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Project Title: Building Shoreline Resilience of Timor-Leste to Protect Local Communities and their Livelihood.

GEF ID: 5671
UNDP PIMS ID 5330

Mid-Term Review Report

February 2019

Prepared by:

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i. Basic Report Information

Title of UNDP supported GEF financed project	Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods	
UNDP PIMS#	5330	
GEF project ID#	5671	
MTR time frame and date of MTR report	October 1, 2018.	Start mid-term review
	October 19, 2018	Inception Report submitted
	October 28, 2018.	Start the field mission
	Dec. 05, 2018.	Draft Report submission
	February 14, 2019.	Final Report submission
Region and countries included in the project	Asia Pacific Region, East Timor	
GEF Operational Focal Area/Strategic Program	Climate Change Adaptation	
Executing Agency/Implementing Partner and other project partners	UNDP Ministry of Agriculture and Fisheries.	
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ii. Acronyms and Abbreviations

ALGIS Agro-meteorology, Land Use and Geographic Information Systems	MCIE Ministry for Commerce, Industry and the Environment
AMAT Adaptation Monitoring and Assessment Tool	MPI multi-dimensional poverty index
ASEAN Association of Southeast Asian Nations	MPSI Ministry of Planning and Strategic Investments
BESIK Bee, Saneamentu no Ijiene iha Komunitade	MSME micro, small and medium-sized enterprises
CBA cost-benefit analysis	MSS Ministry of Social Solidarity
CBEMR community-based ecological mangrove restoration	MTAC Ministry of Tourism, Arts and Culture
CBNRM community-based natural resources management	MTOP Midterm Operational Plan
CI Conservation International	NADS National Aquaculture Development Strategy
CO Country Office	NAP National Adaptation Plan
CPAP Country Programme Action Plan	NAP-GSP National Adaptation Plan – Global Support Programme
CSO civil society organization	NAPA National Adaptation Programme of Action
CVA coastal vulnerability assessment	NBSAP National Biodiversity Strategy and Action Plan
DFAT Department of Foreign Affairs and Trade	NDAHE National Directorate of Agriculture, Horticulture and Extension
DIM Direct Implementation Modality	NDFMFR National Directorate of Fisheries and Management of Fishery Resources
DRM disaster risk management	NDFMW National Directorate of Forests and Management of Watersheds
ENSO El Niño Southern Oscillation	NDA National Directorate of Aquaculture
ESI Estimated Sustainable Income	NDCN National Directorate of Conservation of Nature
FAO Food and Agriculture Organization	NEGA National Ecological Gap Assessment
FGD focus group discussion	NGO non-governmental organizations
GCCA Global Climate Change Alliance	PIF Project Identification Form
GEF Global Environment Facility	RBM Result-based Management
GHG greenhouse gas	RDTL República Democrática de Timor-Leste
GNI Gross National Income	SDG Sustainable Development Goal
GoTL Government of Timor-Leste	SDP Strategic Development Plan
HDR Human Development Report	SLR sea level rise
HDI Human Development Index	SNC Second National Communication
ICM integrated coastal management	SoL Seeds of Life
IBA important bird and biodiversity area	TB Tara Bandu
IPCC Intergovernmental Panel on Climate Change	UNTL National University of Timor-Leste/Universidade Nacional Timor Loro Sae
IUCN International Union for Conservation of Nature	UNDP United Nations Development Programme
LDC Least Developed Country	
LDCF Least Developed Countries Fund	
LiDAR light detection and ranging	
MAF Ministry of Agriculture and Fisheries	

1. Executive Summary

Project Information Table

Table 2. Project Information			
Project Title	Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods.		
UNDP Project ID (PIMS #)	5330	PIF Approval Date:	July 30, 2014
GEF Project ID (PIMS #)	5671	CEO Endorsement Date:	18 April 2016
ATLAS Business unit, Award# Proj.ID:	00092621 00097253	Project Document (ProDoc) Signature Date (Date project began):	19 August 2016
Country(ies):	Timor-Leste	Data Project Manager Hired:	Jun 2016
Region:	Asia-Pacific		
Focal Area:	Climate Change Adaptation	Inception workshop date:	September 2016.
GEF Focal Area Strategic Objective:	Reduce the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of climate change	Mid-Term Review completion date:	February 2019.
Trust Fund (indicates GEF TG, LDCF, SCCF, NPIF):	LDCF funds	Project Planned closing date:	Dec. 2019
Executive Agency/Implementing Partner:	UNDP	If revised, proposed op. closing date:	Dec. 2020
Other Execution Partners:	Ministry of Agriculture and Fisheries.		
Project Financing			
(1) GEF financing:	USD\$ 7,000,000		
(2) UNDP contribution:			
(3) Government:	\$18,000,000		
(4) Other partners:	\$13,644,402		
(5) Total co-financing (2+3+4):	\$31,644,402		
PROJECT TOTAL COSTS (1+5)	USD\$ 38,644,402		

Project Description

The project's objective is to strengthen the resilience of coastal communities by the introduction of nature-based approaches to coastal protection. Given the social and ecosystem complexity of coastal zones, corrective intervention requires the application of the comprehensive participation of all competent public sectors and stakeholders to respond with suitable actions to specific needs, challenges and priorities. Inter and intra-ministerial coordination for collaborative development planning should ensure coastal protection and identify revenue streams for long-term sustainability.

As mangroves are a vital natural coastal defence to impacts of climate change, extensive mangrove protection and re-afforestation will be supported by the project, while also addressing community pressures and introducing alternative mangrove-supportive livelihoods and improving public awareness about the role of mangroves. Where relevant, the project looks at upland deforestation and its impacts on coastal areas.

Project Progress Summary

The context that affecting the progress toward the outcomes. Timor-Leste had an unusually extended national political campaign and presidential elections between 2017 and mid 2018, that reduced the capacity of implementing partners to participated in project's execution at national level, local and community. Further, mangroves protection is a new topic in the country.

The project had a delayed start around in almost 10 months. The project was launched on 7 September 2016, and the on-the-ground implementation started in the beginning of 2017. Project management was forced to perform a set of activities under a strong time pressure and with important difficulties to find qualified personnel for Field Coordinators positions (6-8 months) and then, those project team and national personnel of Ministry of Agriculture and Fisheries, had to learn new skills while implementing actions (understand, learn/gaining experience about mangroves and its conservation, as well about community mobilization, training, awareness, resilient livelihoods, etc.)

In addition, some actions were not completed on their planned schedule due to the lack of qualified consultants/experts, requiring the consultancies to be re-advertised several times.

These facts and their effects on the progress toward outcomes and impacts, have resulted in a situation requiring a no-cost extension (max 10 month), especially important to (i) re-align the activities executed toward the outcomes; (ii) consolidate the progress achieved and increase its sustainability; (iii) and the most significant: mobilize factors toward resilient impacts in both Coastal Ecosystems and in the Social-institutional tissue, as never made before.

In spite of these delays, the project's partners, manager, technical teams and local stakeholders, have performed a huge effort and have made important steps, highlighting: the topic is installed in both the national agenda and at the local level, with tangible actions that have potential impacts on resilient development conditions.

The established working group with key government sectors and the Coastal protection and the "*Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste*"¹, are important steps but still are not enough to "dent" the indicator. On the other hand, the Technical Working Group has not yet been operationalized and there are no the Standard Operation Procedures yet.

¹ It is important to clarify that as informed by the PMU, the "*Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste*" (launched in July 2018), is substituting the "Coastal Protection and resilience strategy for infrastructure planning endorsed", which was described as the "end-of-project target" corresponding to the indicator 1 of the project objective.

There is good progress toward the protect/afforesting mangroves and strengthening the management of mangroves by "tara-bandu" protection commitments. The use of community-based ecological mangrove restoration (CBEMR) has provided good results so far, while the project supports it actively. However, to this respect, there is no participative M&E system implemented yet, to work as an early warning to avoid, reduce and revert protection failures in the integrity and health of mangroves and their development.

The training sessions on selected productive/economic activities still are disperse (conceptually) with unclear results. Community groups need to better clarify what they want, and the local intervention need to be clearer in terms of "adaptation" and increase their coordination with local authorities to set-up natural resources development-based livelihoods clearly supported by a business plan linked to a value chain and with the support of local governments.

It is important to increase the community awareness about the link between the support received from the project to their livelihoods and the expected commitment required from them to protect actively the mangroves. In this regard, it is very important that the project develop its capacity to measure the percentage of change in incomes perceived and if the changes were in those households leading by women or not; this effort should include the project's skills development to know if those change are corresponding with alternative or regular daily income.

The "awareness" activities were performed using materials that were published and distributed without a test of the suitability of ideas and language for accuracy comprehension by different stakeholders, population in general and specific target population such as women, young people, children, farmers and fishers. Furthermore, the project needs tools to determine the change in awareness reached by the target populations as a result of the effort made in implementing awareness activities related to the role of mangroves and the importance of their protection.

In general, the performance is moderately satisfactory, but given the constrains described above, there are some aspects in the outcome 1 and 2, which shown moderately unsatisfactory progress and given the time remain, is highly probable that not target will be achieved with enough quality, sustainability.

Given that the mangrove conservation is a new topic in a new country, it is highly relevant for the LDCF that this intervention is a success from all view points.

MTR Ratings & Achievement Summary Table

Table 3: MTR Ratings & Achievement Summary Table.		
Measure	MTR Rating	Achievement Description
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	The achievement of the end-of-project target, at project objective level, have major shortcomings related to the indicator, to the project objective and with the project strategy. In this regard and despite the end-of project target has been formally achieve, the factors that show key shortcomings are: Related to the indicator. The indicator points out the existence of policies, plans and processes (in plural) as a measure to describe the progress toward the project objective; this have a wider and deeper scope that only an " <i>Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste</i> ". The indicator cannot be achieved by achieving just one planning element. Related to the Project Objective. The essence of project objective is "... introduction of nature-based approaches to coastal protection". In this regard, the project objective is clear about the scope: not only one approach, but many approaches that are not addressed in the " <i>Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste</i> ", as those
	4	
	Moderately Satisfactory	
	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.	

		<p>related to felling for fuel wood and building materials, the population growth, land use changes (for animal grazing, salt production, illegal occupation of land, etc.).</p> <p>Related to project strategy. The established working group with key government sectors (which according with the project strategy are the responsible to endorse and implement the policies, plans and processes emerged as outputs from the project), have no joint working agenda and/or a roadmap to implement their work as a responsible group for assure that the documents (policies, strategies, plans and processes), will be coming in actions and so, arise the risk that the document will remain in the drawer of a desk.</p> <p>In this regard, the progress achieved so far is not satisfactory.</p>
	<p>Outcome 1 Achievement Rating: (rate 6 pt. scale)</p> <p>3 Moderately Unsatisfactory</p> <p>The outcome is expected to achieve its end-of-project targets with major shortcomings.</p>	<p>The end-of-project target is not achieved yet. There is no Standard Operation Procedures designed and tested and is highly probable that mayor shortcoming can be setup, if those SOP definitions and tests are not clearly linked with a road map to implement the policies, strategies and plans definitions to address natural based approaches to coastal protection. In this regard, the Technical Working Group (TWG) need clear guidelines and content of work to develop its technical work. In this regard, to establish a working group without working contents makes no sense by itself</p>
	<p>Outcome 2 Achievement Rating: (rate 6 pt. scale)</p> <p>3 Moderately Satisfactory</p> <p>The outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p>Related to indicator 3: Has been reported that 1200 ha of mangroves and wetland ecosystem fenced with dry and life fence in 15 project sites and that 34,552 mangrove seedlings were planted in a degraded area. Despite that the end-of-project target has been reported as accomplished, this is not exactly clear. One thing is building a fence to protect an area and planting, and another thing is declared that the mangrove has achieved regenerated and afforested. There are many uncontrollable factors that affect the protective success or failure of mangrove re-afforestation. To achieve a satisfactory level in the progress towards the objective/outcome, it is important to take in account the measures to assure the achievement in quality and sustainability, such as e.g.: (i) a M&E system and procedures, that work as an early warning to avoid, decrease and reverse protection failures concerning the integrity and health of mangroves and their development, implemented at local and community level. (ii) a mechanism of Payment for Environment Services, to finance the community work on mangrove protection.</p> <p>Related to indicator 4: Planning/training sessions to conceive and select productive/economic activities to development nature-based livelihoods, should be less disperse and more focused on clear results, in order to avoid, reduce and revert the short-term viewpoint and opportunist perception about project benefit and go directly to link the support for develop their productive economy with the commitment to actively protect the mangroves. In this regard, the project needs to build a tool to measure the percentage of change in incomes perceived and if the changes took place in those households headed by women or not.</p> <p>Related to indictor 5: The project is unable to determine if the change exist and if exist, in what extend these changes correspond to alternative or regular daily incomes because the project has not developed a concept about what are "regular" or "alternative" incomes. The baseline has not been conducted.</p>

	<p>Outcome Achievement Rating: (rate 6 pt. scale)</p> <p>3</p> <p>4</p> <p>Moderately Satisfactory</p> <p>The outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</p>	<p>Initial conversations with the private sector should not be confused with a planned negotiations process. The project has no awareness strategy, and this is an important vacuum to be filled. Furthermore, the project has no tools to determine the change in awareness reached by target populations, as a result of the effort made in implementing awareness activities related to the role of mangroves and the importance of their protection. MTR observed that target people have some information about mangroves' related issues and their importance, but very low knowledge about them.</p>
<p>Project Implementation & Adaptive Management</p>	<p>(rate 6 pt. scale)</p> <p>4</p> <p>Moderately Satisfactory</p> <p>Implementation of some of the seven components² is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.</p>	<p>Chief Technical Advisor has resigned from post for a new position in other country and new CTA is assuming. Responsibilities and reporting lines are clear. Decision-making is transparent and undertaken in a timely fashion if information is available.</p> <p>Field information must be communicated with more candour. The S&E assessment has failed to identify target groups. The project should make sure that NGOs do not assume the responsibilities of local authorities.</p> <p>There is no gender balance in the project board and in the project's staff.</p> <p>In spite of the delayed project start, the project team has made an important effort to recover the time lost.</p> <p>Low cost-effectiveness in the progress toward achieving outcome 1.</p> <p>Appropriate financial controls.</p> <p>Co-financial commitments are not monitored, reported or planned.</p> <p>Project implementation is too focused on activities omitting outcome and expected impacts.</p> <p>There is weak knowledge about which cultural elements introduced by modernity and which elements from cultural and/or ancestral traditions are not facing adaptation to climate change</p>
<p>Sustainability</p>	<p>(rate 4 pt. scale)</p> <p>3</p> <p>Moderately Likely (ML)</p> <p>Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review</p>	<p>So far, the likelihood that financial and economic resources will not be available once the GEF assistance ends is currently high, given that the financial mechanism to uphold mangrove protective management, has not been defined yet and there is no a clear concept developed.</p> <p>On the other hand, the livelihoods initiatives supported/drive by the project (and which should be an alternative to not exploit the mangrove and at the same time, an incentive to protected it actively), were very weakly implemented: without a clear concept and completely blind; i.e., with no road map to develop the productive entrepreneurship process or to develop those who were existing previous project intervention.</p> <p>Finally, also there is a high risk that the project benefits will not be sustainable if local authorities are not involved to develop capacities, to accompany those community initiatives.</p>

²The seven components are: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications.

Concise Summary of Conclusions

The project was conceived with a very high sense of responsibility with respect to the development challenges and risk of climate change that people living in coastal zones have to face; while at the same time, providing a core contribution to national priorities (NAPA) and to fulfil Timor-Leste's international commitment toward adaptation to climate change (Paris Agreement), Disaster Risk Reduction (Sendai Framework) and SDGs.

Project benefits achieved up to now are contributing to solve some baseline sustainable development problems that are pointing toward adaptation to climate change impacts, such as improve access to food security, fresh water availability, enhance natural resources and improved productive diversification.

The project has progressed under important work pressure caused by the delayed start of ground implementation, producing an "activism" without sufficient attention given to why actions are performed or "where we go next", and lessons from other relevant projects are not being properly applied.

Based on field observation, currently there are no clear changes observed in the project's baseline conditions and although these may be emerging, there is no adequate tool and procedures to capture and report this as an objectively ongoing process. The M&E (system and procedures) at project manager level is weak and the M&E plan is a good step but is insufficient: the project manager needs to be aware earlier than the delays arise to adopt measures and action toward avoid, reduce and revert delays or any problem related to the quality, sustainability and on-ground progress. On the other hand, some "end of project targets" are clearly insufficient to prove, through its achievement, that the indicator is accomplish and in consequence to prove that the outcome is achieved³.

The project needs to pay attention to and address the low cost-effectiveness observed in outcome 1, aligning co-financing commitment priorities to increase the sustainability of the project's benefits and mobilize impact factors. The established working group with key government sectors and technical working group need a working content to develop a SOP.

Training sessions on selected productive / economic activities are dispersed and low efficient activities with unclear results. The project's target to relief community pressure on mangroves is not clearly set on track yet. The project is still unable to measure the percentage of change of incomes perceived and if these changes took place households headed by women or not, and if they corresponded to alternative or regular daily incomes (A survey of the baseline should have been made at the beginning of the project). The gender approach has indicators and a specific budget to support women empowerment, with an important amount of financial resources allocated.

Given that project execution delayed at starting, by the reasons described in the previous section and given the high importance of the mangroves as a livelihood and to tackle climate change; and since the mangrove protection is a new action in a new country, the MTR recommend a no-cost extension of the project execution, in order to (i) recover the time delayed, (ii) correct the non-foreseen errors that normally occurred while is developing a new action under time pression, (iii) achieve the outcomes with enough success and sustainability, demonstrating as well the benefits of mangrove conservation for livelihoods sustainability and development, for coastal protection and as a climate change adaptation measure.

In this regard, the coastal communities and the GoTL (in all levels) will have more time to learn new skills from a success process, while implementing satisfactory actions because they are observing changes in short time and these changes, will mobilize factors toward impacts that should be catalysed in both at coastal ecosystems integrity and in the social-institutional tissue.

³ See conclusion section for a wider explanation

Recommendation Summary Table

REC. #	Table 4. Recommendations	Entity responsible
R1	Correct actions and set on track areas marked as "Not on target to be achieved" (red on table 7), corresponding to: Indicator 1: Define content to design a SOP. Indicator 4: Develop a comprehensive concept about how to implement productive projects in coastal zones and mangrove areas. Indicator 5: Urgent implementation of the baseline study to assess current household incomes levels.	Implementing agency and partners, with the support of project team.
R2	MTR suggest the following adjustment to the indicators and to "end of project target": – At project objective level Indicator. Sector-wide policies, plans and processes that impact on the integrity and health of coastal populations and ecosystems able to identify, prioritize and integrate climate change resilient strategies and measures. End of Project Target: Agriculture, fishery, infrastructure and local development strategies have mainstreamed climate change resilient measures, actions and budgets. – For outcome 1 indicator: In the agriculture sector, fishery, infrastructure and local development, a joint SOP implemented to protect the integrity and health of coastal populations and ecosystems. End of Project Target: Standard Operation Procedures implemented in coastal zones by the agriculture sector, fishery, infrastructure and local development, to protect the integrity and health of coastal populations and ecosystems. – For outcome 2, end of project target: 2300 ha protected or re-afforested using CBEMR.	
R3	Is highly recommended make a "no-cost extension" between 8 - 10 months, in order to recover the time loss at the start and ensure the high quality of outcome achievement in a very new field of action, with enough sustainability level	
R4	Is highly recommendable that project team and manager, conduct a financial analysis (including the MTR recommendations) and adjust the remaining budget and outputs (activities) in consequence, relocating and re-scoping of some outputs.	Project Team
R5	Social Communication, as a permanent position in the PMU staff, need to be allocated to implement the strategy, recently defined, and to work in 5 objectives: Knowledge management, media incidence, internal communications, visibility and awareness campaigns.	
R6	Project Team need to up-date the Tracking Tool to be sent attached to this MTR report.	
R7	Project Team needs to implement a comprehensive M&E tool and the project should recruit a dedicated M&E person, to develop a participative M&E plans including gender approach, define protocols and process, train community and local authorities in M&E, coordinate data collection and review monitoring data for the project. See an example in the Recommendation section.	
R8	It is important that in all quarterly reports, each activity is explained/justified indicating clearly how the activity is or will contribute to achieving the outcome.	
R9	The "Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste" needs to be translated into a road map for its implementation. These definitions are necessary to define the SOP, both at intra-ministerial and inter-ministerial levels, as well as from the national level to local, and community levels.	
R10	Start as soon as possible to work in the design of a model of Payment Environmental Services (PES) and other strategies of public-private partnership	
R11	Given the huge amounts of sediment produced by road construction and its arrival at the shores, punctual project interventions in "up-lands" are not effective. It is better to concentrate the effort on mangrove restoration, providing to the ecosystem and people options for adaptation to the new sedimentary conditions and their changing dynamics, while the MAF directorate and the Technical Working Group (with project support) in coordination with Ministry of Environment and Ministry of Works, assure that the measures foreseen in the EIA to reduce the erosion and sediment transportation produced by the road constructions, are applying strictly	
R12	Continue supporting community groups, especially those women groups, to conduct traditional local customary law (tara-bandu), safeguard of mangroves and coastal ecosystem, plastic waste recycling, vegetable and fruit farming	
R13	Each productive project to be developed as livelihood support, should be planned comprehensively with the professional support of a specialist in livestock, agriculture, fishery, poultry, etc., including a very clear business plan	
R14	Without exception and in order to increase climate change resilient, all productive projects need at least two different water sources which should be combined with enough tree cover.	
R15	Drip irrigation system and storage silos are compulsory to be implemented for agriculture projects.	
R16	All productive projects in coastal zones have to be developed under "Land Degradation Neutrality" (LND) approach, in order to access to LDN funds (https://www.unccd.int/actions/impact-investment-fund-land-degradation-neutrality).	

R17	All fishery activities to be developed in combination with marine protective areas (marine tara-bandu areas in front of mangrove tara-bandu areas) to protect coral reef and linked fish nurseries	
R18	With respect to mangrove intervention: it is essential that local authorities and communities should be trained in the use of CBEMR M&E participative tools (different than project M&E), which should include a systematization component for learning from the practice and improve. In this regard, the project team should elaborate a simple systematization module to be applied in a participative fashion with stakeholders as part of CBEMR's M&E process. While these concepts and tools are different, they are closely related; the Systematization module, it is a method and learning process based on experience analysis, which arises from CBEMR implementation process. Systematization will answer 4 main questions: What did you want to do? How was it done? What resulted from it? Why did it turn out that way	
R19	In addition, mangrove protection needs to be framed within the RAMSAR convention in order to access the small grant funds (http://archive.ramsar.org/cda/en/ramsar-activities-grants/main/ramsar/1-63-68_4000_0_)	
R20	The social communication strategy and particularly, the awareness campaigns, should address and open a wide reflection about what cultural elements introduced by modernity and what existing ancestral traditions should be boosted and developed to face climate change and which elements from modernity and traditional practices need to be adapted or changed. This is an essential debate to make changes in social practices according to present, and future challenges to human survival.	
R21	In addition, given the failure in applying the S&E, it's highly recommended for the project to integrate the knowledge and tools developed by the International Partnership for the Satoyama Initiative, which promotes collaboration in the conservation and restoration of sustainable human-influenced natural environments by applying "Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes, SEPLS".	
R22	Local governments need to be involved in a dynamic and more comprehensive way, reinforcing their sense of responsibility over community development and environment protection, coastal management and overall, to progress toward project benefits sustainability, especially with productive projects. In addition, the Ministry of State Administration should be involved in the project board since the mandate for implementation of activities is now decentralized to municipalities	
R23	MTR suggests reviewing and adapting the lessons learned and taking best practices from previous projects implemented by the country Office on the approach to collaboration and modalities for transfer of resources and responsibilities to local authorities, in order to develop capacities (capacity building) for Integrated Natural Resources Management in coastal zones.	

2. Introduction

Purpose of the MTR and Objectives

The Mid-Term Evaluation will determine (i) the progress being made toward the achievement of outcomes as specified in the Project Document and (ii) will detect the signs of project successes or failures with the goal of identifying the changes necessary to set the project on track and contribute to ensuring the achievement of its results.

In addition, the review will focus on (iii) analysing the effectiveness, efficiency and timeliness of project implementation, (iv) highlighting issues requiring decisions and actions, and (v) presenting lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term.

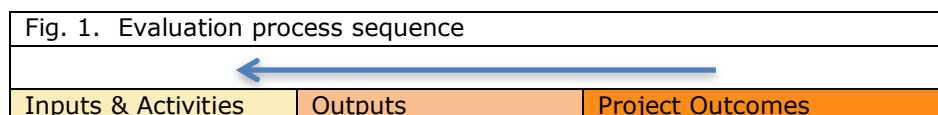
Together with the findings and conclusions, this MTR report will provide practical and feasible recommendations to project management and relevant stakeholders about short-term actions and decisions to be made in order to implement the recommended corrective actions, reinforce initial benefits from the project and to show future directions underlining the expected outcomes, and mitigating risks to sustainability.

In order to follow a participatory and consultative approach, MTR consultants have facilitated:

1. An inception report specifying the methodology and work plan.
2. Starting the country mission with a briefing meeting with UNDP to review technical, methodological and administrative issues.
3. Continuing with an *inception workshop* with project team and key stakeholders, in order to present the inception report.
4. Conducting several interviews with selected stakeholders at national and local level, including several meetings/interviews with beneficiaries, and project sites visit as described on ToR.
5. Finalizing the country visit conducting a presentation about initial findings and to receive feedback from national, sectoral and local stakeholders, beneficiaries' representatives, project team and UNDP CO.
6. Providing the final MTR document including an "audit trail", detailing how all received comments have (or have not) been addressed in the final evaluation report.

Scope & Methodology

The result-based evaluation methodology used has taken each project outcome as its starting point (fig. 1) to determine: (i) to what extent outcomes are being achieved with respect to the strategy and factors affecting their progress, (ii) the contributions meted to achieve outcomes in relation to the implementation process and adaptive management, and (iii) the partnership strategy related to sustainability. In each point, the factors of success, the difficulties, challenges, benefits and their sustainability will be systematized.



Based on document reviews, meetings, workshops and interviews made, the MTR has collected and analysed qualitative and quantitative information, using standard evaluation criteria, to evaluate a number of selected variables, such as project activities and "soft" assistance, within and outside of the project, that have driven or influenced outcomes; as well as the activities of other actors related to Development.

The MTR includes four categories of analysis: the status of the outcome related to Project Strategy; the factors affecting the outcome related to progress toward results; the project contributions to the outcome with respect to project implementation and adaptive management and; the project partnership strategy related to sustainability.

This analysis has included everything done within the project's realm and how the context may influence the efforts made towards the achievement of outcomes, taking in account multiple levels of perceptions and the different viewpoints of all key project's stakeholder. The MTR will also review the project's strategy and risks to sustainability by using a previously prepared evaluation question matrix (annex 6.2). In this regard, special attention has been placed on Human Rights and Gender Equity as defined by UNEG's "Integrating Human Rights and Gender Equality in Evaluation" guide (United Nations Evaluation Group, 2014).

Key evaluation criteria:

- **Ascertaining the status of the outcome.** Given that the MTR evaluations derive their "power" from using the outcome as the point of departure, the analysis has included everything done within the project's realm and beyond it, and which is perceived as an influence to achieve expected outcomes.
- **Examining the factors affecting the outcome.** Thorough understanding of the factors influencing the process of bridging the gap between "what is needed" (problems that the project sought to address) and "what can be done" (expected outcome).
- **Contributions to outcome.** The contributions to achieve the project's outcomes take the form of outputs developed as part of a full range of actions and co-financing from stakeholders acting within the Project's framework. In this regard, the unit of analysis that influences the outcomes is the overall Project Strategy. It comprises the entire range of actions for partnerships, project advice and dialogue, brokerage and advocacy efforts.
- **Assessing partnerships at outcome level.** A complex range of factors influencing outcomes. Making change happen (achieving the outcome) invariably requires the concerted action of several stakeholders. The purpose of the review of partnerships is not to assess activities or the performance of partners; rather, it is the design of a partnership strategy and its implementation that are being assessed.

Data collection methodology

The MTR mission will conduct a "first cut" analysis from Project Information Package (table 1), in order to prepare the inception report. In addition, MTR mission will make a "second cut" analysis immediately before and during the country visit, to refine some of the preliminary findings and to obtain additional information from specific areas of analysis.

Qualitative data will be collected from several interviews and meetings with Project Team, government counterparts (the GEF Operational Focal Point), the UNDP CO, UNDP-GEF Regional Technical Advisers, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local and provincial government, community organizations, NGOs and other key stakeholders.

In order to ensure that evidence-based conclusions and recommendations are made based on the findings, the project results will be rated with brief descriptions of the associated achievements in the MTR.

Structure of the MTR report

This MTR report will be structured in following sections:

- **Project description and background section.** It includes a description of the national development context (including a description of significant socio-economic and environmental contexts to be implemented from the project's start; the policy factors

relevant to the project outcomes and any other major external contributing factors identified); in this regard, this section includes a summary of problems that the project sought to address; and finally, a description of the project's strategy and implementation arrangements, the timing and key stakeholders involved.

- **Findings.** This section analyses the input obtained from the MTR evaluative matrix and the resulting findings are presented centered on the following four areas: Project Strategy, Progress Towards Results, Project Implementation and Adaptive Management, and Sustainability.
- **Conclusion and recommendations:** This section describe in a comprehensive and balanced manner, the factors of success, the strengths, the weaknesses, the difficulties and the achievements reached by the project up to Mid-Term Review. The conclusions are described responding questions defined on Terms of Reference and provide suggestion to solve important problems or issues pertinent to project stakeholders, including UNDP and GEF.

3. Project Description and Background Context

Development context.

Timor-Leste is a new country in South East Asia covering an area of 14,609 sq km (5,641 sq miles) half the island of Timor with a total population of 1.2 million people. Timor-Leste was a Portuguese colony for more than 450 years and was under Indonesian military occupation for 25 years. In 1999, the people of Timor-Leste overwhelmingly voted to sever ties with Indonesia in a UN supported referendum. Approximately 75% of the country's development infrastructures were destroyed prior to the Indonesian military withdrawal. At the 20th meeting of the United Nations General Assembly on September 27th, 2002, Timor-Leste was formally recognized by the International community as the newest independent country and became the 191st member state of the UN⁴.

The national economy is still based on oil production. Oil revenues provide 90% of the gross domestic product (GDP). Coffee is the country's second largest exports. The tourism industry currently ranks as the third largest sector. Every year the Government of Timor-Leste invests billions from its Sovereign Wealth Fund to finance the government's program. In spite of these efforts, many challenges remain in terms of poverty (table 5).

Table 5. Main social indicators	
<p>Population distribution by sex and edge</p> <p style="text-align: center;">Timor-Leste - 2016</p>	<p>Urban population: 34% of total population (2017)</p> <p><u>Death rate:</u> 5.9 deaths/1,000 population (2017 est.)</p> <p>Drinking Water Source Improved:</p> <ul style="list-style-type: none"> • Urban: 95.2% of population • Rural: 60.5% of population F.1. Total: 71.9% of population <p>Drinking Water unimproved:</p> <ul style="list-style-type: none"> • Urban: 4.8% of population • Rural: 39.5% of population • Total: 28.1% of population (2015 est.) <p>Sanitation facility access: improved:</p> <ul style="list-style-type: none"> • Urban 69% of population • Rural 26.8% of population • Total: 40.6% of population <p>Sanitation Facility unimproved:</p> <ul style="list-style-type: none"> • Urban: 31% of population • Rural: 73.2% of population • Total: 59.4% of population (2015 est.)

⁴ <https://www.un.org/press/en/2002/ga10069.doc.htm>

<p>Telecommunications. The total number of fixed phones landlines is 3,000 and the total number of mobile cellular is 103,000 (as of June 2008). There is no broadband or ADSL service. Timor Telecom offers mobile GSM services covering approximately 92% of the population, 100% of the districts, and 57% of the sub-districts. International service is available in major urban centers, but not much elsewhere. As of 2015, 13.4% of the population was connected to the internet with the vast majority of users using cellular internet. Approximately 94% of the population has access cellular phones and internet services.</p>	<p>Literacy: definition: age 15 and over can read and write</p> <ul style="list-style-type: none"> • Total population: 67.5% • Male: 71.5% • Female: 63.4% (2015 est.) <p>Electricity access:</p> <ul style="list-style-type: none"> • Population without electricity: 744,032 • Electrification - total population: 42% • Electrification - urban areas: 78% • Electrification - rural areas: 27% (2012)
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Approximately 75% of the population lives in rural areas; almost 80% of the rural population depends on subsistence farming and the collection of wild food products and traditional medicines; the animals are very much left free to grow and reproduce. Only 30% of arable land is in use and industrialized based farming is non-existing. Particularly, the degradation of natural resources, due to human activity and climate change impact on ecosystems, is affecting both high and low lands including coastal and marine areas. Degradation processes such as erosion, eutrophication, pollution and sedimentation, will impact the ecosystem further impacting food security, fresh water and soil protection.

Climate change jointly with non-sustainable productive practices and non-suitable land-use will continue to challenge human and ecosystems' security. The impacts are likely to be particularly acute in the coastal regions where sea surges, coastal flooding, prolonged submersions, erosion, and long-term sea-level rise undermine land productivity, exposing over 600,000 people living in coastal and lowland areas to increasing losses and damages related to climate hazards.

Rapid population growth and migration to the coasts in search of livelihood opportunities, as well as a history of conflict and internally displaced people (IDP), have resulted in informal settlements, putting pressure on mangrove areas. Infrastructure development, human settlements and land use change are all contributing to the diminishing or narrowing effect of the mangroves of Timor-Leste.

Furthermore, changing land use practices (particularly coastal salt production, coastal aquaculture, coastal rice production and intensification of agriculture) have also led to the rapid degradation of natural, coastal protective (and shoreline defence) features such as mangrove forests, particularly along the northern coast, but also along the southern coast of the country, exposing coastal communities to climate related hazards.

While there is an effort to protect mangroves performed by Government and some NGO, this it falls short and disperse because communities are not engaged in this task and in addition, there are conflicts related to land use and tenure, that hinders community interest in maintaining this common good. Furthermore, employment and income generation potential, associated to mangrove rehabilitation, protection and sustainable management, has not been explored as part of government programs, Suco development plans and investments or public-private partnership initiatives.

Problems that the project sought to address: threats and barriers targeted

Related to policy framework and institutional capacity for climate resilient coastal management

- A not clear institutional leadership of land use decision-making and of overall shoreline protection and coastal management; government actions on coastal zones are not coordinated and moreover, there are uncoordinated intra-ministerial actions that affect the goals and targets of others.

- There is not a comprehensive approach across MAF, informed by national guidelines, which adequately takes into account the vulnerable shoreline and the need to preserve mangrove areas. In this regard, the MAF's Midterm Operation Plan falls short of a coherent climate resilience strategy for coastal protection.
- Insufficient skills in areas such as economic analysis available to enable robust analysis in MAF. There is no cost-benefit analysis in decision-making, based on economic value of natural assets, projected climate change impacts, and there is an important vacuum of necessary technical inputs necessary to determine a wide range of cost-effective adaptation options.
- The fragmented management of the hydro-meteorological network makes it difficult to have data readily available, especially in digital form, to input into the scenario generation or modelling. Some data and related monitoring equipment for comprehensive climate risk analysis is missing in Timor-Leste. Significant losses related to the hydro-meteorological events. Neither systematic tidal measurements nor sea level rise monitoring are carried out for Timor-Leste at any port of the Pacific or Indian Ocean.
- There exists increasing pressure on shoreline mangroves due to rapid infrastructure development and informal housing settlements, resulting in significant changes to existing land use and increasing the rate of land degradation (i.e. forest/mangrove clearance, erosion, water harvesting). Although several mangrove areas already enjoy protected area status, enforcement is difficult because of a lack of zoning regulations for surrounding areas and adequate resources for active monitoring.

Related to mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection.

- MAF has site-specific information (e.g. species listings) with regular updates; however, a number of mangrove sites remain undocumented or unaccounted for. There is currently no system in place that regularly monitors mangrove coverage and related coastal flooding and coastal erosion or that assesses sediment transport or conducts sediment budget analysis.
- There are existing laws protecting mangroves, but enforcement is lacking. On the other hand, there are no technical guidelines for mangrove rehabilitation in Timor-Leste, to effectively inform about species selection, planting techniques and approaches to long-term preservation.
- Community awareness, cooperation and engagement, to ensure the long-term sustainability of mangrove conservation and rehabilitation efforts, are low. There are no long-term behaviour change mechanisms to ensure that the work to be undertaken by communities themselves is effective and sustainable.
- Traditional coastal livelihoods, such as salt production, entail cutting mangroves for fuel. There are on-going efforts to reduce this demand for wood on the part of communities⁵. During the rainy season, farmers use mangrove wood to cook the salt, and avoid disruptions to household incomes or when additional funds are needed.
- While previous aquaculture experiences, that were or are contributing, to the development of the aquaculture sector, has had some success, the fragmented nature of interventions and the lack of strong links to markets, has resulted in challenges to sustainability after the project's closure. Sustainability of payment mechanisms to maintain mangrove areas is still a challenge to protect the sites after those projects have closed. Existing Community-based finance mechanisms are not sustainable.

⁵ The resulting VI Constitutional Government Plan 2015-2017 commits to continuing to develop policies for river basin management and coastal zones, including strategies to rehabilitate and protect mangroves. The plan also seeks to improve land management and strengthen conservation efforts, towards more sustainable economic development for Timor-Leste, through the introduction of appropriate legislation, rehabilitation efforts, and programmes designed to reduce deforestation (e.g. identifying alternative energy sources to reduce deforestation for fuelwood). See PRODOC paragraph 46.

Related to integrated approaches to coastal adaptation adopted to contribute to protection of coastal populations and productive lands

- Continued forest clearing for agriculture, timber and firewood harvesting has led to exposed soils in upland areas, causing soil loss, high water turbidity, increased water runoff and increased flash flooding. The high sediment loads are damaging estuaries, offshore reefs and wetlands, including mangrove areas.
- The Coral Triangle is a global center of marine biodiversity. It is in danger in spite of being home to 75% of all known coral species, more than 3,000 species of reef fish, six of seven existing turtle species, whale sharks, manta rays and a diversity of marine mammals such as 22 species of dolphin, and a variety of whale species.
- High sediment loads also make water unfit for human consumption. Associated urban water shortages after heavy rainfall events are regular in some areas. When surface water becomes unusable, groundwater is relied on as the primary water source. There is little understanding and management of both surface-water and groundwater resources at Timor-Leste.

Project Strategy

As described in PRODOC and PIR 2018, the United Nations Development Programme (UNDP) in collaboration with the Ministry of Agriculture and Fisheries (MAF) are implementing the “Building Shoreline Resilience of Timor-Leste to Protect Local Communities and their Livelihood” project. Its aim is ***to strengthen resilience of coastal communities by mainstream nature-based approaches to coastal protection***, focused on mangroves restoration, strengthening of coastal community livelihoods as well as the application of an integrated approach to climate change adaptation.

Extensive mangrove protection and restoration will be supported while addressing community pressures and the introduction of alternative mangrove-supportive livelihoods, as well as improving public awareness concerning the important role of coastal ecosystems in shoreline protection and climate change adaptation and mitigation. Degraded coastal watersheds, particularly in upland areas, exert pressure on the coastline because of excess sedimentation, increased runoff and flash flood, causing more erosion and prolonged inundations; thus, the broader landscape processes for greater coastal protection will also be addressed through integrated sustainable land management interventions.

Given the complexity of coastal areas, the project implementation is conceived to apply an integrated approach while tailoring activities to address the specific needs, challenges and priorities of the Government of Timor-Leste. Moreover, the project supports inter-ministerial and intra-ministerial coordination for collaborative development planning, ensuring protection of coastal areas, as well as for the identification and research of potential revenue streams for long term sustainability.

Project Objectives: To strengthen resilience of coastal communities through the introduction of nature-based approaches to coastal protection

- **Outcome 1:** Policy framework and institutional capacity for climate resilient coastal management established
- **Outcome 2:** Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection
- **Outcome 3:** Integrated approaches to coastal adaptation adopted to contribute to the protection of coastal populations and productive lands

Focus Areas per Outcomes

Outcome 1: Policy framework and institutional capacity Building

- Community and school community sensitization, consultation, awareness raising, mobilization, learning events, traditional/cultural celebrations
- Government and NGOs and other development partners experts' sensitizing and training in coastal vulnerability assessment, community-based mangroves, wetlands and coastal ecosystem management, monitoring and restoration, livelihoods, sustainable land management (SLM) and integrated climate change adaptation and others
- To develop analytical and knowledge products to support the policy and decision-making process, for wider learning and institutional capacity building
- To organize exchange visits and learning events for knowledge and expertise transfer at national level

Outcome 2. Mangroves Restoration and Strengthening Coastal Community Livelihoods

- Mangroves restoration through planting and ecological regeneration via area closure
- Protection through fencing and community traditional law, tara-bandu and guarding, consultation and awareness raising
- Support of community livelihoods as incentives to preserve mangroves and coastal wetlands
- Introduction of mangroves friendly coastal livelihoods such as fishing, horticulture, handicraft, agroforestry and others

Outcome 3. Integrated Coastal Adaptation and Management

- Community based, integrated, sustainable land management (SLM) comprising, agroforestry; watershed management, buffer afforestation, biological soil and water conservation, landscape management, etc.
- Climate smart livelihoods
- Promoting rainwater harvesting and measures to replenish aquifers and springs.
- Strengthening of community institutions and promotion of local adaptation practices
- Environmental protection and waste management
- Scale-up and expansion of PES climate change adaptation initiatives

Project Target Municipalities: More than 30 sucos in Bobonaro, Liquiça; Dili; Viqueque Covalima; Manuhafi and Manatuto

Municipality	Dili	Liquica	Viqueque	Manatuto	Manufahi	Suai	Bobonaro	Total
Project Site	Metinaro	Ulmera	Irabin de Baixo	Aubeaon	Modomahut	Salele-Wetaba & Suai-Loro	Biacou	
Community Group	1	1	3	6	3	13	3	30

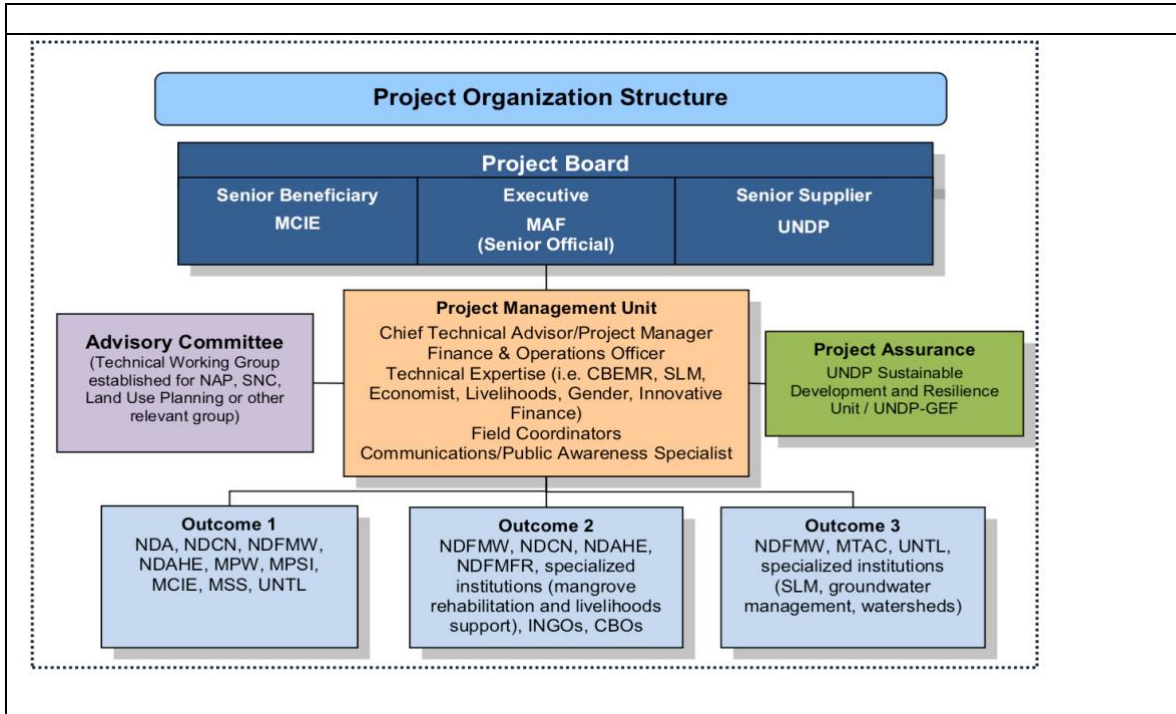
Project Implementation Arrangements

The "Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods" project is executed following the direct implementation modality (DIM), in collaboration with MAF, municipality sector offices, authorities, community, local NGOs and CBOs. As described in PRODOC, projects are conducted by a board, which is responsible to oversight the overall project performance and is the highest decision-making body at national level. UNDP Regional and Headquarters' high experts team monitor the financial flow and implementation of the project planned activities, as well of UNDP and GEF rules and regulations and provide technical advice and guidance to achieve the project's set goals. On the other hand, GEF, the donor, strictly monitors financial use, reporting and achievement of project target objectives.

The Project Management Unit (PMU) is composed by a Chief Technical Advisor, Finance and Operation Officer, Project Coordinator, Field Coordinators (7 municipalities), Mangroves and Coastal Ecosystem Specialist and Drivers (3). In addition, experts such as Gender Specialist, SLM Specialist, Climate Finance Specialist, and others are hired on consultancy base to support the

PMU to successfully implement the project. Moreover, a team of experts from the National Directorate of Forestry, Coffee and Industrial Plants support project implementations and periodic monitoring.

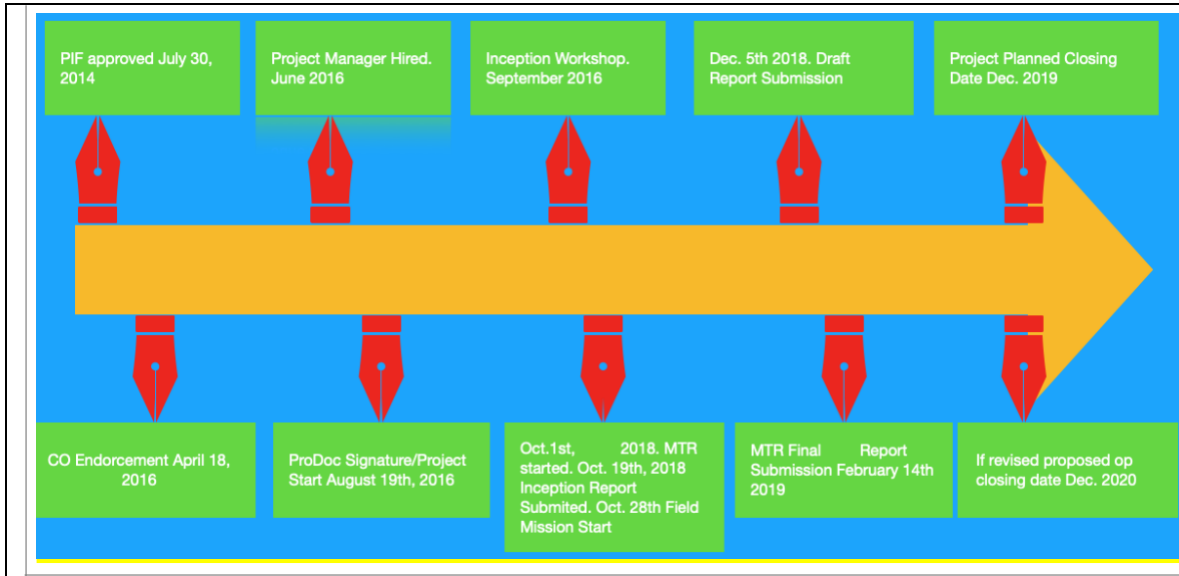
The following is the Project's operational structure



Project timing and milestones

Despite ProDoc clearly stated the start date and end date of the Project, the project had a delay. Although the project was initially launched on 7 September 2016, the implementation only started in 2017. This is caused, a substantial amount of activities had to be compressed. Due to the difficulties of find qualified personnel for Field Coordinators positions for seven districts (in remote areas) was another problem facing the implementation of the project at full capacity, taking between 6-8 months to fill these posts. Related to this point and with respect to outcome 1, some actions were not completed on their planned schedule because of lack of qualified consultants/experts, requiring the posts to be re-advertised several times.

Fig. 4 Observed milestones



Main stakeholders: summary list

- Ministry of Agriculture and Fishery (MAF)
- Secretary of State for Environment (SEA)
- Ministry of Planning and Strategic Investment (MPSI)
- Ministry of Public Work,
- Ministry of Social Solidarity (MSS)
- Ministry of Tourism, Art and Culture (MTAC)
- Ministry of Justice
- Universidade Nacional de Timor-Leste (UNTL)

4. Findings

4.1. Project Strategy

- F.1. Identified problems exhaustively listed in accurate fashion; all of these problems are relevant for several GEF fields of actions: Climate Change, biodiversity, land degradation and forest. However, an important part of the described problems is not well formulated in terms of RBM approach, assuming in their description a pre-conceived solution beforehand.
- This means: If a problem is described using terms such as a "lack" of something or "There is no...", etc., what implicitly is stated is that if whatever is lacking is provided the problem will be resolved; e.g., "*There are no technical guidelines for mangrove rehabilitation in Timor-Leste...*". The underlying assumption is: if the project provides these guidelines, the problem concerning mangrove rehabilitation will be solved.
 - This is an incorrect underlying assumption. Experience shows that making guidelines or delivering "things" that are supposedly lacking, not necessarily solve problems by themselves. A real problem is not a lack of something; it is not a situation, element, factor or condition that does not exist. To the contrary, a problem is real, tangible and in fact, it's something that exists as a negative situation and as such, it should be described as observed. The lack of something is not a problem because it is missing.

- In this regard, the error in the problem description may influence the conception of project strategy but most usually will influence in the conception of operative tools as indicators and outputs, and its implementation, producing important problems for local appropriation, sustainability and to achieve project objective and outcomes.
- F.2. MTR has not detected significant changes in the context that may alter the process to achieving the project's results as outlined in the PRODOC.
 - F.3. Given the analysis about how the project seek to address the problems related to Mangroves cover reduction and its environmental services, targeting structural causes and dynamic pressures, MTR has observed a high relevance of project strategy and high coherence with the international priorities related to UNFCCC and UNCCD, national climate change framework and GEF field of actions. In this regard, and given that Timor-Leste is young country, the project relevance increases its importance in terms of enhance capacity building related to Integrated Natural Resources management at both national and local scales.
 - F.4. The MTR found that project strategy provides an effective concept-route towards expected results and impacts; however, when the strategy is implemented in the context of low-trained personnel and assuming that hand-over of "things lacking" will solve problems by itself, the strategy has partial but important loss of its effectiveness towards expected results and impacts.
 - F.5. MTR has found that lessons from other relevant project were incorporated in project design, such as:
 - The EU's Global Climate Change Alliance (GCCA): improvement of the capacity of vulnerable populations to cope with climate change impacts, through reliable weather monitoring, adaptation and rural resilience to climate change impact improvements. Support for water and soil conservation activities, and for forest protection and reforestation measures, particularly in upland areas.
 - JICA: forest management and reforestation (soil conservation, water resources, biodiversity), watershed management and spatial planning, community-based forestry and livelihood development.
 - "WorldFish": Experiences, which apply an ecosystem-based approach to aquaculture, specifically to address food insecurity by improving fisheries and aquaculture, environmentally sustainable, increasing the supply and access to fish at affordable prices for poor consumers.
 - LDCF-funded Community- based Adaptation to Climate Change through Coastal Afforestation in Bangladesh project, community plant protective, productive vegetation interspersed with fish nursery ponds. The project has provided additional income and established a natural protection barrier centered on some of Bangladesh's most vulnerable communities.
 - The ACDI/VOCA infrastructure (hatchery) project, designed to support mud-crab farming, with the aim of developing a mud-crab industry for exports to Singapore, as well as a parallel stream for local markets.
 - F.6. The MTR has reviewed how the project has addressed country priorities and found a correct link with national priorities described in PRODOC; identifying as well, the spaces and relationships to work over the country ownership and particularly over national sector priorities and plans:
 - The resulting VI Constitutional Government Plan 2015-2017 commits to continuing to develop policies for river basin management and coastal zones, including strategies to rehabilitate and protect mangroves, to improve land management and strengthen conservation efforts through the introduction of appropriate legislation, rehabilitation efforts, and programmes designed to reduce deforestation.

- Priority Strategy 2 of the National Biodiversity Strategy and Action Plan of Timor-Leste (NBSAP) 2011-2020 seeks to protect biodiversity and promote sustainable use, which focuses on a) rehabilitation activities in critical watersheds and degraded lands, and b) sustainable livelihoods for local communities through ecosystem restoration activities.
 - DL 5/2016 on Protected Areas makes it possible to protect wetlands and mangroves. Articles 22 and 23 of the draft Biodiversity Decree Law protect natural existing wetlands and mangrove areas from pollution, draining or destruction.
 - Action Programme 6 of the National Action Plan to Combat Land Degradation focuses on the rehabilitation of degraded lands and protection of water resources. The plan states that immediate action is required for the rehabilitation of degraded lands and protection of water resources.
 - Priority Adaptation 5 of the National Adaptation Programme of Action (NAPA), to which this LDCF project directly responds, seeks to restore and conserve Timor-Leste's mangrove ecosystems and raise awareness about the need to protect coastal ecosystems exposed to sea level rise, through the following 2 activities:
 - Maintenance of mangrove plantations and promotion of awareness rising to protect coastal ecosystems from impacts of sea level rise.
 - Inclusion of ecosystem management in national planning to develop sustainable, ongoing programmes, nurseries and community awareness development
- F.7. MTR has observed that project design processes have taken into account those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information. However and because of the methodology used, consultations are not enough to achieve participative conditions for project design. Consultations are not the same as participation, especially concerning issues related to livelihoods and sustainable development in the context of climate change, because it implies a reflexion about the past, the present but overall, of how people conceive the future given the changes foreseen or not foreseen for them.

Analysis review of gender sensitivity in Mid-term Review

- F.8. Relevant gender issues were raised in the Project Document; e.g. Output 2.2. has been designed specifically to benefit and empower women; and the indicators for 2.2. and 2.3 have described that at the "End of Project Target" the specific support of women empowerment will be translated as:
- 2.2 From 1,000 households benefiting from mangrove- supportive livelihoods, 30% of the support will target women specifically.
 - 2.3 A positive % change in household income, specifically in households where women are engaged in mangrove-supportive livelihoods selected by the project.
- F.9. A gender specialist has been recruited by the project to ensure that consultations a) capture the views of women b) are gathered from women in a manner that does not put them at risk, and c) that selected livelihood interventions are implemented in a gender-sensitive manner, prioritizing the benefit and empowerment of women.
- F.10. MTR found that gender issues were triggered during the mandatory UNDP Environmental and Social project screening. Because the SES analysis does not describe related risks, there are no foreseen mitigation measures in the PRODOC related to gender issue. Now, given this situation, household surveys and a gender specialist should support this work to solve this emptiness.

- F.11. MTR found that the PRODOC budget does not specify gender-relevant issues. However, in the analysis of planned activities related to the multi-year plan budget, MTR found an important amount of financial resources allocated to gender-relevant issues concerning outputs 2.2 and 2.3, which in total adds to \$752,500.00 (\$570,000.00 and \$182,500.00 respectively).
- F.12. As reported by the PRODOC, in the design process an Assessment of Gender Issues in Timor-Leste was performed by a gender specialist. This assessment reviewed several studies and documentation, made consultations with government officials and focus group discussions with communities. The MTR observes that the study is comprehensive and provides important inputs for the project as reflected in PRODOC.

Results Framework/Log frame

F.13. A part of indicators and end-of-project targets are insufficient to signpost the road toward the outcome and to determine its achievement. This is particularly observable in the project objective and outcome 1. Even if its indicators and end-of-project targets are achieved, the project objective and outcome 1 will not be achieved as described in the project strategy and probably, will not mobilize elements of sustainability and impacts:

- Related to Project Objective: It declares the introduction of nature-based approaches to coastal protection and next, the indicator detail that those "approaches" are referring to "Regional, national and sector-wide policies, plans and processes developed and strengthened"; but then, the End-of Project target "falls down" in just one strategy for infrastructure planning... So, where are the others sector-wide approaches, the others policy, plans and process that are described as nature-based approaches to coastal protection? (E.g. related to population growth in coastal zones, land use conflicts and properties, the mechanism to manage national coastal lands, the coastal and marine protect areas and the buffer zones, financial mechanism, controls and oversight, the EIAs adjustment to protect coastal zones, etc.).
- In this regard, if the end-of-project target will be achieved, obviously the indicator will not achieve, given the disproportion between them and with the objective. On the other hand, at project objective level, PRODOC design should had in account that from RBM approach (and from Theory of Change also), indicators and end-of-project targets must describe in terms of how project will catalyze some beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance, etc.).
- Related to Outcome 1: It declare established a policy framework and institutional capacity, but next the indicator just talking about an operative procedure (SOP). Is like to say that we need a functional building and the indicator that we have it, is the elevator structure. Just a SOP is not enough to indicate that we are going toward to policy framework development and capacity building established or to indicate that we have them. In this regard, even if the SOP be achieved the outcome will not be "dent" not up close.

However, and despite these insufficiencies, the indicators and end-of-project target described in the PRODOC Log-Framework are specific and depict in part, the change it wants to achieve. In addition, these are clearly measurable and achievable; has well specified targets at the end of project in a time-bound manner. But it is important to insist: Their relevance is insufficient to signpost the pathway toward the outcome achievement.

F.14. On the other hand, the midterm targets are an important benchmark that is missing from the Log-Framework, in the multi-year plan and project-monitoring plan.

- F.15. In this regard and in order to increase outcomes clarity, practicality, and feasibility in a manageable time by the project, and to assure a high level of success in a field of action that never been worked before in TL, MTR suggest specific amendments to the targets and indicators, which will be proposed in the recommendation section, including a "non-cost extension" time, to balance the constraints arisen in the first year.
- F.16. Project objective and outcomes are clear, practical, and feasible within its time frame.
- F.17. The progress so far, has the potential to lead beneficial development effects, such as reinforce income generation, productive diversification, gender equality and women's empowerment, that should be included in the project results framework and monitored on an annual basis. In this line and in order to ensure broader development and gender aspects of the project are being monitored effectively, MTR have suggested SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits level in the "recommendations section".
- F.18. MTR has not observed that in the inception workshop or report, and any other stakeholder workshops that took place during the project's initiation stage, discussions related to the potential gender equality impact of the project. In this regard, MTR has found evidence that gender specialists and representatives of women groups were present in those meetings.
- F.19. Project management are not capturing gender results into the project monitoring and evaluation system. In fact, MTR has not found M&E tool despite there is a monitoring annual plan.
- F.20. MTR found two indicators clearly drive to disaggregate data by sex, but there not exist tools to disaggregate data by age and by socio-economic group or any other socially significant category in society (e.g. by vulnerability level).
- F.21. In addition, MTR found that in project's results framework have set up two end of project target that clearly driving to disaggregating data by sex, in order to facilitate gender balanced activities (e.g. observe quotas for male and female participation).
- F.22. However, MTR has not found how disaggregating data by sex is being used by the project's team to provide a more contextual understanding of the needs, access conditions and potential for the empowerment of women, girls and men and boys.

4.2. Progress toward Results

Progress Toward Outcome Analysis:

- F.23. By reviewing the log-frame indicators against progress towards the end-of-project targets, MTR has assigned a rating on progress for each outcome (table 7).

Project Strategy	Indicators	Baseline Level	Level in 1 st PIR (self-reported)	End-of-project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Objective: To strengthen the resilience of coastal communities by the introduction of nature-based approaches to coastal protection	Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures	There is currently no coastal protection and resilience strategy for infrastructure planning in place.	An Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste has been launched based on comprehensive coastal vulnerability assessment covering 12 municipalities and 121 sucos (village). Working group established with key government sector ministers to develop resilience strategy for infrastructure planning in the coastal zones of Timor-Leste	Coastal protection and resilience strategy for infrastructure planning endorsed		MS	The established working group with key government sectors is an important step but it's not enough to ensure the progress toward the indicator achievement. A group without a clear joint agenda and without a roadmap in which to base its work as group, is a vacuum by itself. On the other hand, the progress reported by the project is clearly limited just to one strategy, while the indicator has pointed out (in plural) "policies, plans and processes...adaptation strategies and measures". In this regard, MTR has not detected other actions related to produce policy, plans and process that might point out clear progress toward the indicator. Progress achieved is moderately satisfactory so far. It is important to clarify that as informed by the PMU, the "Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste" (launched in July 2018), substitute the "Coastal Protection and resilience strategy for infrastructure planning endorsed", which was described as the "end-of-project target" corresponding to the indicator 1 of the project objective.
Outcome 1: Policy framework and institutional capacity for climate resilient coastal management established	Indicator 1: SOP for directorates under MAF, developed and approved	Efforts across MAF directorates are not effectively coordinated to ensure the protection and rehabilitation of mangrove areas.	Technical Working Group (TWG) is established composed by representative experts of different directorates of MAF.	SOP for coordinated approach to protect mangrove areas designed and successfully tested		MU	Because the working group with key government sectors has no clear joint agenda and roadmap, the TWG has no guidelines to develop their technical work and in consequence, a SOP has no content to be organized in a "standard operation process" framework. In this regard, establishing a working group without working content makes no sense by itself.
Outcome 2: Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection	Indicator 2: Type and extent of assets strengthened and/or better managed to withstand the effects of climate change.	~1,300ha in Timor-Leste (2005) - these figures will be updated once the 2014 high resolution aerial photographs are analysed, followed by ground trothing, to calculate more current mangrove coverage, especially in sites selected for project intervention	1200 ha of mangroves and wetland ecosystem fenced with dry and life fence in 15 project sites. 34,552 mangrove seedlings are planted in a degraded mangroves areas where the ecological regeneration is low. Local leaders and authorities mobilized their communities to conduct traditional local customary law (tara-bandu) showing the community's not to destroy mangroves and wetlands. CBEMR M&E manuals are prepared and distributed to key government sector offices and partners.	1,000 ha protected or re- afforested using CBEMR		MS	There is good progress toward the indicator and its "end of project target", both in protect/afforesting mangroves and strengthening the management of mangroves by "tara-bandu" protection commitments. The use of community-based ecological mangrove restoration (CBEMR) has provided good results so far, while the project supports it actively. However, and as experience has shown, there are many uncontrolled factors that influence the protective successful or failure of mangrove re-afforestation; To this respect, there is no M&E system and/procedures to implemented yet, to work as an early warning to avoid, reduce and revert protection failures of the integrity and health of mangroves and their development.
	Indicator 3: Number of population / households benefiting from the adoption of diversified,	The project will introduce livelihood options, which contribute to protection and re-afforestation efforts and/or relieve	620 vulnerable coastal households, of which 42% are headed bywomen, have been provided with basic business skills and specific training on selected economic activities, tools, and seed grant.	1,000 households benefiting from mangrove-supportive livelihoods (estimated at 5000			MU

	climate- resilient livelihood options.	community pressure on mangroves	More than 200 youths have been mobilized to safeguard mangroves and the coastal ecosystem. The same youths (boys and girls) have been engaged in related jobs, such as plastic waste recycling, vegetable and fruit farming in addition to restoring mangroves.	people, 5/household) (30% of support will target women specifically)			don't know the kind of support they need from the project. Most of the visited groups seemed organized more to take advantage of the opportunity to obtain something immediate from the project than to set-up natural resources development-based livelihoods clearly supported by a business plan linked to a value chain. Very few exceptions observed where community groups have a clear idea about what they want to achieve. In all cases, these groups were organized before the intervention of the project took place. Communitarian groups engaged in restoring mangroves are unaware so far of the link between the support received from the project to their livelihoods and the expected commitment required from them to protect actively the mangroves. In this regard, the project target to relieve community pressure on mangroves is not yet on track.
	Indicator 4: % of change in household income, as a result of mangrove-supportive livelihoods activities implemented by the project	Baseline study to be conducted at start of project to assess current household income levels (see Annex H – Randomized Control Trials)	Household heads now have alternative regular daily income to improve their family livelihoods. The horticulture women groups beside getting income, they are trained to feed their children from their products to improve the nutrition content of their daily meal.	Positive % change in household income, specifically in households where women are engaged in mangrove-supportive livelihoods supported by the project		MU	Although the MTR has been able to verify the information reported by the project, in a qualitative way, the project are unable to measure the percentage of change in incomes perceived and if the changes were in those households leading by women or not; finally the project is unable to know if those change are corresponding with alternative or regular daily income, given that project has not develop a concept about what is "regular" or "alternative" incomes. This failure on action is related with the non-implementation of baseline study to assess current household income levels. On the other hand, the fail in the progress toward this indicator 5 has the same causes of fails that described for the indicator 4.
Outcome 3: Integrated approaches to coastal adaptation adopted to contribute to the protection of coastal populations and productive lands	Indicator 5: Number of funding mechanisms in support of improved coastal watershed management	Potential revenue streams identified in NBSAP, as well as PPG assessment, but not yet explored or tested.	The project management unit has been able to mobilize resources from private investors through private public partnership. Three companies, ETO and Pertamina fuel company, Heineken and local fish pound owner have contributed to the fencing and replanting of mangroves in Metinaro. Negotiations are taking place with PES for Tibar bay port and a construction company to fund community compensation and restoration of damaged mangroves ecosystem.	At least one financing mechanism or plan with committed resources extending at least 2 years after the project's end date		MS	The actions reported were the result of available opportunities, but they do not correspond to a funding strategy formulated to support coastal watershed management. Initial conversations cannot be confused with negotiations. Negotiations are based on planned strategies pursuing an intended objective. MTR has not observed systematic progress related to this indicator.

	<p>Indicator 6: % target population aware of role of mangroves in coastal protection and coastal watershed protection</p>	<p>There is little-to-no educational or public awareness material, especially targeted to youth, on the role of mangroves in coastal ecosystems.</p>	<p>The Project reached out to more than 100,000 people, more than 40% of the target. Awareness campaigns were organized at 22 schools and 2 universities reaching more than 6000 students, who also participated in multipurpose tree planting activities in mangroves. More than 10,000 copies of communication materials published in local language were distributed to schools, universities, key partners and government sector offices</p>	<p>Approximately 250,000 people reached through various public awareness raising means</p>		<p>MS</p>	<p>Project has no awareness strategy, and this is an important vacuum. The "awareness" activities were performed using materials that were published and distributed without a test of the suitability of ideas and language for accuracy comprehension by different stakeholders, population in general and specific target population such as women, young people, children, farmers and fishers.</p> <p>Furthermore, the project has no tools to determine the change in awareness reached by the target populations as a result of the effort made in implementing awareness activities related to the role of mangroves and the importance of their protection.</p> <p>MTR observed that target people have some information about mangrove issues and their importance, but very little knowledge about them.</p>
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Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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- F.24. The areas marked as “Not on target to be achieved” (red), represent the most important challenges for the next period in order to put them on track toward the target to be achieved. There are recommendations made described in section 5.2.
- F.25. Although the GEF Tracking Tool was not available during MTR country visit, project team found the TT and has been provided to MTR but without the corresponding midterm updated.
- F.26. The replacement of the Chief Technical Adviser has been a sensitive step during MTR. In this regard, MTR has identified that the project has established important but limited conditions to remove barriers toward achieving the project objective. Most barriers and constrains, described in section 3, still remain without modifications and they need the attention of the new CTA, project team and MAF.
- F.27. By reviewing the aspects of the project that have already been successful, actions were identified to further expand their derived benefits, which are described in section 5.2.

4.3. Project Implementation and Adaptive Management

Management Arrangements

- F.28. During the MTR mission the project CTA post became vacant due to resignation. A new CTA was recruited by the project and commenced on January 2019. Hence there was a gap of just 3 months.
- F.29. In spite of the fact that responsibilities and reporting lines are clear, and decision-making is transparent and undertaken in timely fashion if field information is available, the content of this information must be communicated with more candour: e.g. there are situations that clearly indicate out the failure of S&E assessment in identifying target groups.
- F.30. From now and further, the project should make sure that NGOs do not assume the responsibilities of local authorities. In this regard and so far, the operative modality that has assumed by the project, instruct to the NGO for provide goods and services to progress toward outcome 2. The line of instructions, oversee and reporting, are directly from PMU to the NGO and to the PMU, where the local authorities participating as formal figure but not as an authority with decision making capacity over the project execution in their communities. The adjustment of this kind of vision (which was good for the first phase of the project) take high relevance in the second half of project execution, in order to assure that project's benefits will continue its development toward sustainability.
- F.31. At the time the MTR was being performed, there were no women on the project board; in the project's staff, only the CTA and financial official are women and the remaining 12 members are male. In addition, MTR has not detected any measures in place to ensure gender balance in the project board and project staff.
- F.32. The project should review the participation of key members and ministries for involvement in Project Board, encouraging representatives from the Ministry of Tourism and Ministry of State Administration to be active part. The Ministry of Tourism have identified some of the sites for development into tourist sites and the Ministry of State Administration has the mandate for decentralisation and enhance Municipalities.

Work planning

- F.33. The project had a late start. In spite of the fact that it was launched on September 7, 2016, ground implementation started in 2017. This has compressed a substantial number of activities.
- F.34. Furthermore, the lack of qualified personnel for Field Coordinator positions for seven districts was another problem to implement the project at full capacity, taking more than 6-8 months to fill these positions. In addition, and for outcome 1, some actions are not completed on their planned schedule because of a lack of qualified consultants/ experts, which required the re-advertisement of these posts many times.
- F.35. In addition, national elections during 2017 and half of 2018 limited the capacity of implementing partners, government, NGOs and CBOs, with significant impact on the pace of project implementation.
- F.36. Related to implementation, the design of a resilience strategy for infrastructures affecting the coastal areas (one of the planned key result of the project) has been delayed and then launched in July 2018, as "Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste". At the time the MTR was being performed, the project had only achieved around 36% of 2018 total budget. **It is expected that the project will increase the delivery significantly during the last quarter.**
- F.37. In yellow colour the change reported in PIR-2018 (table 8). The change made at project objective level, despite being a well-intentioned action, from the RBM approach, indicators (and target end of project) should express beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc.) that should be monitored on an annual basis.
- F.38. The change made in outcome 1 is not adding value to better measure progress toward the outcome. Finally, the change reported in outcome 2, was based on the incorrect idea that confusing the action of planting with the concept/result of "re-forestation".

Original design	Target end of project	Changes/differences observed
Project objective: to strengthen resilience of coastal communities by the introduction of nature-based approaches to coastal protection	Coastal protection and resilience strategy for infrastructure planning endorsed.	Coastal protection and resilience strategy for infrastructure planning endorsed <i>benefiting coastal communities (40% of the total population or 400,000 people).</i>
Outcome 1. Policy framework and institutional capacity for climate resilient coastal management established	SOP for coordinated approach to protect mangrove areas designed and successfully tested.	Added: Number of people/geographical area with access to improved climate information services (LDCF Indicator 7)
Outcome 2. Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection	1,000ha protected or re-afforested using CBEMR	2,300ha or 23km ² protected or re-afforested using CBEMR

Finance and co-finance

- F.39. With respect to the project's financial management, with specific reference to the cost-effectiveness of interventions against progress made towards the end-of-project targets (table 7), MTR observed:
- F.40.
- Good cost-effectiveness in progress toward achievement of outcome 3.
 - Moderate cost-effectiveness in the progress toward outcome 2.

- Low cost-effectiveness in progress toward outcome 1: progress is moderately unsatisfactory, and expenses are too high.
- Globally, the project shows good cost-effectiveness.

F.41. Furthermore, MTR found high risk of low cost-effectiveness of the Project Management Unit since this Unit has reached 50% of total budget after only one and a half years of project implementation.

Outcomes	Budget As defined in the PRODOC	Accumulated Expenditure by previous years				Accumulated Delivery Rate since start of project (%)
		2016	2017	Nov. 2018	Total	
Outcome 1: Policy framework and institutional capacity for climate resilient coastal management established	700,000.00	21,558.10	311,554.32	174,767.42	507,879.84	73%
Outcome 2: Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection	4,000,000.00	260,102.19	506,512.56	481,416.50	1,248,031.25	31%
Outcome 3: Integrated approaches to coastal adaptation adopted to contribute to protection of coastal populations and productive lands	1,969,000.00	4,086.31	218,982.56	401,077.65	624,146.52	32%
Project Management Unit	331,000.00	7,210.86	84,165.19	82,622.54	173,998.59	53%
Total	7,000,000.00	292,957.46	1,121,214.63	1,139,884.11	2,554,056.20	36%

F.42. MTR has found an approved a budget adjustment request in August 2017 (table 10), which seems well conceived, given the delays described in findings F.27 to F.30.

	2016	2017	2018	2019
PRODOC	1,192,880	264,120	2,245,120	921,880
Adjustment August/2017	552,880	2,100,000	2,682,240	1,664,880

F.43. MTR has found that LDCF provided for the project are monitored, reported and planned with appropriate financial controls, allowing managers to make informed decisions regarding the budget and allowing for the timely flow of funds within the context of financial procedures and rules.

F.44. MTR has found that co-financial commitments are not monitored, reported or planned, setting up important constraints for the use of this information in strategic fashion to facilitate the outcomes achievement and for the project benefits to be sustainable.

F.45. Furthermore, MTR has observed that the project team does not meet with all co-financing partners regularly in order to align financing commitment priorities related to annual work plans.

F.46. Actual amount contributed at the time of the Midterm Review were not reported by the project team (table 11).

Sources of Co-financing ⁶	Name of Co-financer	Type of Co-financing ⁷	Amount Confirmed at CEO endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
Government	MAF	Grant/In Kind	18,000.00	No information	
Bilateral	KOICA	Grant	6,000.00		
IGO	World Fish	Grant	5,304.40		
Bilateral	GIZ – EU GCCA	Grant	2,340.00		
	TOTAL		31,644.40		

Project-level monitoring and evaluation systems

F.47. The monitoring plan provides basic information but shows serious limitations:

- It does not have quarterly milestones and no annual performance indicators, which are constrains to improve progressively the levels of effectiveness, efficiency and general performance.
- It does not define failure or success thresholds (like a traffic light: red, yellow and green) or related warnings to make management decisions in timely fashion. In this regard, the monitoring plan shows a faulty concept design and little suitability within the RBM framework.

F.48. The project-monitoring plan has left out the participation of institutional beneficiaries and communities in the M&E process. Given the RBM approach and from a Human Rights and Gender Equality approach (United Nations Evaluation Group, 2014), the process of Monitoring and Evaluation needs to be conducted also with the direct participation of involved beneficiaries in the following three ways: (i) data collection for monitoring and analysis, (ii) reporting and (iii) accountability. In this regard, project team needs to correct this urgently because it greatly impacts capacity building and empowerment.

F.49. MTR found that the monitoring planning is too focused on activities and outputs, and little focused on explaining the reasons why these activities are implemented and why the outputs are needed in relationship to the outcome. This was evident at local and community level; people supposedly involved in local project activities have very little knowledge about the project.

F.50. MTR considers that the resources allocated to M&E were well calculated but are being underutilized because the task of M&E has been assumed without beneficiaries and user participation. For example, given the RBM approach and from Human Rights and Gender Equity considerations, the process of Monitoring and Evaluation needs to be executed with the direct participation of involved beneficiaries. To do this, the PMU must have tools, procedures and resources to held M&E workshop (at least once at quarterly) with all interveners by each outcome, to review the progress toward the outcome by analyse the factors of success, the difficulties, the challenges, the benefits, the lessons learned and the compromises from each one to the next steps.

⁶ Sources of Co-financing may include: Bilateral Aid Agency (ies), Foundation, GEF Partner Agency, Local Government, National Government, Civil Society Organization, Other Multi-lateral Agency(ies), Private Sector, Other

⁷ Type of Co-financing may include: Grant, Soft Loan, Hard Loan, Guarantee, In-Kind, Other

Stakeholder engagement

- F.51. MTR found evidence that the project has leveraged the appropriate partnerships with direct and tangential stakeholders, such as NGOs and important private businesses.
- F.52. With regards to participation and government-involved processes: local and national government stakeholders are supporting the objectives of the project but are requesting a more active role in project decision-making that supports efficient and effective project implementation foreseeing the sustainability of project benefits.
- F.53. MTR has found that stakeholder involvement and public awareness activities, so far, need to be increased quality wise to raise the commitment progress towards achievement of project objectives.

Reporting

- F.54. Adaptive management changes have been reported by the project management and shared with the Project Board, timely and accurately; otherwise, the project's situation could present mayor difficulties for all components, given the delays in starting and the problems faced for team recruit. It is important to highlight that timely decision-making has taken advantage of seasonal rhythms in appropriate manner to achieve almost 1200 ha. of planted mangroves and protecting mangroves' areas for natural regeneration by building live fences.
- F.55. MTR has found that Project Team and partners fulfil GEF reporting requirements on time and form, but the candour in reporting needs to be emphasized to report the constraints, difficulties and challenges found on the ground. In this regard, PIR needs to be more focused in addressing constrains, difficulties and challenges than on describing in a "flowery" way the achievements made.
- F.56. Given that the lessons are learned from sharing the descriptions of difficulties faced and constrains addressed, if the reporting process omits or shortens these descriptions, it is very difficult to feed adaptive management processes and documenting it objectively, and in consequence there are very few lessons to be shared with key partners and be internalized as knowledge in organizational management process and in capacity building.

Communications

- F.57. MTR observes that the internal project communication with stakeholders is regular but to be more effective it needs to highlight ground problems and enhance the quality of implementation with an efficient "early warning" tool based on a comprehensive M&E system to contribute to project progress and sustainability.
- F.58. Furthermore, MTR has found that external project communications are proper to express the project progress and intended impact to the public. There is good presence on social networks and Internet and the project has also implemented appropriate outreach and public awareness campaigns.
- F.59. In spite of the above, knowledge of which cultural elements introduced by modernity and which elements from cultural and/or ancestral traditions are obstructing adaptation to climate change, is a basic key to start changes in social practices, such as mangrove protection and management by local governments and communities. However, and so far, this kind of analysis and discussions are not present in social communication processes and are not part of awareness raising campaigns.
- F.60. Social Communication as a permanent position, need to be allocated in the PMU team.

Project progress summary towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

Community Based Ecological Mangroves Restoration (CBEMR): the project has successes in mobilizing hundreds of people from local communities and authorities for mangrove preservation. Approximately 50,000 mangrove seedlings have been prepared (by MAF and Community with support from project) and planted at different sites; more than 770ha of mangroves have been fenced and protected from human and animal access/damage.

Furthermore, local customary law, tara-bandu is applied in most mangroves with the presence of sucos to control illegal activities as well as to enhance environmental protection and preservation. National level comprehensive mangroves and wetlands inventory has been conducted and more than 2100ha of mangroves were covered study. Moreover, Timor-Leste mangrove species identification was done by the Mangrove Specialist and an identification manual was published as well.

Strengthening Community Livelihoods as Incentive Mechanisms to Restore Mangroves: this intervention is one of the key engagements the project has focused on during the last two years, vulnerable coastal communities that are dependent on mangroves for their livelihoods in all target sites are identified, consulted, sensitized and organized into groups to restore mangroves and also to engage in income generating activities in to improve their livelihoods. Accordingly, more than 1000 households are reached through group creation and provision of training, materials and seed grants.

Institutional capacity Building and public Awareness Raising: The project report that more than 200,000 residents of Timor-Leste (school children, youth, adults, experts, officials and partners) are reached through the extensive work on awareness raising and sensitization initiatives such as media, workshops, symposiums, consultation, youth forums, field visits, various trainings, meetings, events, exhibitions, public lecture and presentations in conferences and seminars and others. The benefits of restoration of mangroves, coastal ecosystems and wetlands, environmental protection and conservation, climate change impacts, and other topics are widely addressed at all target municipalities and at national level. 10 different types of analytical products, studies and booklets developed, published and distributed.

Integrated Climate Change Adaptation: This component of the project is part of outcome three (3) where sustainable land management (SLM), coastal wetland conservation, reforestation of degraded upstream hills, conservation of watersheds, agroforestry and other soil and water conservation activities are planned and implemented as means of adaptation mechanisms. As Timor-Leste has rugged topography degradation is highly aggravated by unsustainable use of land resources (human activities). It is imperative to pay due emphasis on this outcome to sustain the results gained through other interventions and thus, thousands of multipurpose trees planted, agroforestry activities widely practiced on communities' farms and SLM interventions piloted.

4.4. Sustainability

Financial risks to sustainability

F.61. The likelihood of financial and economic resources not being available once the GEF assistance ends is currently high because the PES and other strategies (like with private sector) are not designed yet and the commitments from communities in relation to contributing to mangrove care and protections are not currently sufficiently clear.

Socio-economic to sustainability

F.62. MTR has not found any social or political risks that may jeopardize sustainability of project outcomes.

F.63. So far, MTR observes that the project ownership at Municipal, Suco and community level is still limited to allow project outcomes/benefits sustainability enough.

F.64. Furthermore, MTR observes that various key stakeholders have good interest in having project benefits continue to flow; however, important efforts need to be made to increase the quality (not quantity) of public and stakeholder awareness actions in support of the long-term objectives of the project; actions like documentation of lessons learnt and case studies about good practices, including a set of photography and videos with beneficiary stories that reflecting a diversity of interventions and beneficiaries. With these materials, increase the media incidences making with impacts activities, exchange experiences between communities combined with awareness campaigns using theatre, music and traditional ceremonies.

F.65. MTR has observed that lessons learned are documented by the Project Team on a superficial way and not effectiveness, missing the potential for scaling up and replication in the future. To correct this, is highly recommendable that project PMU elaborate a simple systematization tool to be applied in participative fashion with stakeholders, at the same time that PMU organize the M&E participative workshop.

- These concepts (systematization and M&E) are different tools, both are closely related; the M&E is for the quantitative follow up of the project's implementation and the systematization is a learning process based on experiences arising from project implementation process.
- While the M&E tool make questions to the logical framework related to progress toward outcomes, the Systematization will make 4 question but to the stakeholder practice: What did you want to do? How was it done? What resulted from it? Why did it turn out that way? Systematization is a methodology that facilitates description, reflection, analysis and documentation, in continuous and participatory manner, of processes and results of a development project. It allows us to learn from practical experience and to make better decisions. The lessons learned must be subsequently shared to generate new ideas⁸.

Institutional framework and governance risks to sustainability

F.66. MTR has not found a legal framework, policy, governance structures or processes that pose risks or may jeopardize sustenance of project benefits.

F.67. It is important to highlight that Local Government and key ministries such as MAF, have suitable mechanisms for accountability, transparency, and technical knowledge transfer

⁸ For more information: <http://educacionglobalresearch.net/wp-content/uploads/02B-Jara-Ing%C3%A9s2.pdf>, <http://educacionglobalresearch.net/wp-content/uploads/06-Jara-1-English.pdf> and <http://www.kstoolkit.org/Systematization>

in place. However, these mechanisms need to be strengthened to address the national environment agenda, the climate change adaptation strategy and particularly, mangrove management.

Environmental risks to sustainability

F.68. MTR not found any environmental risks that may jeopardize sustenance of project outcomes. However, and how was already presented in the PRODOC, the NBSAP calls to attention the fact that many mangroves have been removed to set up brackish water shrimp breeding and fishponds; actions corresponding to national policy. Furthermore, NBSAP does not specify measures or actions to minimize the impact on mangroves by this type of investments. This situation needs to be addressed by the project to support GoTL in correcting these situations that pose a risk that may jeopardize the project sustainability, by aligning actions under outcome 1 and 3.

5. Conclusions and Recommendations

5.1. Conclusions

- C.1. The project was conceived with a very high sense of responsibility with respect to the development challenges and risk of climate change that people living in coastal zones have to face; while at the same time, providing a core contribution to national priorities (NAPA) and to fulfil Timor-Leste's international commitment toward adaptation to climate change (Paris Agreement), Disaster Risk Reduction (Sendai Framework) and SDGs.
- C.2. Project benefits achieved up to now are contributing to solve some baseline sustainable development problems that are pointing toward adaptation to climate change impacts, such as improve access to food security, fresh water availability, enhance natural resources and improved productive diversification.
- C.3. Given that the mangrove conservation and protection is a new activity in a new country, for the UNDP/GEF efforts in supporting Government of Timor-Leste in this field of action, is highly relevant assuring that the project will achieve its results with high level of success and sustainability. For this, the project needs to recover the delayed time to start, of almost 10 months.
- C.4. The project has progressed under important work pressure caused by the delayed start of ground implementation (6-8 months). The project team has been influenced by the sense of delay producing an "activism" without sufficient attention given to why actions are performed or "where we go next". Outcomes were not present all the time at execution.
- C.5. In spite of the fact that project design has incorporated lessons from other relevant projects, during execution these lessons have not been properly used. E.g.: from paragraph 134 (PRODOC) page 43 related to Forest-Fish-Fruit model experience in Bangladesh and ecosystem-based adaptation aquaculture developed by WorldFish. Those important idea is not being developed. Despite several request, nobody could show the final design for fish ponds in construction. In site, MTR observed that the space between pond and pond, there no enough space to plant fruit trees. In the same line with the ACDI/VOCA experiences described in PRODOC paragraph 137.
- C.6. In spite of the fact that MTR has observed improved material conditions and socio-institutional concerns about coastal protection, there is no change observed in the problems, barriers and constrains related to (i) the weakness of policy framework and institutional capacity for climate resilient coastal management, (ii) the needs of

alternative livelihoods to incentivize mangrove rehabilitation and protection and (iii) the development of tools for ecosystem-based adaptation and executed applying a Ridge to Reef (R2R) approach.

- C.7. The error in describing problems that include implicitly a beforehand solution pose important barriers to see and integrate local solutions and learn from practical experiences from not "technical" people, leaving out traditional knowledge/capabilities and local solutions that could be most suitable to address the problems and barriers the project is trying to solve.
- C.8. Some "end of project target" are clearly insufficient to make a "dent" on the indicator. Furthermore, the project needs to assure that the broader development issues that are being achieved, such as reinforce income generation, productive diversification, gender equality and women's empowerment, are being monitored effectively in the long-run, to provide a more contextual viewpoint of the project's impact.
- C.9. Given the need to develop a M&E tool and procedures, complementary to monitoring plan, the project has not enough "eyes and ears" to warn about delays in the quality of the implementation and on ground progress.
- C.10. There is good progress toward the indicator and its "end of project target", both in protect/afforesting mangroves and strengthening the management of mangroves by "tara-bandu" protection commitments. The use of community-based ecological mangrove restoration (CBEMR) has provided good results so far with the project supporting it actively.
- C.11. The project needs to pay attention and address the low cost-effectiveness observed in outcome 1 and align co-financing commitment priorities related to annual work plans to increase the sustainability of project benefits and mobilize impact factors.
- C.12. The established working group with key government sectors, without a clear joint agenda and roadmap, is an important vacuum detected so far. Nevertheless, the "Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste" was launched.
- C.13. Training sessions on selected productive/economic activities, are dispersed and low efficient activities with unclear results. Most groups have no idea of what they want and don't know the type of support they need from the project. Very few exceptions observed where community groups have a clear idea of what they want to achieve. In all cases, these are groups organized before the intervention of the project.
- C.14. Most of the community groups engaged in restoring mangroves are unaware up to now of the link between the support received from the project to their livelihoods and the commitment expected them to protect actively mangroves. In this regard, the project's target to relieve community pressure on mangroves is not yet on track.
- C.15. The project is unable to measure the percentage of change in incomes perceived, and if the changes took place in households headed by women or not or if they correspond to alternative or regular daily incomes.
- C.16. In addition of that been done with schools, it is necessary to increase the innovative in awareness actions, emphasizing practical activities like dynamic workshops, theatre, music festivals, community traditional events (tara-bandu) and others, like conferences, youth forums, etc. based on awareness strategy suitable for different target population and stakeholders.
- C.17. The project has no awareness strategy, and this is an important vacuum. Furthermore, the project has no tools to determine the change in awareness reached by target populations. "Awareness raising" activities were performed using materials that were

published and distributed without testing the suitability of ideas and language for accurate comprehension by different stakeholders, population in general and specific target populations such as women, young people, children, farmers and fishers.

- C.18. Related to gender approach, project strategy has basically defined indicators and a specific budget to support women empowerment, with an important amount of financial resources allocated (\$752,500.00).

5.2. Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project

R.1. To correct actions and put on track the areas marked as “Not on target to be achieved” (red) in table 7, MTR suggests:

- **Indicator 1:** Produce a comprehensive results framework and a route-map to implement the "Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste", which will work as the main content to define the SOP for working group(s) at intra and inter-ministerial and national and local levels as well.,
- **Indicator 4:** Develop a comprehensive concept about how to develop productive projects in coastal zones and mangrove areas of Timor-Leste, related to fishery, fishery ponds, different species of livestock (cows, buffalo, goats, poultries, etc.), agriculture and ecotourism. All framed within the context of climate change impact on coastal zones and Suco or Municipal development plans:
 - a. Each concept needs to define: the target-image of the future desired with the productive activity (a picture about how they see the landscape and life after the project has been developed), the expected results, process (actions) to achieve results, resource needs (training, equipment, technical assistance) and the group counterpart for the productive project and to protect and monitor the mangrove’s health and its integrity.
 - b. Avoid, reduce and revert the individual grants received for engaging persons in the restoration of mangroves. Communitarian groups mobilized in productive actions supported by the project, have to be aware, committed and mobilized to actively protect mangroves. In this regard, the project target to relieve community pressure on mangroves will be on track as long as communities receive incentives from a financial mechanism like Payment for Environment Services (PES) and because they increase their understanding and consciousness about why their livelihoods are being supported: to protect mangroves and manage them sustainably.
- **Indicator 5:** The project must implement urgently the baseline study to assess current household income levels, compulsory should be sex disaggregated, including non-monetary incomes.

R.2. MTR suggest the following adjustment to the indicators and to “end of project target”:

Original Indicators	Original Targets end of project	Indicator Suggested	Targets end of project suggested
To strengthen resilience of coastal communities by the introduction of nature-based approaches to coastal protection			
Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation	Coastal protection and resilience strategy for infrastructure planning endorsed	Sector-wide policies, plans and processes that impact on the integrity and health of coastal populations and ecosystems, are able to identify, prioritize and integrate climate change	Agriculture, fishery, infrastructure, tourism and local development strategies have mainstreamed climate change resilient measures, actions and budgets.

Original Indicators	Original Targets end of project	Indicator Suggested	Targets end of project suggested
strategies and measures		resilient strategies and measures.	
Outcome 1: Policy framework and institutional capacity for climate resilient coastal management established			
SOP for directorates under MAF, developed and approved	SOP for coordinated approach to protect mangrove areas designed and successfully tested	In the agriculture sector, fishery, infrastructure, tourism, forestry and local development, a joint SOP is implemented to protect the integrity and health of coastal populations and ecosystems.	Standard Operation Procedures implemented in coastal zones by the agriculture sector, fishery, infrastructure, tourism and local development, to protect the integrity and health of coastal populations and ecosystems.
Outcome 2: Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection			
Type and extent of assets strengthened and/or better managed to withstand the effects of climate change.	1,000 ha protected or re-afforested using CBEMR (as described in the PRODOC) 2,300ha or 23km2 protected or re-afforested using CBEMR (as described in the Tracking Tool)		2,300ha or 23km2 protected or re-afforested using CBEMR

R.3. Is highly recommended make a "no-cost extension" between 8 - 10 months, in order to recover the time loss at the start and ensure the high quality of outcome achievement in a very new field of action, with enough sustainability level.

R.4. Given the delays that occurred during the start of the project and the pressure to recovery the missing time, the project implementation process has produced a financial execution unbalance between outcome 1 with respect the others; this situation needs to be corrected under the criteria of best track toward the outcomes. For this, is highly recommendable that project team and manager, conduct a financial analysis (including the MTR recommendations) and adjust the remaining budget and outputs (activities) in consequence, relocating and re-scoping of some outputs.

R.5. Social Communication, as a permanent position in the PMU staff, need to be allocated to implement the strategy, recently defined, and to work in 5 objectives: Knowledge management, media incidence, internal communications, visibility and awareness campaigns.

R.6. Project Team need to up-date the Tracking Tool to be sent attached to this MTR report.

R.7. The Project Team needs to implement an M&E tool and procedures, as a complementary tool to the monitoring plan, with clear quarterly milestones and annual performance indicators. This means that each quarterly report will inform the progress based on these milestones and in each PIR, will be reported the progress toward annual performance indicators. Those monitoring tasks will be complemented by a semaphore indication of fail or success trend (red, yellow and green) and the related actions to take in management decisions in a timely way. E.g.:

A tailor made M&E system or project tracking tool tailored for day-by-day management purposes, need to define milestones (for each activity), protocols to collect data and participative procedures of analysis, and reflect the results in a reporting form, which should be the base (jointly with finance report) to quarterly report of progress (factors of success, achievements, difficulties, benefits and challenges), and decide the correspondent disbursement. For this project, MTR suggest that the frequency of data collection and analysis with involved stakeholders (beneficiaries and outputs generators), should be held quarterly without exception.

Example of a form of M&E or project tracking tool: The form, identify the following items Indicator, outcome and output, and then is divided into 8 columns:

- 1. Activity:** in this column the activity described.
- 2. Milestones:** In this column the milestones formulated.
- 3. Until:** Date established for milestone compliance.
- 4. Current situation:** This column describes the current situation to be able to compare with the milestone formulated.
- 5. Evaluation:** The evaluation column analyzes the extent to which the current situation coincides with the milestone formulated. In case of non-compliance the milestone danger, explain the situation that prevents milestone compliance.
- 6. Semaphore:** Semaphore is a quick preview of the evaluation and working as a project execution early warning system:

Unsatisfactory (U)	The milestone can not be achieved or very high risk of not meet the activity (or indicator)
Moderately Unsatisfactory (HU)	The milestone is significantly delayed or there is a significant risk of not meeting the sub-result
Moderately Satisfactory (MS)	The milestone is slightly delayed or there is a slight risk of not meeting the milestone, or other conditions that make it necessary to revise the milestone.
Satisfactory (S)	The milestone can be reached within the established time frame.

- 7. Intervention needs:** In case of non-compliance the milestone or risk of, the corrective actions are described.
- 8. Observations:** Any observations that are important to include.

Ind. 1							
Baseline							
Means of verification		Responsible:				Monitoring date:	
Outcome 1:							
Activity	Milestones	Until (mm/yy)	Current Situation	Evaluation		Intervention needs	Observations
Output 1:							
Activity 1							
Activity 2							
Etc...							

- R.8. It is important that in all quarterly reports, each activity is explained/justified indicating clearly how the activity is or will contribute to achieving the outcome.
- R.9. The "Integrated Coastal Adaptation and Management Strategic Plan of Timor-Leste" needs to be translated into a road map for its implementation, pointing out the specific commitments of different stakeholders, key actions, related budget, institutional arrangements and implementation timeframe. These definitions are necessary to define the SOP, both at intra-ministerial and inter-ministerial levels, as well as from the national level to local, and community levels.
- R.10. Start as soon as possible to work in the design of a model of Payment Environmental Services (PES) and other strategies of public-private partnership, in order to assure mangrove protection continuity and develop mechanisms to sustainability.
- R.11. Given the huge amounts of sediment produced by road construction and its arrival at the shores, punctual project interventions in "up-lands" make no sense. It is better to concentrate the effort on mangrove restoration, providing people options for adaptation to the new sedimentary conditions and their changing dynamics.

- R.12. Continue supporting communities' groups, especially those women groups, to conduct traditional local customary law (tara-bandu), safeguard of mangroves and coastal ecosystem, plastic waste recycling, vegetable and fruit farming.
- R.13. Each productive project to be developed as livelihood support, should be planned comprehensively with a professional support of specialist in livestock, agriculture, fishery, poultry, etc., including a very clear business plan that includes impacts and outcomes expected, capacity development for financial, technical and productive management with a clear value chain linked to food security and local markets.
- R.14. Without exception and in order to increase climate change resilient, all productive projects need at least two different water sources which should be combined with enough tree cover.
- R.15. Actions related to indicators 2, 3 and 4, from outcome 2: Drip irrigation system and storage silos are compulsory to be implemented for agriculture projects, which wants to be resilient to climate change.
- R.16. All productive projects in coastal zones have to be developed under "Land Degradation Neutrality" (LND) approach, in order to access to LDN funds (<https://www.unccd.int/actions/impact-investment-fund-land-degradation-neutrality>).
- R.17. All fishery activities to be developed in combination with marine protective areas (marine tara-bandu areas in front of mangrove tara-bandu areas) to protect coral reef and linked fish nurseries.
- R.18. With respect to mangrove intervention: it is essential that local authorities and communities should trained in the use of CBEMR M&E participative tools (different than project M&E), which should include a systematization component for learn from the practice and improve. In this regard, project team should elaborate a simple systematization module to be applied in participative fashion with stakeholders as part of CBEMR's M&E process. While these concepts and tools are different, they are closely related; the Systematization module, It is a method and learning process based on experiences analysis, which arising from CBEMR implementation process. Systematization will answer 4 main questions: What did you want to do? How was it done? What resulted from it? Why did it turn out that way?⁹.
- R.19. In addition, mangrove protection needs to be framed within the RAMSAR convention in order to access the small grant funds (http://archive.ramsar.org/cda/en/ramsar-activities-grants/main/ramsar/1-63-68_4000_0).
- R.20. The social communication strategy and particularly, the awareness campaigns, should address and open a wide reflexion about what cultural elements introduced by modernity and what existing ancestral traditions should be boost and developed to face climate change and which elements from modernity and traditional practices needs to be adapted or changed. This is an essential debate to make changes in social practices according to present, and future challenges to human survival.
- R.21. In addition, given the failure in applying the S&E, it's highly recommended for the project to integrate the knowledge and tools developed by the International Partnership for the Satoyama Initiative, which promotes collaboration in the conservation and restoration of sustainable human-influenced natural environments by applying "Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes, SEPLS (<https://satoyama-initiative.org/resources/publications/indicators-of-resilience-in-sepls/>).
- R.22. Local governments need to be involved in a dynamic and more comprehensive way, reinforcing their sense of responsibility over community development and environment

⁹ For more information: <http://educacionglobalresearch.net/wp-content/uploads/02B-Jara-Ing%C3%A9s2.pdf>, <http://educacionglobalresearch.net/wp-content/uploads/06-Jara-1-English.pdf> and <http://www.kstoolkit.org/Systematization>

protection, coastal management and over all, to progress toward project benefits sustainability, especially with productive projects. In addition, the Ministry of State Administration should be involved in the project board since the mandate for implementation of activities is now decentralised to municipalities.

- R.23. It is highly recommended that the project's work focused on local responsibility related to project outcomes/benefits and their sustainability. In this regard, MTR suggest reviewing and adapting the lessons learned by project related to the transfer of resources and responsibilities to local authorities to develop capacities (capacity building) for Integrated Natural Resources Management in coastal zones.

6. Annexes

Annex 1: MTR ToR (excluding ToR annexes)

Objective: The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

MTR APPROACH & METHODOLOGY

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach¹⁰ ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR¹¹. [2] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to different Directorate of Ministry of Agriculture and Fisheries(MAF); Ministry of Commerce, Industry and Environment(MCIE), Ministry of Public Works(MPW), University of Timor-Leste(UNTL), executing agencies/ NGOs, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR consultant is expected to conduct field missions to Dili, Liquica, Manatuto, Viqueque, Manufahi, Covalima and Bobonaro municipalities, including the following project sites Uatukurbao, Uaniuma, Aubeon, Modomahut, Fatukahi, Mahakidan, Dotic, Betano, Selele-Boot, Suai-Loro, Be-malai, Beacou, Lake-Mobara, Ulmera, Hera, Metinaro among others.

¹⁰ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013

¹¹ For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

TEAM COMPOSITION

A team of two independent consultants (one international and one national) will conduct the MTR. The International Consultant will be the team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project (national consultant). The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas and both international and national consultants must have:

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to GEF, climate change, biodiversity and other relevant Focal Area);
- Experience working with the GEF or GEF-evaluations;
- Experience working in small island states preferably in Asia and Pacific region
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and climate change, biodiversity and other relevant Focal Area; experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- A Master's degree in Ecology, Coastal Ecosystem Management, Natural Resources Management, Environmental Science, Climate Change Adaptation, or in any disciplines relevant to Mangrove/coastal ecosystem restoration, coastal adaptation and shoreline management.), or other closely related field.

Annex 2: MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results.			
What are the Development problems where the project seeks to impact?	Target development problems.	Project documents, national policies/strategies, UNDAF, websites.	Document analysis.
What are the specific problematic situations where the project seeks to intervene?	Target problems	Project documents. Key stakeholders.	Document analysis and interviews.
Have you observed some change in this problematic situation?	Change in problems addressed by the project.	National level stakeholders, UNDP CO.	Interviews and/or meetings.
Were perspectives of those who would be affected by project taken into account	Groups consulted	Project documents.	Interviews and/or meetings. Document analysis.

Evaluative Questions	Indicators	Sources	Methodology
during project design processes?			
Were lessons from other relevant projects properly incorporated into the project design?	Lesson incorporated in project design.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
How the project outcomes are fitting into National and/or Sectorial priorities and Plans?	Actions-bridging to development.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
Who could affect the outcome and how?	Actors and affections on outcomes.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
Who is contributing with information and/or resources to achieve outcomes?	Stakeholder contributions.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
How were they integrated on project?	Level of responsibility.	National level stakeholders, Project documents.	Interviews, meetings or workshop. Document analysis.
The progress to achieve outcomes, have catalysed beneficial development effects? (i.e. income generation, gender equality and women's empowerment, improved governance, etc...)	Beneficial development effects	Local and National stakeholders, project team, community groups.	Interviews, meetings or workshop.
The catalysed beneficial development effects should be included in the project results framework and monitored on an annual basis?	Beneficial development effect indicators.	National stakeholders, project team.	Interviews, meetings or workshop.
Gender equity			
Were relevant gender issues raised in the Project Document?	Relevant gender issues.	Project documents.	Document analysis.
Does the project budget include funding for gender-relevant outcomes, outputs and activities?	Budget gender-relevant.	Project documents.	Document analysis.
Were gender specialists and representatives of women at different levels consulted throughout the project design and preparation process?	Number of gender specialist and/or women's groups in the project.	Project team, national and local stakeholders, UNDP gender focal point.	Interviews, meetings or workshop.
The broader development and gender aspects of the	Comprehensive adaptation Monitoring and Assessment Tool.	Project team, project document, Tracking Tool.	Interviews, meetings or workshop. Document analysis.

Evaluative Questions	Indicators	Sources	Methodology
project are being monitored effectively?			
Which 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits, can be included in the project?	Sex-disaggregated indicators of development benefits.	Project document, project team.	Interviews, meetings, document analysis.
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Are the project's objectives, outcomes and outputs clear, practical, and feasible within its time frame?	SMART rate.	Project documents.	Document analysis.
Are the project indicators enough SMART to guide the process toward outcome achievement and to allow monitoring & evaluation with suitable accuracy?	SMART rate	Project documents	Document analysis.
Do the Indicators System need to be adjusted by modify existing indicators or replacement some of them or added new others?	SMART rate	Project documents	Document analysis.
The Technical Working Group (TWG) has a working plan RBM?	A working plan	Project documents	Document analysis.
Are working the SOP for coordinated approach to protect mangrove areas?	Implementing a SOP	Interviews and project documents.	Interviews, meetings, document analysis.
Has been provided community training?	Topic of training	Documents, community groups.	Interviews, meetings, document analysis.
Have been trained the key users on CBEMR guidelines and M&E concept and tools?	Number of institutional and communities users trained.	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.
The protected mangrove and wetlands using local customary law (tara-bandu), has been mapped, delimited or marked in the field and officialised?	Number of mangrove protected areas (tara-bandu) delimited and officialised.	Institutional documentation, project documents, interviews.	Interviews, meetings, document analysis.
Which additional measures or action has been made to ensure that mangrove seeds planted in degraded areas, will have suitable success?	Number of measures or actions	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.

Evaluative Questions	Indicators	Sources	Methodology
List the basic business skills provided, the selected economic activities and tools	Skills provided for economic activities	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.
Which are the incentives of those 200 youth that has been mobilized as a safeguard of mangroves and coastal ecosystem? it is sustainable? Why?	Incentives provided	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.
Which kind of alternative regular daily income has the household heads?	Concept of alternative income	PIR, quarterly reports, studies, interviews.	Interviews, meetings, document analysis.
Has been monitored the effectiveness of training actions related to improve the nutrition content of daily meal in their children by using their products?	M&E tool	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.
What is the progress about financing mechanism with committed resources that will extend at least 2 years after the project end date?	Number and kind of financial mechanism.	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.
Project has a measure of expected change related to public awareness? e.g., project has developed baseline and target of change related to public awareness, given that public to be targeted is different?	Baseline and monitoring change in public awareness.	PIR, quarterly reports, interviews.	Interviews, meetings, document analysis.
Project Implementation and Adaptive Management: Has the project been implemented efficiently ¹² , cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Has there been an economical use of financial and human resources?	Economical use of resources.	Financial reports, ATLAS, PIRs.	Data and document analysis.
In which extent the resources (funds, human resources, time, expertise, etc.) are	Resources allocated on strategic milestones.	Project documentation, ATLAS, Tracking Tool.	Data and documentation analysis.

¹² Measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

Evaluative Questions	Indicators	Sources	Methodology
being used to produce the intended outputs?			
Do the achieved justify the costs?	Rate of cost/benefit.	Project documentation, ATLAS, Tracking Tool, project team.	Data and documentation analysis, interview and meetings.
Could the same achievements be attained with fewer resources?	Balanced point.	Stakeholders, project team.	Interview and meetings.
Have activities supporting the strategy been cost-effective?	Rate of cost/benefit.	Project documentation, ATLAS, Tracking Tool, project team, stakeholders.	Data and documentation analysis.
How resources could be used more efficiently to achieve the intended results?	Point of efficiency ¹³ .	Stakeholders, project team.	Interview and meetings.
Are the products timely delivered as was needed?	Time of delivered.	National and local Stakeholders, local communities, project team.	Interview, meetings and/or workshop.
Why some initiatives are implemented more quickly than others?	Time of implementation.	National and local Stakeholders, local communities, project team.	Interview, meetings and/or workshop.
How is structured the cost-sharing measures and complementary activities?	Position in the outcome chain.	National and local Stakeholders, project team.	Interview, meetings and/or workshop.
Is there a clear understanding of the roles and responsibilities by all parties involved?	Results chain system.	Steering committee, project team, local stakeholders.	Interview, meetings and/or workshop.
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Are there any social or political hazards that may jeopardize sustainability of project outcomes?	Socio-political risk.	National and local stakeholders, project team.	Interview, meetings and/or workshop.
Are stakeholders enough interested in outcomes, to allow for the project benefits to be sustained?	Stakeholders' counterpart.	National and local stakeholders, project team.	Interview, meetings and/or workshop.
Lessons learned are being documented by the Project Team continuously and are shared with stakeholders who could learn from the project?	Number of meetings to exchange experiences.	National and local stakeholders, project team.	Interview, meetings and/or workshop.

¹³ Is the **point** at which the input cannot increase output, without lowering the expected of outcomes.

Evaluative Questions	Indicators	Sources	Methodology
Do the current legal frameworks, policies, governance structures and processes, may jeopardize the sustenance of the project benefits?	Level of risk.	National and local stakeholders, project team.	Interview, meetings and/or workshop.
Are there any environmental risks that may jeopardize the sustenance of the projects outcomes?	Level of risk.	National and local stakeholders, project team.	Interview, meetings and/or workshop.
Do the project interventions have well designed and well planned exit strategies?	An exit strategy.	Project documentation, project team, national and UNDP CO.	Data and documentation analysis, interview and meetings.
What could be done to strengthen exit strategies and sustainability?	Additional and/or adjustment measures	National stakeholders, project team, UNDP CO.	Data and documentation analysis, interview and meetings.

Annex 3: Example Questionnaire or Interview Guide used for data collection

Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results.

1. What are the Development problems where the project seeks to impact?
2. Have you observed some change in this problematic situation?
3. How the project can contribute to solve this Development problem?
4. Which is the most effective route towards expected results?
5. Were lessons from other relevant projects properly incorporated into the project design?
6. How the project outcomes are fitting into National and/or Sectorial priorities and Plans?
7. Who could affect the outcome and how?
8. Who is contributing with information and/or resources to achieve outcomes?
9. How were they integrated on project?
10. The progress to achieve outcomes, have catalyzed beneficial development effects? (i.e. income generation, gender equality and women's empowerment, improved governance, etc...)
11. The catalyzed beneficial development effects should be included in the project results framework and monitored on an annual basis?

Gender.

1. Were relevant gender issues raised in the Project Document?
2. Does the project budget include funding for gender-relevant outcomes, outputs and activities?
3. Were gender specialists and representatives of women at different levels consulted throughout the project design and preparation process?
4. The broader development and gender aspects of the project are being monitored effectively?
5. Which 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits, can be included in the project?

Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?

1. Are the project's objectives, outcomes and outputs clear, practical, and feasible within its time frame?
2. Are the project indicators enough SMART to guide the process toward outcome achievement and to allow monitoring & evaluation with suitable accuracy?
3. Do the Indicators System need to be adjusted by modify existing indicators or replacement some of them or added new others?
4. How many villages and/or Councils have design CCA plans to enhance resilience?
5. Are the CCA actions based on these plans?
6. How many villages and/or councils are in process of implementation?
7. What mean "high quality early warning"? What is "a timely manner? What are the "multiple communication lines"?
8. How is expressed the "Integrated coastal zone management framework incorporating resilience though climate change adaptation"? Please give some examples.
9. How these expressions of "resilience though climate change adaptation" have been supported by appropriate sectoral and cross sectoral policy and legislations? Please give some examples.

Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far?

1. To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?
2. Has there been an economical use of financial and human resources?
3. In which extent the resources (funds, human resources, time, expertise, etc.) are being used to produce the intended outputs?
4. Do the achieved justify the costs?
5. Could the same achievements be attained with fewer resources?
6. Have activities supporting the strategy been cost-effective?
7. How resources could be used more efficiently to achieve the intended results?
8. Are the products timely delivered as was needed?
9. Why some initiatives are implemented more quickly than others?
10. How is structured the cost-sharing measures and complementary activities?
11. How has the steering or advisory committee contributed to the success of the project?
12. Is there a clear understanding of the roles and responsibilities by all parties involved?
13. Is the monitoring and evaluation systems that project have in place helping to ensure effective and efficient project management?

Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?

1. Are there any social or political hazards that may jeopardize sustainability of project outcomes?
2. Are stakeholders enough interested in outcomes, to allow for the project benefits to be sustained?
3. Lessons learned are being documented by the Project Team continuously and are shared with stakeholders who could learn from the project?
4. Do the current legal frameworks, policies, governance structures and processes, may jeopardize the sustenance of the project benefits?
5. Are there any environmental risks that may jeopardize the sustenance of the projects outcomes?
6. Do the project interventions have well designed and well planned exit strategies?
7. What could be done to strengthen exit strategies and sustainability?
8. What changes if any should be made in the current partnership (s) in order to promote long term sustainability?

Annex 4: Ratings Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)
--

6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Annex 5: MTR mission itinerary





























Date	Activity	Location	Remarks
28 Oct	MTR Evaluator Arrival in Dili	Dili	
29 Oct	Briefing in UNDP Meeting with UNDP-CD and Program Manager (morning) Meeting with DG Mendes (afternoon)	Dili	
30 Oct	Inception Workshop	Dili	Invite participants from National and Municipalities
31 Oct	Visit project site in Hera and Metinaro (morning) Meeting with partners in Dili		
1 Nov	Visit and meet with group in Liquica (Tibar/Ulmera/Maubara) - morning	Liquica	
2 Nov			Holiday
3 Nov			
4 Nov	Trip and visit to Vqq: meeting with Suco Chief and community beneficiaries	Viqueque	
5 Nov	Continue activity in Vqq (morning) and trip to Manatuto/Natarbora – Aubeon	Viqueque/Manatuto	Trip from Viqueque after lunch and sleep in nun's house in Fatuberliu
6 Nov	Continue mission in Fatuberliu (Morning) and trip to Suai at noon time, upon arrival interview with MAF Municipality, NGO HLT and community groups	Manufahi and Suai	
7 Nov	Continue to visit activity and meeting with community groups in Salele (morning) and back to Dili after lunch	Suai and Dili	
8 Nov	Trip to Bobonaro/Atabae-Beacou and Bemalae (morning and back after lunch) Interview with partners in Dili (afternoon)	Bobonaro Dili	
9 Nov	Debriefing	Dili	
10 Nov	Fly back home		

Annex 6: List of persons interviewed

MTR has conducted an inception workshop and "initial findings" presentation with key national stakeholders. In addition, meetings were performed with UNDP head of office and MAF general director. On the other hand, several meetings have made with local authorities from all visited municipalities and suco, including community focus groups in Seven municipalities (Dili Liquica Viqueque, Manatuto, Manufahi, Suai and Bobonaro) with a total of 265 participants, interviewed 112 participant including women representatives. MTR consultation and interviewed were conducted as follows:

- MTRs Community consultation and interview Dili-Metinaro 13 participants 5 women and 7 men
- MTRs Community consultation and interview Liquica-Ulmera 12 participants 4 women and 8 men
- MTRs Community Consultation and interview Viqueque-Watucarbao 44 participants 18 women and 26 men
- MTRs Community consultation and interview Natarbaora-Aubeon 10 participants 3 women and 7 men
- MTRs Community consultation and interview Manufahi-Same 64 participants 26 women and 38 men
- MTRs Community consultation and interview Suai-Salele and Suailoro 83 participants 49 women and 34 men
- MTRs Community consultation and interview Bobonaro Decoy and Bemalae 20 participants 15 women and 5 men

Annex 7: List of documents reviewed

 2018-GEF-PIR-PIMS5330-GEFID5671-Final.docx
 2018-GEF-PIR-PIMS5330-GEFID5671.docx
 5330_LDCE_TL_Mangrove_ProDoc_30Dec2015 - Final - Final .pdf
 Annual Progress Report Coastal Resilience Building Project_2017.pdf
 AWP 2017_Signed_CR Project.pdf
 AWP 2018_Signed Approved.pdf
 AWP 2018-2020.pdf
 AWP_2016_Signed.pdf
 Brief Note_Coastal Resilience Building Project_2018.docx
 budget revision_2017.pdf
 Coastal Resilience Project Inception Report _September - Dec 2016.pdf
 Coastal Resilience Project QI 2017 Report _18.04.17.pdf
 Coastal Resilience Project QI 2018 Report _100418.docx
 Coastal Resilience Project QI Report _2018.pdf
 Coastal Resilience Project QII 2017 Report _14.07.17.pdf
 Coastal Resilience Project QIII 2017 Report _18.10.17.pdf
 CRB_PROJECT MONITORING PLAN_17.pdf
 CRP_2017 database.pdf
 EcosystemsReport_BuildingShorelineResilienceTL_FINAL_Jul2015.pdf
 Project fact sheet_CRBP_English.docx
 PROJECT MONITORING PLAN_CRBP_2018.pdf
 Project Structure and PMU Organigram.docx
 TL_Coastal Resilience Building Project(Mangrove) QII _ 2018 Report.docx
 TL_Coastal Resilience Building Project(Mangrove) QII _ 2018 Report.pdf
 TL_Coastal Resilience Building Project(Mangrove) QIII _ 2018 Report.docx
 TL_Coastal Resilience Building Project(Mangrove) QIII _ 2018 Report.pdf
 TL_Coastal Resilience Project QIV 2017 Report _22.12.17.pdf
 UNDP TL_Coastal Resilience project AWP 2017.pdf

Annex 8: Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Antonio Carlos Javier Arenas Romero

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Barcelona, Spain on *November 18, 2018*

Signature:



Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: **Amorim Vieira** _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Dili, Timor-Leste (Place) on November 30th, 2018 (Date)

Signature: _____



Annex 9: Signed MTR final report clearance form

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____

Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____

Date: _____

Annexed in a separate file: Audit trail from received comments on draft MTR report