

# Emergency Plan of Action Final Report

## Timor Leste: Drought

<b>Emergency Appeal</b>	<b>Operation n° MD RTP004</b>
<b>Date of issue:</b> 27 September 2017	<b>GLIDE n°</b> <a href="#">DR-2016-000048-TMP</a>
<b>Date of initial disaster:</b> 1 April 2016	
<b>Operation start date:</b> 16 April 2016	<b>Operation end date:</b> 30 June 2017
<b>Appeal budget:</b> CHF 751,075	<b>DREF allocated:</b> CHF 215,752
<b>Appeal coverage:</b> CHF 711,501 (94.7%)	<b>Funding gap:</b> CHF 39,574
<b>N° of people affected:</b> 120,000	<b>N° of people assisted:</b> 27,500 (5,500 households)
<p><b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> Cruz Vermelha de Timor-Leste (CVTL) is working with the International Federation of Red Cross and Red Crescent Societies (IFRC) in this operation. Supporting partners include the British Red Cross, Swedish Red Cross, Australian Red Cross (Australian Government), Japanese Red Cross, Canadian Red Cross and Monaco Red Cross.</p>	
<p><b>Other partner organizations actively involved in the operation:</b></p> <ul style="list-style-type: none"> <li>• <b>Government ministries and agencies</b> The El Niño/Drought related operation in Timor-Leste is being led by the Ministry of Interior and supported by the Ministry of Social Solidarity. The Ministry of Agriculture and Fisheries, Ministry of Commerce, Industry and Environment, Ministry of Health, Ministry of Public Works, Transport and Communications and the National Disaster Management Department (NDMD) are all involved in supporting government activities.</li> <li>• <b>UN agencies</b> WFP, OCHA, UNICEF, UNDP, WHO and FAO are all present and are contributing</li> <li>• <b>International NGOs</b> CARE, Caritas, Plan International, Catholic Relief Services, Mercy Corps, Oxfam, and World Vision</li> <li>• <b>International Donors</b> ECHO, Australian Government.</li> </ul>	

## A. Situation analysis

### Description of the disaster

The global El Niño event of 2015/2016 whilst now in neutral phase, has affected 60 million people worldwide, including communities in South East Asia and the Pacific, and will continue to have potential long term implications<sup>1</sup>. In Timor-Leste, drought from delayed, intermittent or absent rain in 2015 and 2016 has seriously affected agricultural yields due to the failure, deterioration and delay of crops. Livestock deaths, food insecurity and water scarcity has further compounded pre-existing vulnerabilities relating to nutrition and population health. It was acknowledged that this may seriously impact livelihoods and recovery abilities in the longer term<sup>2</sup>. Government and multi agency led assessments that took place between December 2015 and April 2016 revealed that up to 120,000 people in the five districts of Lautem, Viqueque, Baucau, Oecusse and Covalima were affected. [See Humanitarian Country Team (HCT) reports [here](#)]

Continuous monitoring revealed that in the later part of 2016, affected communities were using their usual coping mechanisms including selling stock and assets, borrowing cash and food, reducing food portions, consuming seed and food from stores for the lean season and finding new water sources. These methods are usually reserved for the

<sup>1</sup> OCHA (2016)

<sup>2</sup> Office of the UN Resident Coordinator, Timor Leste (Sept,2016).

traditional lean season of November to March and thus some communities have continued to struggle into the rainy season and 2017.

CVTL monitored the rainfall in affected districts until May 2017, aware that there was a 50% chance that La Niña could result in heavy rainfall, leading to increased risk and impact of floods and landslips. While the likelihood of La Niña formation declined during the second half of 2017 and the most likely scenario is continued neutral conditions for the remainder of 2017. Meteorological agencies and the Red Cross Red Crescent climate centre note that in many parts of the world, including Timor-Leste, there is a forecast of unusual rainfall conditions. CVTL have updated their Floods Contingency Plan and participated in the Joint Rapid Agricultural Assessment, along with other El Niño response agencies, on the delayed impact of El Niño Southern Oscillation survey.



CVTL volunteer explaining about nutrition to a community member (Photo: CVTL)

Key findings from the rapid assessment conducted in May-June 2017 of six drought-affected municipalities (Baucau, Bobonaro, Covalima, Lautem, Viqueque and Oecusse) indicated that 67% of the households in most affected areas are still experiencing the effects of drought and continue implementing negative coping measures such as reducing meal portion sizes and using households' savings. Most farming households already experienced reductions of two consecutive harvest seasons due to drought (2015 and 2016). Based on previous drought experience in Timor-Leste, some communities can take up to two years to recover. A further poor harvest will impact the quantity and diversity of food available to maintain a nutritious diet and increase the cost burden of higher food price at market. The HCT, along with CVTL, will continue monitoring the situation together with the Ministry of Agriculture through follow-up assessments.

## Summary of response

On 15 April 2016, a start-up allocation of CHF 215,752 was allocated by IFRC to enable Cruz Vermelha de Timor-Leste (CVTL) to respond to the initial needs of those communities most affected in Lautem, Viqueque and Baucau. Household assessments were conducted by CVTL National Disaster Response Teams and the respective branches. As a result, the emergency plan of action was revised to scale up to assist 20,000 people in the districts of Baucau, Lautem, and Viqueque and an Emergency Appeal was launched for CHF 798,618 on 18 May 2016.

The drought plan of action was revised on the 15 September, to increase the number of targeted households from 4,000 to 5,500. The revision includes a budget revision to CHF 751,074. 2,700 of the targeted households were identified as requiring targeted support with food, and strengthening livelihoods. The revision also integrated existing health and nutrition activities into the operation. This revised strategy was designed specifically to support and prepare communities and improve resilience in preparation for the pending lean season due in Timor-Leste from November to March.

Initial relief activities undertaken by CVTL during May and June included the distribution of water containers in eight communities and water trucking and distribution in five communities. In total, 155,000 litres of water were distributed in the early phase of the operation together with 5,776 jerrycans. Hygiene promotion conducted by branch volunteers reached 7,034 individuals across 17 communities and nutrition messaging and advice was provided to 535 pregnant and nursing mothers in 16 communities. These women were identified during assessments as a particularly vulnerable group. Eight schools and two community centres had water catchment systems and storage tanks installed by community volunteers supported by CVTL WASH technicians. During the operation, family hygiene kits (for a family of five) were distributed to 4,546 households.

In September, a tender was launched for food procurement. However, the tender did not receive an adequate response and as a result, CVTL supported by the IFRC, elected to broaden its planned cash transfer programme (CTP). This decision was supported by data collected as a result of seasonal mapping, a livelihoods assessment and community consultation supported by an IFRC Livelihoods Advisor. An updated plan of action was developed and after a revalidation of household data in October supported by a CTP peer advisor from the Philippines Red Cross. 2,543 households received unconditional cash in envelopes in November and December 2016.

The [operation plan of action had another revision at the end of February 2017](#), extending the initial operation end date of 28 February 2017 to 30 June 2017. A post cash distribution survey was carried out in all three affected municipalities as well as an external independent evaluation of this appeal and plan of action were added<sup>3</sup>. Learning from this operation was

<sup>3</sup> The evaluation report can be accessed from IFRC evaluations database. Click [here](#) to access the report.

consolidated through a series of National Society-led lessons learned workshops, bringing together branch and headquarters staff and volunteers and community members to share experiences on the operation in three districts.

The extension also allowed for the implementation of community based disaster risk reduction activities. In March through May, disaster risk reduction messages were broadcasted through local radio channels in all 20 affected communities in the three districts. Pilot risk maps were developed together with community members and local authorities in three communities, capturing different disaster risks the communities face. The maps were then displayed publicly in the local authority offices, to raise awareness on need for preparing and reducing risks for these disasters.

Institutionally, CVTL continued to strengthen their internal cooperation and planning activities to enable them to manage competing priorities. Efforts to integrate drought mitigation and recovery activities with development programming in the Integrated Community Based Disaster Risk Reduction (ICBRR) are also ongoing. Readiness activities for the rainy season began with the requisition of relief supplies from IFRC Regional Logistics Unit in Kuala Lumpur for 300 families. These items are pre-positioned in CVTL branches in each of the three drought-affected districts in preparation for the pending wet season. Cash preparedness and Contingency Planning support missions were conducted from Bangkok and Jakarta Country Cluster Teams to support CVTL to consolidate its policies in relation to cash preparedness and Standard Operation Procedures in disaster response. CVTL will now start the preparations for the review of existing Drought Contingency Plan, based on the lessons learned during the operation.

### **Overview of Red Cross Red Crescent Movement in country**

The IFRC have an office within the CVTL headquarters which supports the National Society with organizational development and representation. A consortium of Australian, British, South Korean and New Zealand Red Cross Societies support longer term integrated risk reduction activities (ICBRR) across 25 districts in Timor-Leste. The IFRC Country Cluster Support Team (CCST) in Jakarta and the Asia Pacific Regional Office (APRO) in Kuala Lumpur support coordination of Movement partners, provide technical advice and ensure dissemination of CVTL activities and progress towards the achievement of operational goals. A partnership meeting was held in Dili on 14 - 15 November during which the drought activities were presented and discussed with Government and International Non-Governmental Organisation representatives and Movement partners.

### **Coordination with public authorities and local actors**

The Timor-Leste Humanitarian Country Team (HCT) is convened under the leadership of the Minister of Interior, Minister of Social Solidarity, the United Nations Resident Coordinator and PLAN International. Its membership includes local and international humanitarian and development agencies, UN and representatives of the diplomatic community. At a national and local level CVTL and IFRC have regular communication with Government, HCT members and work in thematic clusters to plan and coordinate relief and recovery efforts where relevant.

CVTL, along with central and local government representatives, took part in activities in Manufahi to mark International Disaster Risk Reduction (IDRR) day. CVTL volunteers in Bacau also demonstrated their expertise to the UN Special Envoy for El Niño and Climate Change during his visit to Timor-Leste; in July. CVTL response teams also took part in a Tsunami drill which occurred in and around the capital of Dili as part of the regional exercise IOWave2016.

CVTL and IFRC coordinated activities, sharing information and lessons with in-country partners including PLAN, CRS, CARE, ADRA and the Australian Embassy. CVTL signed a cooperation MOU with Oxfam specific to the districts on Oecussie and Covalima for future cooperation in emergencies.

A mapping of HCT members' drought response activities in Timor-Leste, including CVTL, was carried out with the support of British Red Cross in September and was updated again in January 2017. The activity database served also as a basis for the sampling and division of survey areas when the same organizations supported the Timor-Leste Ministry of Agriculture to assess the recovery of El Niño affected areas.

### **Needs analysis and scenario planning**

The operation was informed by a number of needs assessments, including household level, seasonal mapping, livelihoods assessment and community consultation. The Emergency Plan of Action was revised a number of times, as the severity and scope of the drought deepened, reflecting the complexity and needs. CVTL also needed to adapt their response modality, when food and seed procurement failed to get the level of response required to ensure quality and value for money. As a result, CVTL adopted a Cash Transfer Programme (CTP); giving cash directly to affected families. Food was available in local markets. However, some beneficiaries reported that the money didn't go as far as anticipated due to the limited availability which resulted in higher prices in geographically disbursed communities.

### **Risk Analysis**

The main risk encountered through the operation was transporting cash from Dili to the affected communities. This was an unavoidable risk, as Timor-Leste banking system does not support CTP and local communities have limited access to banking institutions in the three targeted communities.

## **B. Operational strategy and plan**

### **Overall Objective**

The overall objective of this operation is to provide up to 27,500 people affected by drought, attributed to El Niño, in the districts of Baucau, Viqueque and Lautem with appropriate assistance in a timely, effective, and efficient manner, and support them to recover from the impact of the drought and increase their resilience to future shocks.

### **Overall strategy**

The overall strategy for this operation evolved according to assessed needs informed by community feedback from strong engagement. This showed flexibility and responsiveness on the part of CVTL who were able to take key decisions based on solid evidence.

The eventual outcome was an operation which consisted of meeting community immediate needs in relief, health and nutrition, water/sanitation, internal capacity development and a cash transfer programme targeted towards livelihoods and food security for a specific lean season threat.

The desired outcomes established at the beginning of the operation remained unchanged and were as follows:

1. Promote the consumption of nutritious foods
2. Ensure adequate water supply and hygiene awareness in areas of greatest vulnerability.
3. Provide unconditional cash for multipurpose needs, including livelihoods and food demands
4. Support disaster risk reduction measures in communities
5. Support CVTL capacity development

The activities in this plan namely hygiene promotion, water and water container distribution as well as nutrition training required CVTL to engage regularly with the twenty targeted communities. This resulted in regular contact and dialogue between CVTL branches and communities; ensuring strong engagement and feedback. The recent establishment of community recovery committees is a result of this dialogue which hopefully will increase community engagement and accountability.

In an effort to maximise efficiencies and given the remoteness of some of the affected communities, promotional activities such as hygiene promotion and messaging were combined with distributions and risk reduction and preparedness awareness was accompanied by hygiene kit distribution. The installation of water catchment systems in ten schools also provided the opportunity to engage school children in hygiene, nutrition and safety messaging.

CVTL, supported by IFRC, initiated a drought operation task force at its headquarters in September 2016. This group comprised of department representatives meeting on a regularly weekly basis to plan, harmonise and coordinate its activities under the plan of action. This new way of working has been particularly for engaging the whole of CVTL in the response, and has been formalised under CVTL revised Standard Operating Procedures for disaster response.

### **Operational support services**

#### **Human resources**

Two IFRC surge operations managers were provided with the support of the Swedish and British Red Cross. A permanent operations manager was recruited in September for six months until the end of the operation in February 2017. Peer to peer technical support was provided by the Philippines Red Cross who have experience in cash transfer which proved invaluable.

The IFRC Asia Pacific Regional Livelihoods Coordinator provided technical assistance during a livelihoods mapping assessment undertaken by CVTL in September. During their mission in May 2017, CVTL staff members were trained in scenario planning, needs analysis, cash beneficiary identification methods and cash transfer programme modalities.

This Emergency Appeal supported the costs of eight CVTL staff members employed specifically to implement the drought response.

#### **Logistics and supply chain**

Logistics activities aimed to effectively manage the supply chain, including procurement, customs clearance, storage and transport to distribution sites. These were in accordance with the operation's requirements and aligned with IFRC's logistics standards, processes and procedures.

The IFRC's Operational Logistics, Procurement and Supply Chain Management (OLPSCM) department in Kuala Lumpur provided 4,000 units of 10 litre water containers that were distributed to affected communities in May 2016. The operation also procured hygiene kits locally and purchased 300 family kits from the IFRC Kuala Lumpur Regional Logistics Unit. The rehabilitation of the HQ and district warehousing was also incorporated into the operation. National and international tenders were launched for the procurement of food under the revised plan of action in September. However, both tender results were not able to meet the minimum requirements for quality, cost and timing and therefore the response methodology was changed to CTP.

The British Red Cross are currently supporting CVTL in a National society Logistics Capacity Enhancement program, led by the IFRC Logistics Development Delegate based in OLPSCM in KL with the development of a logistics enhancement plan in 2015, followed by implementation missions in June 2016, and February and May 2017.

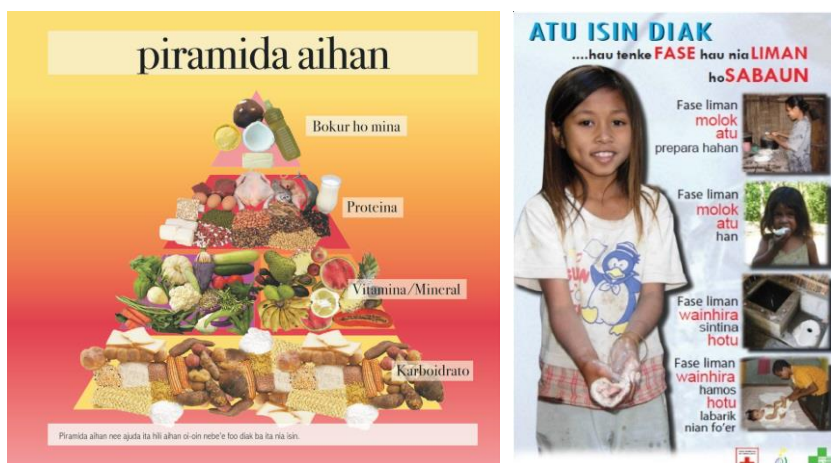
**Planning, monitoring, evaluation, & reporting (PMER)**

As part of the Cash Transfer Programme, CVTL designed a post distribution survey to capture evidence of beneficiary satisfaction. This was CVTL's first experience with post distribution monitoring of cash, and has enabled CVTL to reflect and develop lessons for future cash distribution. CVTL are also mindful that that they need to develop further skills in analyzing the monitoring data and adjust programming accordingly. A final evaluation was also conducted and the evaluation report can be accessed [here](#).

**C. Detailed Operational Plan**

Food Security, Nutrition and Livelihoods			
Outcome 1: The coping capacities of households affected by drought is improved.	Outputs		% of achievement
		Output 1.1: Vulnerable women's knowledge of nutrition is improved.	
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
1.1.1 Select pregnant and lactating women who will receive nutrition advice and information	x		100%
1.1.2 Organize and conduct nutrition advice and information sessions for selected pregnant and lactating women	x		100%
1.1.3 Conduct post activity survey on the nutritional perceptions and knowledge of selected participants (covering at least 10% of target households)	x		100%

**Achievements, challenges and lessons learned**



Nutrition poster produced by CVTL for the operation (Photo: CVTL)

Nutrition awareness was conducted in 16 of the 20 affected villages reaching 1,356 pregnant and/or nursing women. Posters were developed and distributed in affected the communities. IEC materials were reinforced with awareness and training sessions conducted for groups of 10 – 15 women, and these sessions have been well received. Cooking and food demonstrations were undertaken by health staff and volunteers with food options and combinations, promoting positive nutrition outcomes.

Post-distribution monitoring was conducted in March and April in all three municipalities, collecting data on women's knowledge of nutrition. The final evaluation identified difficulties within the target group to put the nutrition advice

received into practice due to lack of availability of nutritious food (for example, communities could not grow vegetables due to lack of availability of water caused by the drought and could not afford to buy vegetables when they were available due to insufficient funds). The chronic nature of malnutrition in Timor-Leste indicates the importance of continuous investment in improving nutrition. Half of the villages targeted under this drought operation are also part of a longer-term nutrition programme, where CVTL is an implementing partner. This allows the nutrition awareness raising to be continued, based on demand and positive feedback from communities.

Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
1.2.1 Select 2,550 beneficiary households, prepare beneficiary lists and sensitize them on the distribution process	x		100%
1.2.2 Select and provide training to CVTL personnel on CTP	x		100%
1.2.3 Provide unconditional cash transfers to 2,500 target households	x		100%
1.2.4 Conduct post-distribution survey on the usage of cash transfers (covering at least 10% of target households)	x		100%

**Achievements, challenges and lessons learned**

Following the assessment, the drought plan of action was revised on 15 September 2016 to increase the number of target households from 4,000 to 5,500. Of this, 2,700 households were identified as requiring support to enhance their food security and strengthen their livelihoods. The revision also combined the existing health and nutrition activities to be under a single outcome. This revised strategy was designed specifically to support and prepare communities for the lean season due in Timor-Leste, from November to March.

In order to support affected communities under this revision, a tender for food purchase was issued, however, the tender did not receive an adequate response and as a result, CVTL elected to broaden its planned cash transfer programme (CTP) to include money for local food procurement. This decision was backed by findings from data collected during a seasonal mapping, livelihoods assessment and community consultation. An updated Plan of Action was developed initially for food, seed and conditional cash transfer activities, and was later replaced by a broader unconditional cash transfer programme. After a revalidation of household data, 2,543 heads of households (1,678 males and 865 females) received unconditional cash of USD 50 between November and December 2016. The development of CTP procedures, training and proposed sensitization of community committees has also been undertaken with the support of a peer advisor from the Philippines Red Cross.




CVTL staff registers a community member for assistance (Photo: CVTL)

Post-distribution monitoring (PDM) survey was designed to measure the beneficiary satisfaction of non-food items and cash grants distributed during the operation and the current recovery status of assisted households were conducted between March and May in one affected community in each of the three municipalities.

The unconditional cash grant was very well received, with 76% of the PDM respondents and all focus group participants targeted in the final evaluation said they spent the cash on food, which was the intended result. Cash beneficiaries also reported a high level of satisfaction with cash transfer as a modality of assistance (82% of men and 71% of women) compared with the distribution of non-food items. As this was the first time CVTL implemented a Cash Transfer Programme, they also experienced challenges related to the complex and time

consuming beneficiary selection process, calculation of the amount of assistance and handling and recording the complaints. As per the final evaluation, the CVTL staff interviewed had a positive impression of cash programming originating from “learning by doing” which dispelled misconceptions. Staff also benefited from IFRC technical support not only in being trained in CTP prior to implementation but through assistance in drafting CTP SOPs after the intervention.

Water, sanitation and hygiene promotion			
<b>Outcome 2: The immediate reduction in risk of waterborne and water related diseases in targeted communities</b>	<b>Outputs</b>		<b>% of achievement</b>
	<b>Output 2.1:</b> Daily access to safe water which meets Sphere and WHO standards in terms of quantity and quality is provided to target population		100%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
2.1.1 Conduct continuous assessments to identify gaps in meeting water needs of affected communities	x		100%
2.1.2 Coordinate with local authorities and other humanitarian actors to maximize efforts	x		100%
2.1.3 Hire and deploy trucks to distribute water to 4,000 households (20,000 people) in target communities	x		100%
2.1.4 Procure and distribute household water storage containers to 2,000 households	x		100%
<b>Outcome 2: The immediate reduction in risk of waterborne and water related diseases in targeted communities</b>	<b>Outputs</b>		<b>% of achievement</b>
	<b>Output 2.2:</b> A sustainable access to safe water is provided to the target population through installation of rainwater harvesting systems		100%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
2.2.1 Identify ten locations (within the three target districts) for installation of rainwater capture systems	x		100%
2.2.2 Meet with target communities to agree on location and on post construction maintenance of systems	x		100%
2.2.3 Purchase and supply of materials for rainwater capture systems	x		100%
2.2.4 Install rainwater harvesting systems in 10 target communities	x		100%
<b>Achievements, challenges and lessons learned</b>			
		<p>As reported in <a href="#">Operations Update #3</a>, 155,000 litres of drinking water was provided to five target communities in Viqueque and Bacau Districts. The water was distributed by tanker to bladders positioned in each community where community members managed the distribution accompanied by safe water and hygiene messaging provided by trained branch volunteers. Water distribution began in June and ceased in September. In addition, CVTL distributed 4,000 units of 10 litre water containers supplied by IFRC and 1,776 water containers from CVTL stocks in eight communities in Viqueque, Bacau and Lautem districts in June, with each family receiving 2 jerry cans each.</p> <p>Eight rainwater harvesting systems and tanks were installed in schools in Makadiki, Samalari, Tequinomata, Parlimento and Illilai Village. Two additional water catchment systems were installed in October-November in a community center and women's collective building.</p>	
Water catchment and tank installed in school in Parlimento (Photo: CVTL)			

<b>Outcome 2: The immediate reduction in risk of waterborne and water related diseases in targeted communities</b>	<b>Outputs</b>		<b>% of achievement</b>
	<b>Output 2.3:</b> Hygiene promotion activities which meet Sphere standards in terms of the identification and use of hygiene items provided to target population		100%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
2.3.1 Mobilize hygiene promotion volunteers to conduct hygiene promotion/awareness activities	x		100%
2.3.2 Reproduce information, education and communication materials for hygiene promotion	x		100%

2.3.3 Conduct hygiene promotion activities, including on safe water and food handling to 5,500 households in target communities	x		100%
2.3.4 Provide 5,500 households with hygiene kits, including a minimum of 250g soap per person per month for three months	x		100%
2.3.5 Monitor hygiene practices in target communities, including correct use of sanitation facilities and safe water and food handling	x		90%

### Achievements, challenges and lessons learned



CVTL volunteers conduct hygiene promotion activities Bacau District (Photo: CVTL)

Although some delays were caused by accessibility, such as in certain parts of Viqueque district where communities are geographically dispersed and are only accessible by foot, most of the activities was successfully completed. The distribution of hygiene kits reached in total 4,546 households.

Some 2,612 people affected by drought in eight communities in Viqueque, 1,777 people in four communities in Bacau and 2,645 people in one community in Lautem (7,034 people in total) have received hygiene promotion and awareness messaging via door to door visits and distribution of posters. This messaging includes safe water management and handwashing as well as prevention of malaria and dengue. It was originally planned that this education would be accompanied by the distribution of hygiene kits to families. However, this was delayed due to procurement and finally took place in November.

Monitoring of hygiene practices in target communities was planned to be carried out via post-distribution monitoring visits. While the monitoring visits were undertaken, the visits were not recorded sufficiently to verify how well the practices have been adopted to all targeted communities. CVTL are determined to improve monitoring tools and process for future operations.

National Society Capacity Building			
Outcome 3: National Society capacity to respond to disaster and crises is strengthened	Outputs		% of achievement
		Output 3.1: CVTL headquarters and branches have improved staffing and office facilities	
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
3.1.1 Recruit project staff at the national headquarters and requesting branches (if gaps are identified)	X		100%
3.1.2 Provide essential items and personal protective equipment to the national headquarters and branches	X		100%
Outcome 3: National Society capacity to respond to disaster and crises is strengthened	Outputs		% of achievement
	Output 3.2: Capacity of CVTL headquarters and branches to respond to disasters is strengthened		95%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
3.2.1 Undertake inventory of available emergency supplies in each target district to identify gaps	X		100%
3.2.2 Assess and secure suitable storage space for prepositioning emergency stocks securely	X		80%
3.2.3 Procure and preposition preparedness stocks adequate to meet the needs of up to 400 households	X		100%
3.2.4 Develop/update standard operating procedures for emergency response	X		100%
3.2.5 Develop/update standard operating procedures for cash transfer programming in emergencies	X		100%
3.2.6 Procure motorbikes (one motorbike per affected branch) for enhanced mobility in response	X		100%
3.2.7 Organize refresher training for national/branch disaster response teams	X		100%

## Achievements, challenges and lessons learned

The extension of operation timeframe was largely sought due to delays in implementing some activities under this sector due to gaps in technical support available from IFRC for CVTL.

During the operation, eight full time staff were recruited by CVTL to support the branch and headquarters staff to implement the drought plan of action. Five staff members were recruited at the national level and three at branch level (one for each district: Lautem, Viqueque and Baucau).

CVTL convened regular drought task force meetings, where a representative from each of CVTL departments came together to strategize and plan this drought response. The final evaluation highlighted the establishment of the task force as an important initiative enabling senior management to take a more direct role in ensuring tasks and functions were resourced adequately to ease the workload of the Disaster Management Unit. This task force structure is now formalized into CVTL Standard Operating Procedures for emergency response, that were revised and finalized after the final evaluation and based on the drought response, with the support of the DRM Delegate from CCST Jakarta.

Non-food relief items including kitchen sets, blankets, water containers, hygiene kits and tarpaulins for 400 families in each of the three districts were requisitioned from the Asia Pacific Regional Logistics Unit and arrived in Dili in early 2017. This stock will be managed by the respective branches and prepositioned for future shocks including the pending lean and wet seasons.

National Disaster Response Team went through Emergency WatSan refresher training in March 2017 in Dili and Branch Disaster Response Team refresher trainings were carried out in all three affected branches.

British Red Cross are currently supporting CVTL in logistics capacity development. The pre-positioned initiative with training and development support and logistics SOP development has been linked and harmonised with the logistics development plan of action. Warehousing assessments, inventory and branch capacity have been undertaken in the branches in Viqueque, Bacau and Lautem with the support of British Red Cross. Since the assessments found issues related to branch storage actually go beyond the operation scope, part of the preparedness stock is prepositioned in Dili warehouse.

The National Society was also considering to undertake the revised Well Prepared National Society (WPNS+) self-assessment as a step towards an evidence-based approach to enhancing its disaster response capacity. As technical guidance for this process were not available during the operation timeframe, CVTL will carry this exercise out with peer support later on in 2017. CVTL has contingency plans for flood, drought and election preparedness. The experience gained from implementing this operation provides a good opportunity to review the drought contingency plan, this will be carried out after the WPNS+ exercise.

The final evaluation notes that CVTL's capacity to respond to disasters has been enhanced, most noticeably in regard to cash programming. Prior to the operation, there was a reluctance to consider cash programming, particularly amongst senior management. All CVTL staff interviewed now had a positive impression of cash programming. There was no doubt from "learning by doing" which dispelled misconceptions, but staff also benefited from IFRC technical support not only in being trained in CTP prior to implementation but through assistance in drafting CTP SOPs after the intervention.

A number of technical trainings and capacity building activities were undertaken and delivered during this operation, however what is most noticeable is the 'accompaniment' approach of the IFRC operations managers. The evaluation noted considerable capacity improvement in the staff and CVTL; indicating the positive impact of staff and organizational capacity development prior to and part of this emergency response.

### Community-based risk reduction

Outcome 4: Community resilience to disasters is protected and restored	Outputs		% of achievement
	<b>Output 4.1:</b> Knowledge and skills to assess risk, plan and implement disaster risk management measures in target communities have improved		75%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
4.1.1 Ensure integration of risk reduction initiatives across all recovery sectors	x		100%
4.1.2 Develop a contingency or readiness plan for disasters/crises for which Timor-Leste is prone	x		20%
4.1.3 Interpret seasonal forecasts into simple language and disseminate them to target communities for early warning	x		80%

4.1.4 Conduct awareness raising sessions on reducing disaster risks in target communities using radio and posters	x		100%
4.1.5 Harmonize recovery and CBRR interventions with approaches of the ICBRR programme	x		100%
<b>Achievements, challenges and lessons learned</b>			
<p>CVTL regularly respond to meteorological hazards including floods and landslips during the annual rainy season. Forecasters predict a 50% chance of a developing La Niña conditions in 2017, which potentially can result in increased rainfall and floods. Therefore, CVTL kept a database on rainfall until the rainy season started in January/February and ends in May. The rainfall patterns in January-March were very erratic, returning to normality in some drought-affected areas but not in all.</p> <p>CVTL have a draft contingency plan for flood response, a contingency plan for drought and a contingency plan for election preparedness. The DRM Delegate has undertaken a desk based review of all of the contingency plans and has worked with CVTL to do a country specific risk and hazard mapping. Due to resource constraints, there was insufficient time within the operation to revise all of CVTL's contingency plans. Based on discussions with CVTL, it was agreed that a review of the current Standard Operation Procedures was the main priority, which was done in a workshop in June 2017. The review of contingency plans would be done once the WPNS+ review was undertaken, in the second half of 2017.</p> <p>Communities receiving assistance under the cash distribution plan also received awareness information and guidance on seasonal risk reduction via the community recovery committees and broadcasts on local radio. Radio messaging targeted 20 communities in Baucau (8), Lautem (5) and Viqueque (7) reaching the total population of 28,650 people. Participatory risk mapping was done with community members and local authorities in three communities, after which the risk maps with prevention messaging (posters) were put in government building for public display. CVTL also increased Disaster Risk Reduction messaging using social media identified as a gap in CVTL drought task force meetings. Besides the disaster risk messaging, no additional seasonal forecasts were transmitted to the communities during the operation.</p> <p>The Joint Rapid Assessment process has however kicked-off the discussion on the need for national Early Warning Early Action system not targeting only high winds, rains and floods recurrent in the country but also drought. Within this framework, FAO is supporting the Timor-Leste Ministry of Agriculture to create a seasonal forecast system for agricultural and drought monitoring purposes. CVTL has offered assistance in supporting the dissemination of weather forecast messaging through its volunteers once the system is in place. At the moment, CVTL plans to assist its Ministry of Interior with disseminating weather warnings through its branch volunteer network.</p> <p>Integrated Community-Based Risk Reduction (ICBRR) programme is CVTL's biggest long-term resilience programme supported by a Consortium of Red Cross partners formed by Australian, British, Korean and New Zealand Red Cross societies together with KOICA and IFRC. ICBRR works on community resilience in improving access to water and promoting livelihoods. The first and foremost recommendation in the Joint Rapid Assessment on the Delayed Impact of El Niño Southern Oscillation in Timor-Leste was to support most affected communities through resilience building programmes so as to effectively help affected households to recover. The community vulnerability to drought will be taken into account by CVTL as an important criterion in the next ICBRR community selection round.</p>			

<b>Quality programming</b>			
<b>Outcome 5: Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation.</b>	<b>Outputs</b>		<b>% of achievement</b>
		<b>Output 5.1: Needs assessments are conducted and response plans updated according to findings</b>	
<b>Activities</b>	<b>Is implementation on time?</b>		<b>% progress (estimate)</b>
	<b>Yes (x)</b>	<b>No (x)</b>	
5.1.1 Mobilize staff and volunteers for assessments	x		100%
5.1.2 Undertake assessments to determine specific needs of beneficiaries	x		100%
5.1.3 Develop detailed response plans with activities that will meet identified beneficiary needs	x		100%
<b>Outcome 5: Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation.</b>	<b>Outputs</b>		<b>% of achievement</b>
	<b>Output 5.2: Additional assistance is considered where appropriate and incorporated into the plan</b>		100%

Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
5.2.1 Ensure that any adjustments to initial plans are informed by continuous assessment of needs	x		100%
<b>Outcome 5: Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation.</b>	<b>Outputs</b>		<b>% of achievement</b>
	<b>Output 5.3:</b> Mechanisms are in place to facilitate two-way communication with and ensure transparency and accountability to affected people		100%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
5.3.1 Provide appropriate information, including on the scope and content of projects, to affected people	x		100%
5.3.2 Ensure that affected people can deliver feedback, report complaints in confidence (CVTL Hotline)	x		100%
<b>Outcome 5: Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation.</b>	<b>Outputs</b>		<b>% of achievement</b>
	<b>Output 5.4:</b> Management and delivery of the operation is informed by an appropriate monitoring and evaluation system		100%
Activities	Is implementation on time?		% progress (estimate)
	Yes (x)	No (x)	
5.4.1 Develop and utilize an appropriate M&E system for the operation	x		100%
5.4.2 Conduct post-action surveys to determine the level of satisfaction among beneficiaries	x		100%
5.4.3 Lessons learned workshop held for volunteers, branch staff, headquarters staff and governance	x		100%
5.4.4 External evaluation to capture lessons for future operations	x		100%
<b>Achievements, challenges and lessons learned</b>			
<b>Assessments</b>			
<p>23 National Disaster Response Team (NDRT) and 90 Branch Response Team (BDRT) members received training and refreshers on assessment methods prior to conducting door to door household assessments in the twenty targeted communities in May. The resulting data collected identified the 5,500 households that will benefit from this operation as well as the 2,700 households identified as being candidates for the CTP. Prior to the commencement of the CTP in October, each community had its data revalidated by a fresh assessment and analysis. A pilot livelihoods assessment and seasonal mapping took place in two villages in Lautem in September 2016. Its purpose was to establish a more recent baseline and seasonal calendar to inform livelihood options. This initiative resulted in the confirmation and establishment of cash transfer programme as the primary livelihood and nutrition activity.</p>			
<b>Community engagement and accountability</b>			
<p>Community engagement has been refocused with the establishment of community recovery committees to support the implementation of CTP and to disseminate information to affected communities. These groups are representative of communities and include the vulnerable, women and established leadership. Each committee is also responsible for the revalidation of beneficiary data and engagement with branch volunteers and staff for the distribution of cash. A complaint hotline has been activated at the CVTL headquarters data on the outcomes of any calls was not available but will be analysed to inform programming in real time.</p>			
<b>Monitoring</b>			
<p>Informal recording of activities by CVTL staff and volunteers is ongoing. This will require continued strengthening to meet more formal reporting requirements but also to establish evidence based indicators of change and impact over the longer term. This is viewed as important by CVTL especially in relation to hygiene promotion and cash transfer activities. A monitoring template has been established to accompany the revised plan of action. A peer from Indonesian Red Cross (PMI) has recently conducted a PMER capacity assessment with support from the British Red Cross and will be used to guide future development. The final evaluation also noted the same need to strengthen CVTL's capacities in data collection and analysis, evident in the slow Post-Distribution Monitoring survey process. The Post Distribution Monitoring fell short of the planned 10% of the recipients receiving cash in envelope, reaching only 5.9% recipients (150 households out of 2,543 households was involved in the survey).</p>			
<b>Gender and diversity</b>			
<p>Gendered impacts of drought were built into the in different phases of the operation. Female-headed households, pregnant and nursing mothers and families with small children were targeted with different strategies under the operation. Disability inclusion was considered during the beneficiary selection and the accessibility of cash distribution points to disabled beneficiaries was properly ensured. All beneficiary monitoring data recorded by the CVTL Disaster</p>			

Management Unit was disaggregated by sex but not by age groups. The operation did not however meet the IFRC commitment of demonstrate evidence of addressing sexual and gender-based violence or child protection. The final evaluation noted that only 20% of men reported problems with the cash received as part the operation compared to 33% of women but as the type of problem faced was not recorded, the evaluation suggests further investigation to be made prior to future CTPs.

### Evaluation and learning

Participatory workshops on sharing experiences and identifying strengths and weaknesses in the operation were held in three affected branches in April 2017. Lessons learned were translated and used as material in the final evaluation carried out in May 2017. The key recommendations of the evaluations were dealt with CVTL through management response mechanism. One of the main recommendations is, to review the current emergency Standard Operation Procedures based on the lessons learned from the operation and new good practices were created.

## D. Budget

The Emergency Appeal sought CHF 751,075, of which CHF 711,501 was raised (94.7 per cent coverage). CHF 215,752 was an advance from IFRC's Disaster Relief Emergency Fund (DREF). The total expenditure recorded was CHF 578,349 (81.3 per cent of income). The balance of CHF 133,152 will be returned to DREF. Click [here](#) for the final financial report.

### Reference documents



Click here for:

- [Revised Emergency Appeal](#)
- [Operation Update 4](#)
- [Revised Plan of Action](#)
- [Final Financial Report](#)

### Contact Information

**For further information specifically related to this operation please contact:**

#### In CVTL, Dili

- Januario Ximenes, Secretary General, email: [januarioximenes\\_cvtl@redcross.tl](mailto:januarioximenes_cvtl@redcross.tl)
- Hermenegildo Cardoso Rente, Disaster Management Coordinator, phone: +670 7526 2063, email: [hermenegildo\\_cvtl@redcross.tl](mailto:hermenegildo_cvtl@redcross.tl)

#### In Dili, IFRC Country Team

- Maria Suoheimo, Head of Country Office, email: [maria.suoheimo@ifrc.org](mailto:maria.suoheimo@ifrc.org)

#### In IFRC Country Cluster Support Team, Jakarta:

- Giorgio Ferrario, Head of CCST and representative to ASEAN; email: [giorgio.ferrario@ifrc.org](mailto:giorgio.ferrario@ifrc.org)

#### In Asia Pacific Regional Office, Kuala Lumpur:

- Martin Faller, Deputy Director; email: [martin.faller@ifrc.org](mailto:martin.faller@ifrc.org)
- Nelson Castano, Head of DCPRR; email: [nelson.castano@ifrc.org](mailto:nelson.castano@ifrc.org)
- Nicole Robicheau, Operations Coordinator; mobile: +60 17 374 5592; email: [nicole.robicheau@ifrc.org](mailto:nicole.robicheau@ifrc.org)

#### For resource mobilization and pledges:

- Sophia Keri, Resource Mobilization in Emergencies Coordinator; email: [sophia.keri@ifrc.org](mailto:sophia.keri@ifrc.org)

#### For in-kind donations:

- Riku Assamaki, Logistics Coordinator, Regional Logistics Unit; email: [riku.assamaki@ifrc.org](mailto:riku.assamaki@ifrc.org)

#### For communications enquiries:

- Rosemarie North, communications manager; mobile: +60-12-230-8451; email: [rosemarie.north@ifrc.org](mailto:rosemarie.north@ifrc.org)

#### For planning, monitoring, evaluation and reporting (PMER) enquiries

- Clarence Sim, PMER Manager, email: [clarence.sim@frc.org](mailto:clarence.sim@frc.org)

#### In IFRC Geneva

- Susil Perera, senior officer, response and recovery; phone: +41-2-2730-4947; email: [susil.perera@ifrc.org](mailto:susil.perera@ifrc.org)
- Christina Estrada, Operations Quality Assurance Senior Officer; email: [christina.estrada@ifrc.org](mailto:christina.estrada@ifrc.org)

## How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

---

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



**Save lives,**  
protect livelihoods,  
and strengthen recovery  
from disaster and crises.



Enable **healthy**  
and **safe** living.



Promote **social inclusion**  
and a culture of  
**non-violence** and **peace**.

---

## Disaster Response Financial Report

## MDRTP004 - Timor Leste - Drought

Timeframe: 16 Apr 16 to 30 Jun 17

Appeal Launch Date: 18 May 16

Final Report

## Selected Parameters

Reporting Timeframe	2016/4-2017/8	Programme	MDRTP004
Budget Timeframe	2016/4-2017/6	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
<b>A. Budget</b>		185,612	565,462			751,075	
<b>B. Opening Balance</b>							
<b>Income</b>							
<b>Cash contributions</b>							
<i>Australian Red Cross (from Australian Government*)</i>			139,910			139,910	
<i>British Red Cross</i>		94,736				94,736	
<i>European Commission - DG ECHO</i>		106,644				106,644	
<i>Japanese Red Cross Society</i>			26,400			26,400	
<i>Red Cross of Monaco</i>			21,640			21,640	
<i>Swedish Red Cross</i>		36,333	26,799			63,131	
<i>The Canadian Red Cross Society (from Canadian Government*)</i>			26,033			26,033	
<b>C1. Cash contributions</b>		<b>237,712</b>	<b>240,782</b>			<b>478,495</b>	
<b>Inkind Personnel</b>							
<i>British Red Cross</i>		17,255				17,255	
<b>C3. Inkind Personnel</b>		<b>17,255</b>				<b>17,255</b>	
<b>Other Income</b>							
<i>DREF Allocations</i>			215,752			215,752	
<b>C4. Other Income</b>			<b>215,752</b>			<b>215,752</b>	
<b>C. Total Income = SUM(C1..C4)</b>		<b>254,967</b>	<b>456,534</b>			<b>711,501</b>	
<b>D. Total Funding = B + C</b>		<b>254,967</b>	<b>456,534</b>			<b>711,501</b>	

\* Funding source data based on information provided by the donor

## II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
<b>B. Opening Balance</b>							
<b>C. Income</b>		254,967	456,534			711,501	
<b>E. Expenditure</b>		-177,725	-400,625			-578,349	
<b>F. Closing Balance = (B + C + E)</b>		77,242	55,910			133,152	

## Disaster Response Financial Report

### MDRTP004 - Timor Leste - Drought

Timeframe: 16 Apr 16 to 30 Jun 17

Appeal Launch Date: 18 May 16

Final Report

#### Selected Parameters

Reporting Timeframe	2016/4-2017/8	Programme	MDRTP004
Budget Timeframe	2016/4-2017/6	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

## III. Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
A						B	A - B	
<b>BUDGET (C)</b>			<b>185,612</b>	<b>565,462</b>		<b>751,075</b>		
<b>Relief items, Construction, Supplies</b>								
Shelter - Relief	9,100			10,074		10,074	-974	
Clothing & Textiles	4,060			4,316		4,316	-256	
Food	29,120		28,847			28,847	273	
Seeds & Plants	0						0	
Water, Sanitation & Hygiene	60,200			41,977		41,977	18,223	
Medical & First Aid	0						0	
Teaching Materials				149		149	-149	
Utensils & Tools	56,700			19,844		19,844	36,856	
Other Supplies & Services	4,464		4,461	2,362		6,824	-2,360	
Cash Disbursement	102,689		99,649			99,649	3,040	
<b>Total Relief items, Construction, Sup</b>	<b>266,332</b>		<b>132,957</b>	<b>78,722</b>		<b>211,680</b>	<b>54,653</b>	
<b>Land, vehicles &amp; equipment</b>								
Vehicles				5,269		5,269	-5,269	
Computers & Telecom	13,527			5,205		5,205	8,322	
Office & Household Equipment	10,000			1,727		1,727	8,273	
<b>Total Land, vehicles &amp; equipment</b>	<b>23,527</b>			<b>12,202</b>		<b>12,202</b>	<b>11,325</b>	
<b>Logistics, Transport &amp; Storage</b>								
Storage				3,130		3,130	-3,130	
Distribution & Monitoring	22,761			16,815		16,815	5,946	
Transport & Vehicles Costs	71,388		5,366	33,568		38,934	32,454	
Logistics Services	9,100			6,351		6,351	2,749	
<b>Total Logistics, Transport &amp; Storage</b>	<b>103,249</b>		<b>5,366</b>	<b>59,864</b>		<b>65,230</b>	<b>38,019</b>	
<b>Personnel</b>								
International Staff	126,289		17,255	99,992		117,247	9,042	
National Staff	0			52		52	-52	
National Society Staff	29,917			28,266		28,266	1,651	
Volunteers	20,503			18,328		18,328	2,174	
<b>Total Personnel</b>	<b>176,709</b>		<b>17,255</b>	<b>146,638</b>		<b>163,892</b>	<b>12,816</b>	
<b>Consultants &amp; Professional Fees</b>								
Consultants	20,000			12,568		12,568	7,432	
<b>Total Consultants &amp; Professional Fees</b>	<b>20,000</b>			<b>12,568</b>		<b>12,568</b>	<b>7,432</b>	
<b>Workshops &amp; Training</b>								
Workshops & Training	48,788		5,456	11,503		16,959	31,829	
<b>Total Workshops &amp; Training</b>	<b>48,788</b>		<b>5,456</b>	<b>11,503</b>		<b>16,959</b>	<b>31,829</b>	
<b>General Expenditure</b>								
Travel	21,500			21,353		21,353	147	
Information & Public Relations	17,000		4,969	6,271		11,240	5,760	
Office Costs	10,000			9,482		9,482	518	
Communications	6,000			5,044		5,044	956	
Financial Charges	495		-15	703		687	-192	
Shared Office and Services Costs	11,634			11,519		11,519	115	
<b>Total General Expenditure</b>	<b>66,629</b>		<b>4,954</b>	<b>54,371</b>		<b>59,325</b>	<b>7,304</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recover	45,840		9,668	24,431		34,099	11,741	
<b>Total Indirect Costs</b>	<b>45,840</b>		<b>9,668</b>	<b>24,431</b>		<b>34,099</b>	<b>11,741</b>	
<b>Pledge Specific Costs</b>								

**Disaster Response Financial Report**

MDRTP004 - Timor Leste - Drought

Timeframe: 16 Apr 16 to 30 Jun 17

Appeal Launch Date: 18 May 16

Final Report

**Selected Parameters**

Reporting Timeframe	2016/4-2017/8	Programme	MDRTP004
Budget Timeframe	2016/4-2017/6	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

**III. Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
<b>BUDGET (C)</b>			<b>185,612</b>	<b>565,462</b>		<b>751,075</b>		
Pledge Earmarking Fee			1,209	240		1,449	-1,449	
Pledge Reporting Fees			861	85		946	-946	
<b>Total Pledge Specific Costs</b>			<b>2,070</b>	<b>325</b>		<b>2,395</b>	<b>-2,395</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>751,075</b>		<b>177,725</b>	<b>400,625</b>		<b>578,349</b>	<b>172,725</b>	
<b>VARIANCE (C - D)</b>			<b>7,888</b>	<b>164,838</b>		<b>172,725</b>		