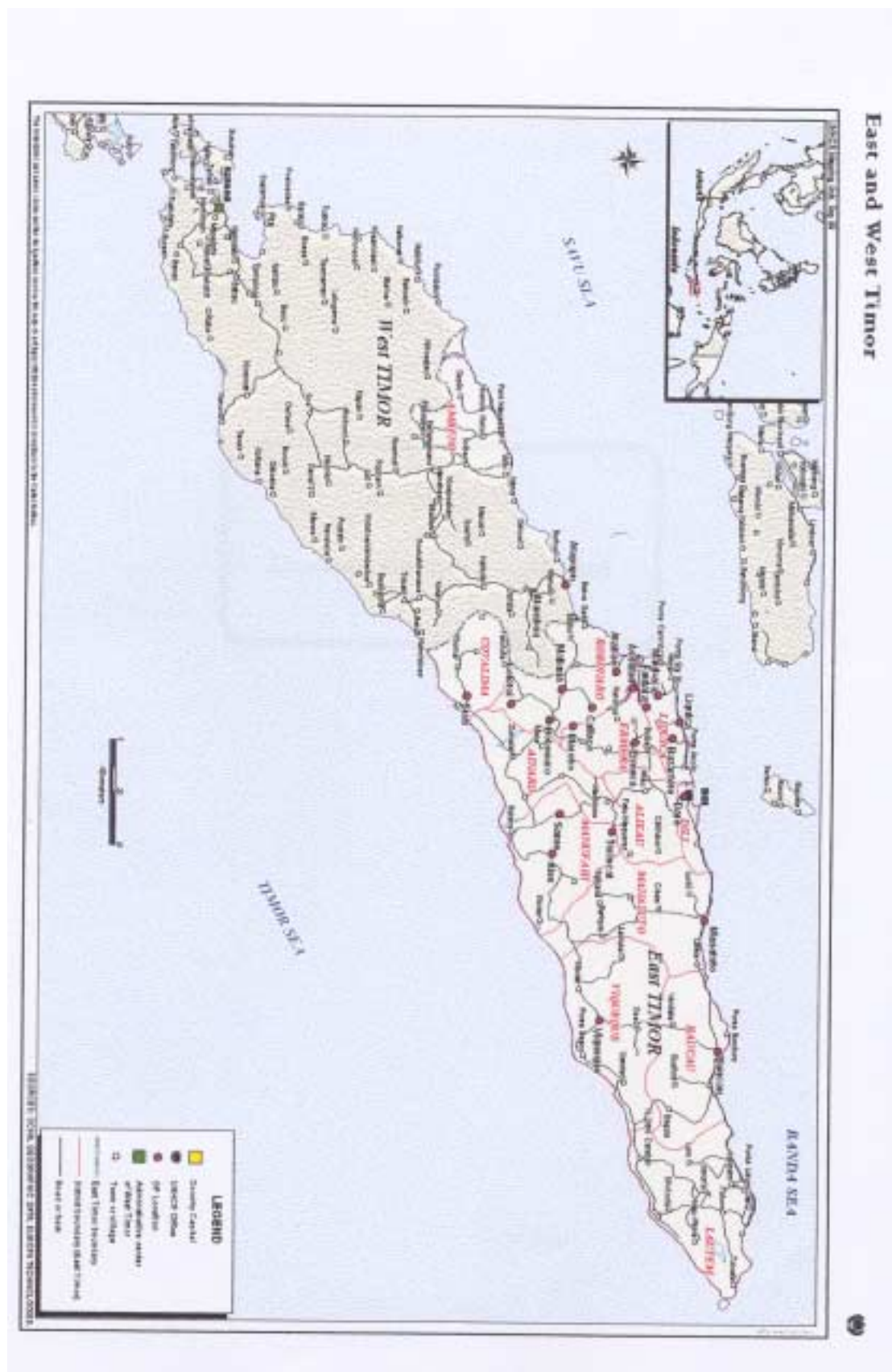


## ECHO supported Programs in East Timor

Summary of program support in the humanitarian and transitional period (1999-2001)







**ANNEX V:**

**Documentation Consulted**

## **Annex VI: Documentation Consulted**

### **SHELTER / REHABILITATION, REPATRIATION, PROTECTION / FOOD SECURITY AND LRRD**

1. ADB / ETTA: Initial Poverty Assessment East Timor. September 2000.
2. CESVI: World Aid From Italy – Report 1999
3. COHRE Mission Report: 'Better Late Than Never' – Housing Rights in East Timor. COHRE, Geneva. September 2000.
4. Common Country Assessment (CCA) for East Timor: Building Blocks for a Nation
5. COTA (Collective d'échanges pour la technologie appropriate): Evaluation of Budget Line 'Aid For Uprooted People in ALA Countries 1997-1999' Synthesis Report. September 2000
6. ECHO: Briefing paper for the donor Conference on East Timor, June 16 2000 (Draft).
7. ECHO: East Timor Health Sector Rehabilitation and development Programme - Reflection Note on Joint Donor Mission. 19 November 2000.
8. ECHO: East Timor Humanitarian Situation Follow Up Report. J Vargus. 12 May 1999
9. ECHO: East Timor Mission Report, 11-19 October, ECHO Comments. October 2000
10. ECHO: Contracts by Recipient Countries – East Timor 1999
11. ECHO: Contracts by Recipient Countries – East Timor 2000
12. ECHO: Contracts by Recipient Countries – East Timor 2001
13. ECHO: ECHO-3's Meeting With Experts – Applying Current Operational Working Methods. 16 November 2000.
14. ECHO: East Timor: looking for a peaceful future
15. ECHO: East Timor Project Summary. Tuesday 6 March 2001
16. ECHO: Helping to secure the future of East Timor.
17. ECHO: Humanitarian Aid to the People of East Timor – Decisions and New proposals 1999-2001
18. ECHO: Humanitarian Situation in East Timor Report. J Vargus. 9 September 1999
19. ECHO: Mission to East Timor. J Vargus. 15-20 May 1999
20. ECHO: Mission to East Timor. J Vargus. 17-23 October 1999
21. ECHO: Note – Mission to Ambon & East Timor. J Vargus. 26 March 1999
22. ECHO: Operation Contract – ECHO/IDN/210/2000/04008. 23 January 2001.
23. ECHO: Project Appraisal Worksheet (MDM-E: ECHO/IDN/210/1999/0415). 18 February 2001
24. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/1999/02000
25. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/1999/03000
26. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/1999/04000
27. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/1999/05000
28. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/1999/02000
29. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/2000/01000
30. ECHO: Projet de Decision D'Aide Humanitaire – ECHO/IDN/210/2000/02000
31. ECHO: Project For A Decision On Humanitarian Assistance – ECHO/IDN/210/2000/03000. July 2000
32. ECHO: Project For A Decision On Humanitarian Assistance – ECHO/IDN/210/2000/04000. October 2000
33. ECHO: Project Information File 1999/02003 – CESVI
34. ECHO: Project Information File 1999/04000 – CARE International UK
35. ECHO: Project Information File 1999/04008 – IOM
36. ECHO: Project Information File 2000/03001 – IOM
37. ECHO: Project Information File 2000/03002 – CESVI
38. ECHO: Summary of considerations on possible future shelter activities . Feb. 2001.
39. ECHO: Terms of Reference – ECHO Correspondent based in East Timor –Dili (to be recruited). January 2001.
40. ECHO: Terms of Reference – ECHO Correspondent based in East Timor – Dili (Ms Catrin Schulte-Hillen). January 2001.
41. ECHO: West Timor Mission Report. J. Vargus. 29 January – 2 February 2001.
42. ECHO: Working Document Echo Aid Strategy 2001
43. European Commission DG DEV/ECHO: Linking, Relief, Rehabilitation and Development.

44. European Commission DG DEV/ECHO: Linking, Relief, Rehabilitation and Development – Issues Paper
45. European Commission Directorate General External Relations Directorate Asia: Mission Report East Timor – Christopher Knauth ER/H/I. May 2000
46. IBRD Human Development Sector Unit East Asia and Pacific Region: Project Appraisal Document – Proposed Grant US\$12.7 Million to East Timor for a Health Sector Rehabilitation and Development Project. May 24 2000.
47. IBRD: Donors Meeting on East Timor – Joint UNTAET and World Bank Document for Donors' Meeting to be held from December 5 –6, 2000, Brussels. 22 November 2000.
48. IMF Asia and Pacific Department: East Timor – Recent Developments and Macro Economic Assistance. November 2000.
49. IOM: IOM Contingency Plan
50. SCF – EAST TIMOR: Save The Children Shelter Programme Process. April 2000.
51. SYNTHESIS REPORT: Echo Humanitarian Aid – An Analysis of Echo Evaluations 1996-1999. Eilkenaar J, Hummelink M, Telford J.
52. UN Country Team: Common Country Assessment (CCA) for East Timor - Building Blocks for a Nation. November 2000
53. UNHCR: Condensed Programme Information on Shelter and QIP
54. UNHCR: East Timor Shelter Programme
55. UNHCR: Final Narrative Report – Operational Contract between ECHO and UNHCR for Response to the East Timor Crisis in East Timor and West Timor, Indonesia. ECHO/IDN/210/1999/03002. 27 November 2000
56. UNHCR: Final Narrative Report – Operational Contract between ECHO and UNHCR for Response to the East Timor Crisis in East Timor and West Timor, Indonesia. ECHO/IDN/210/2000/01001. 27 November 2000.
57. UNHCR: Funding Proposal – Emergency Response to the East Timor Crisis 1999
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