

# Final Evaluation Report

**Support for the Institutional and Sustainable Development of  
Oé-Cusse Special Administrative Region (SAR) and the Special  
Zone of Social Market Economy (ZEESM TL)  
Second Phase 2019-2021**

## Final Evaluation

**Submitted to  
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## ACRONYMS

AFFOs	Asociasiaun Futuru Foin Sae Sustentanvel
BoQ	Bill of Quantity
CBOs	Community Based Organizations
CBT	Community-Based Tourism
CPAP	UNDP Country Programme Action Plan
CPD	Country Program Document, UNDP, UNFPA, UNOPS
CSO	Civil Society Organizations
DAC	Development Assistance Committee
EWB	Engineer Without Borders
ETDA	East Timor Development Agency
FGDs	Focused Group Discussions
JLS	Jajar Legowo System
KIIs	Key Informant Interviews
MANEO	Asosiasaun Masine Neo Oé-Cusse
MPI	Multidimensional Poverty Index
NGO	Non-Governmental Organizations
OBI	Oé-Cusse Business Incubator
OECD	Organization of Economic Cooperation and Development
PERMATIL	The Permaculture Organization in Timor-Leste
PM	Project Manager
PLD	Procurement and Logistics Department of ZEESM TL
PPP	Public Private Partnerships
QBS	Questionnaire Based Survey
RAEOA	Special Administrative Region of Oé-Cusse Ambeno
RDTL	Democratic Republic of Timor-Leste
RSP	Regional Strategic Plan (RSP) for Oé-Cusse 2019-2023
SAR	Oé-Cusse Special Administrative Region
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
ToT	Training of Trainers
TL	Timor Leste
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNV	United Nations Volunteers
UNDAF	United Nations Development Assistance Framework
ZEESM	Special Zones of Social Market Economy

## EXECUTIVE SUMMARY

The final evaluation report of the UNDP's ZEESM-TL project is based on the overall evaluation criteria of assessing the *relevance, effectiveness, efficiency, coherence, impact and sustainability* of the project. The project's results framework, related indicators and targets provided the benchmark for the performance evaluation of the project. Based on documents review, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and related observations, following set of evaluation findings are consolidated.

### A. Summary of Findings

**A1-** The Project ZEESM TL, particularly its outcome 2 (focused on enhancing sustainable economic and innovative development in Oé-Cusse) was found 'Relevant' to the national level priorities, Regional Strategic Plan (RSP) for Oé-Cusse region, UNDP's Strategic Plan and Country Programme Document (CPD)), and the Sustainable Development Goals SDGs. The relevance dimension of the project was found as one of the strongest attributes of the project. The ZEESM-TL project is highly aligned and relevant with the Regional Strategic Plan (RSP) for Oé-Cusse 2019-2023. More specifically, direct linkages can be drawn with the pillar 2 'Economic Sector'. It was also found aligned and contributing to the outcome 3 of the UNDAF and as well as output 2.1. and Output 3.3 of the CPD 2015-2019. Moreover, the objectives and outcomes of the ZEESM TL project were found to be directly linked with the SDG 2- and SDG 8.

**A 2-** The ZEESM TL project's overall effectiveness is rated as 'moderately satisfactory' whereby it varies from both, one outcome to another outcome and from one output to the other. Comparatively, limited progress could be found under outcome 1 as compared to outcome 2. Similarly, within outcome 2, the overall progress varied between the 4 outputs. It was found that output 2.3 (Agri-business development programme) has resulted in yielding effective and key results whereby many targets are fully achieved. However, targets for output 2.2 Community Tourism Development Support (Community Tourism Development Support) have been partially achieved with some gaps, whereas most of the targets under output 2.2 (Business Development Support) are under achieved so far. The newly added Output 2.4 (Water provisioning and Water Conservation) has shown very little progress on the ground so far.

**A3- Outcome 1- 'Improved governance in Oé-Cusse region by strengthening RAEOA & ZEESM TL capacity to promote regional sustainable development'**- Overall, most of the results and related targets and indicators for outcome 1 that were related to improved governance in Oé-Cusse region were underachieved, hence rated as moderately unsatisfactory. However, this underachievement with reference to the results and targets of the results framework does not imply that UNDP has not been able to contribute in capacity building and provision of technical support to the regional government at all. Rather despite challenges, it was acknowledged by the stakeholders that UNDP continued its support and contribution to strengthen capacities of the regional government. The key challenge and lessons learned include:

- i) **Challenge-** political and related administrative change during the project cycles has adversely impacted the progress to achieve intended results and targets.
- ii) **Lesson Learned-** Broader scope and integrated governance programme would have brought more tangible results under the Governance portfolio particularly considering the UNDPs globally acknowledged comparative advantage in the thematic areas of transparency, accountability, service delivery including e-Governance etc. Moreover, it could have been more aligned and designed on the basis of the coherent programme directions set by the governance section of the Regional Strategic Plan (Section 11.2 & 11.3).

**A4- Outcome 2- Output 2.1- Community Tourism Development Support-** Overall, the results and related targets and indicators were partially achieved, with Covid-19 pandemic being a key barrier for ensuring sustained tourism related activities. The progress is therefore, rated as moderately satisfactory. The dimension of empowering the communities were found as effective by the stakeholders and a model to be replicated in other parts of the country. Despite its linkages with the Regional Strategic Plan, the focus and design were found to be less on building fundamental components for tourism ecosystem (as set by Regional Strategic Plan) and more on isolated activities.

**A5- Outcome 2- Output 2.2- Business Development Support (OBI)-** Overall, the results, related targets and indicators were not fully achieved, with embryonic entrepreneurial ecosystem in the region was found as a key hindering factor to ensure targeted numbers of entrepreneurs/beneficiaries achieved. Hence the progress is rated as moderately unsatisfactory. The overall design of the OBI model to provide business support to young entrepreneurs was found as effective whereby a start-to-end capacity building, mentoring, and business development support was provided. However, implementation of this model could not achieve intended targets.

**A6- Outcome 2- Output 2.3- Agri-business Development Support-** Overall, the results and related targets and indicators were found achieved and the effectiveness of this project component is assessed as one of the strongest attributes of the project. Hence the progress is rated as satisfactory. The agribusiness development support is found to be a transformative and game changer effort for the Oé-Cusse region with clearly demonstrated results and some challenges of adoption. Interestingly, shifting towards vegetable production during the restrictions of the Covid-19 pandemic was found as a good example of adaptability, continuity, and quick response. Similarly, establishment of community-based cooperative for coffee was found as an effective mechanism to promote community-owned enterprises and development of the private sector.

**A7 Outcome 2- Output 2.4-** It was reported that a rapid assessment of water and sanitation facilities situation was conducted in 20 schools and 7 health centres across the region to provide basis to develop the solutions. As a follow up, a technical assessment of schools was also carried out to determine the construction work specifications. Water points in the neighborhoods of these facilities were mapped for future upgradation of the water facilities. Later, technical drawings and Bill of Quantities (BoQs) of the rainwater harvesting system were developed in partnership with the international NGO – Engineers

without borders (EWB) based in Dili. Three different sizes of rainwater harvesting system were designed to accommodate the different schools and health clinic's needs. A total of 10,109 students and teachers (5,048 female and 5,061 male) are the beneficiaries from the intervention. Additionally, a water catchment area and a set of composting toilets has installed in Lakufoan community.

**A8-** To ensure efficiency of project implementation, the role of project board was found 'efficient' in terms of the periodic supervision of the progress, discussing the risks and challenges and take timely decisions. However, the current project management unit was found to be understaffed/under resourced in all areas, hence hindering the overall implementation and coordination efficiency. The performance of existing resource base to manage multi-sectoral project was though found to be efficient in given circumstances. The efficiency of planned vs. actual results/targets both in terms of time and completion were not found as efficient (with the exception of Agribusiness Development), primarily hindered by the Covid-19 pandemic and changes in political and administrative setups as well as gaps in design and implementation of certain outputs, time, and mechanism to take decisions. Nevertheless, the M&E function of the project, particularly in terms of progress reporting and field visits were assessed as one of the stronger links of the project implementation mechanism. However, the continued and sustained follow up and engagement with the beneficiaries in all 3 components of the outcome 2, was found limited.

**A10-** The overall planned vs. actual expenditure stands at approximately 78% which indicated relatively efficient expenditure pattern, particularly considering the challenge imposed by the Covid-19 pandemic and related restrictions. More importantly, considering the allocated budget and actual expenditure, project has been able to demonstrate good quantitative and qualitative impact, particularly in output 2.3 (agribusiness development support). For instance, not only that the target of farmers to be benefited from trainings is overachieved, adopting new technology like JLS led to per hector yield of rice framers increased from approximately 2 MT/ha to 5MT/ha with 67% increase in rice production and 53% reduction in fertilizers usage. This indicates 'high value for money' spent under the project. Nevertheless, with regards to the completing planned activities with the budget expenditure on time, it was found that efficiency varies from one output to the other. For instance, with exception to the output 2.2 (Business Development Support), the targets of output 2.1 (Community Tourism Development Support) and 2.3 (Agribusiness Development Support) considerably achieved.

**A11-** UNDP has been able to demonstrate strong partnership with the regional government and related departments. However, as compared to UNDP's partnership approach with the government and considering the scope of the community involvement in various outputs, UNDP's partnership with non-government partners such as CSOs/NGOs and other development partners, in terms of number and scope could have been further strengthened. Nevertheless, good examples of established partnerships with CSOS/NGOs and Private sectors are found.

**A12-** Project's linkages and design synergies with other projects of the UNDP in the country as well inter project output alignment was found to be limited. For instance, agri-business and community tourism

sectors could have been considered as high priority sectors for business development support and entrepreneurship support.

**A13-** Project was interestingly found to demonstrate impact during its implementation phase. There was a consensus found that the agribusiness development component, through its transformative agricultural techniques and support has been able to increase the per hectare productivity for the farmers. For instance, documents review, and stakeholder consultations highlighted that by adopting new technology like JLS, per hector yield of rice framers have increased from approximately 2 MT/ha to 5MT/ha. Similarly, it was also highlighted that the JLS system since its adoption in 2019 has resulted in a 67% increase in rice production and 53% reduction in fertilizers usage in Oé-Cusse region. Moreover, the stakeholder consultation also highlighted that CBT component of the project whereby community members are empowered to design, implement, and manage tourism has been acknowledged as a best practice model that has been scaled up at national level to be implemented in 4 other municipalities.

**A14-** Due to the intrinsic design of the project whereby one of the primary aims of the project is to build capacities of the Regional Government Departments, it is 'likely' to sustain the project results and mechanism. Nevertheless, there is no clear or coherent sustainability and exit strategy found, both in the project document as well as any other documents. Moreover, no evidence is found that any such exit strategy development is currently under process. It was also found that the project lacks a focused and well-designed resource mobilization strategy.

**A15-** Ensuring gender equality and focus on youth were assessed to be the strong components of the project. Both at the design and implementation stages, gender equality was given a central focus, particularly by ensuring balanced representation of women in group of beneficiaries. However, based on the stakeholder consultations and documents review, no specific gender analysis and process could be found for the design of the project and development of project document. As a way forward, a well-planned gender inclusiveness and mainstreaming in project designing and implementation is imperative.

**A16-** Some of the key lessons learned include:

- ❖ Lessons learned from the ZEESM-TL Project Phase 1 were addressed in its Phase 2 that includes i) A shift from reliance on consultants to support the implementation of project outputs through IUNVs, and ii) a more robust monitoring and reporting mechanisms to ensure transparency and accountability. Further assessment could not be possible due to unavailability of final evaluation report of the Phase 1.
- ❖ Since models of community-based tourism, entrepreneurship, new agricultural technologies (e.g. JLS system) are new to the local communities, more sustained follow up and continued engagement are important to keep the motivation level of the communities as well to create awareness of their benefits to the community members.



- ❖ Due to the focus on communities and local contexts, more strengthened partnership with the CSOs/CBOs/NGOs can bring more effectiveness in the project implementation at the grassroots levels.
- ❖ Focusing on fundamentals to build foundation blocks of sectors such as entrepreneurship and regional tourism are vital prerequisites to gain maximum benefits from interventions like OBI and CBT etc. Inability to build and sustain basic requisites of these sectors can undermine the results of the project interventions.
- ❖ Addressing the 'last mile' connectivity of entrepreneurs and farmers to the marketplace and financial instruments enables more sustainable and long-term results.
- ❖ A clear sustainability and exit strategy based on phased approach is mandatory to plan, implement, evaluate, and sustain knowledge and skills transfer from UNDP to government departments.

**A17-** Following is a set of recommendations for the ZEESM-TL third Phase:

- ❖ Revisit the overall scope and related results framework of the project phase third . Clear, concise, and focused results framework with less ambitious and more realistic outputs, indicators and targets should be developed. UNDP should also revisit, reassess, and strengthen its role, modality, and scope of its contribution, based on its widely acknowledged areas of core competencies that are for instance in Governance (transparency, accountability, service delivery) and innovation (OBI) with comparatively more strategic and refined focus in community tourism and agri-business sectors. It may also include exploring and including more sectors in project (if required) to address issues of multi-dimensional poverty in the region such as Cash for Work, micro and SMEs development etc. Moreover, clearly defined sequential and focused priorities and guidelines of the Regional Strategic Plan should be considered as benchmark for the programme design, instead of taking bits and pieces from the list. For instance, Regional Strategic Plan has set up policy directions to build the foundation blocks of tourism and entrepreneurship sectors as pre-requisite for sustained results.
- ❖ A clear, coherent, and comprehensive sustainability/exit strategy should be developed covering political, socio economic, institutional, and financial components of the project sustainability. The strategy should be based on a phased rather than sudden exit approach. It implies that UNDP in collaboration with the government, should systematically shift its role from an implementation arm toward its core expertise of technical assistance and institutional building. However, both UNDP and Government should ensure that it is done in a systematic way whereby it is ensured that complete transfer of skills and capacities have been achieved to the government counterparts. A well designed 'learning transfer' measurement tool should be adopted to assess the transfer of skills. Any available best practices/model can be used in this regard such as delayed evaluation, Kirkpatrick Model, Phillips ROI Model, Anderson models etc. The sustainability strategy should be complemented by a well-planned and targeted 'resource mobilization strategy' to ensure timely financial sustainability of the programme.

**Governance component-** UNDP should refocus on providing its core area of technical expertise in the defined areas of regional strategic plan such as e-government including the Public Administration Online Management System, effective, efficient, transparent, and accountable regional financial management system, automatic asset tracking system and capacity building of RAEOA – ZEESM TL government staff in public service content including planning, administration, leadership, financial management and conflict resolution, office management etc. Moreover, in collaboration with the government and considering envisaged phasing out of UNDP's role as implementation arm, 'governance programme' should be considered as the flagship portfolio of technical assistance.

**Community Tourism Development Support-** The programme should be revisited and redesigned by adding more refined and clear focus on building the fundamental blocks and integrated foundation of the tourism sector in the region as defined by the Regional Strategic Plan that includes formation of regional tourism board (including representatives from the private sector, CSOs, development partners and government), Public-Private partnership, regular marketing in regional and global tourism and marketing forums etc.

**Business Development Support-** A five-step model is proposed that includes: I) Conducting a baseline for the Development of Entrepreneurship Ecosystem, II) Selection of Entrepreneurs for OBI, III) Development of OBI Venue (Most important), IV) Provision of startup mentoring & acceleration services, and V) Linking Entrepreneurs with the Oé-Cusse digital marketplace.

**Agribusiness Development Programme-** Continued engagement, change management and support to the beneficiaries and farmers should be ensured as any transformative change from traditional practices to new innovative technology-based solutions poses challenge for the farmers to adapt. Similarly, more value chains should be established in the region along with replicating cooperative of coffee sector in other sectors to promote and enhance model of community-owned enterprises and development of the private sector as well as to further strengthen the economic development of the agribusiness sector.

**Water Provisioning and Conservation-** It should remain its current status that is both as a separate output as well as its cross-cutting linkages with the agri-business development component. However, adequate allocation of financial and human resources should be ensured in the next phase, considering the issue of water scarcity has direct and indirect impact on other components as well as overall socio-economic development of the region.

**Project Management Unit** should be strengthened with both technical experts as well as more local support staff with knowledge of local language and context and dedicated M&E staff to support project manager. Moreover, the overall partnership strategy needs to be revisited and/or further strengthened. It should be more focused on enhancing and increasing partnership with the CSOs/NGOs, other development partners as well as inclusion of private sector.

## **1. INTRODUCTION**

### **1.1. Background**

The Government of Timor-Leste created the Special Administrative Region (SAR) and established the Special Zone of Social Market Economy (ZEESM) in Oé-Cusse district (an enclave nestled within Western Timor province of Indonesia and with an estimated population of 75,000) in 2014.

In this regard, UNDP has been providing its support to the Government of Timor-Leste through the following two phases of the ZEESM-TL project “Support to Institutional Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy”. Phase 1 of the project (2015-2018) was based on two key results pillars that, i) lay the foundation for an efficient, effective and agile regional administration in the Oé-Cusse ii) put in place sustainable and innovative frameworks to develop the Oé-Cusse economy and develop the linkages with the ZEESM. Phase 1 was focused on good governance practices of accountability, empowerment, and strengthened institutional capacities as well as improving livelihoods, business & entrepreneurship, and innovative financing modalities etc.

The Project “Support to Institutional Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL)” second Phase, 2019-2021 was approved and signed on January 23<sup>rd</sup>, 2019. The Project Document established new goals and activities within the components of the previous Phase 1 project, as UNDP will continue to support the operationalization of the SAR and ZEESM TL and to strengthen institutional capacity to deliver services to the people of Oé-Cusse.

**Following are the 2 key outcomes of the ZEESM TL Project that will form the foundation of the final evaluation**

**Outcome 1:** Improved governance in Oé-Cusse region by strengthening RAEOA & ZEESM TL capacity to promote regional sustainable development.

**Outcome 2:** Sustainable economic and innovative development in Oé-Cusse has been enhanced by implementing new mechanisms and programs oriented to promote regional specialization and employment creation.

UNDP aspired to conduct the final evaluation of second Phase of the ZEESM TL project.

## 1.2. Development Context of Timor Leste and Oé-Cusse region<sup>1</sup>

The Government of Timor-Leste has articulated its developmental vision through a National Development Strategy, demonstrating a clear political commitment to social protection and is embarking on a range of governance and public finance reforms. However, a high poverty rate (almost 50%), double-digit inflation especially food inflation that directly affects the poor, high dependency rates resulting from the demographic profile, high youth unemployment, and institutional structures and systems that need to be strengthened present challenges to development.

With 785,000 people or 65% of the 1.2M population living in rural areas, rural development is significant to Timor-Leste's future development. Young people from rural areas have been migrating into major cities in search of employment, as demonstrated by Dili's population growth of 175,730 in 2004 to 234,026 in 2010 (Timor Leste's Strategic Development Plan 2011-2030). The city's housing, infrastructure, and employment opportunities have been unable to keep up with this demand. The solution is to support viable economic activity in rural areas as well as ensuring service delivery in urban centers.

The Constitution of the Democratic Republic of Timor-Leste (RDTL) accords a special status to Oé-Cusse, stating that it shall be 'governed by a special administrative policy and economic regime' (Article 71, Clause 2) and a law was passed by the National Parliament in 2014 (3/2014), establishing the Authority of the Special Administrative Region of Oé-Cusse Ambeno (RAEOA) and the Special Zones of Social Market Economy (ZEESM). In June 2014, with aspirations of bringing a transformative change to Oé-Cusse's chronic underdevelopment and responding to the realities of its geographical isolation and an ever-evolving global market economy, the Government of Timor-Leste established a Special Zones of Social Market Economy (ZEESM TL) and created a Special Administrative Region in Oé-Cusse (RAEOA).

RAEOA – ZEESM TL has made considerable progress in recent years, particularly in establishing an effective administrative and regulatory framework for a Special Economic Zone and Social Market (ZEESM in Portuguese acronym). This has fostered rapid and quality infrastructure development that nurtures the enabling environment for regional economic development and diversification. Some initiatives have directly improved people's lives, considerably increasing the number of people that have access to electricity, clean and safe drinking water, and improved sanitation.

However it is worth mentioning the overall economic growth of Timor Leste and consequently of Oé-Cusse region was badly hit by dual COVID-19 and natural disaster shocks . The first positive case of COVID-19 emerged in Timor-Leste on 21 March 2020. A week later, 28 March 2020, the first national State of Emergency was declared to prevent the spread of COVID19. It included actions such as domestic and international travel restrictions, closure of schools and physical distancing. Restricting inter-

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<sup>1</sup> Regional Strategic Plan (RSP) for Oé-Cusse (2019-2023)

municipality travel and the face-to-face interactions necessary for the large informal sector hit uniquely hard in a country with limited access to technological supports and relative geographic isolation.<sup>2</sup> As of 19th January 2022, there have been 19,866 confirmed cases of COVID-19 with 122 deaths.<sup>3</sup> It is also worth mentioning that while assessing the pre-existing vulnerabilities before the pandemic, the highest percentage of economically vulnerable households is found in Oé-Cusse (69.4 percent).<sup>4</sup> It highlights the potential impact of Covid-19 on the economic dimensions of households in the region. Overall, Timor-Leste's economy had contracted by 8.6 percent in 2020, the largest output contraction since independence in 2002.<sup>5</sup>

In addition to the pandemic, the Flood Tropical Cyclone (TC) Seroja impacted Timor-Leste on April 4, 2021 with heavy rains over a 24-hour period, averaging over 14 millimeters per hour with a peak of over 70 millimeters per hour. The country's natural topography coupled with heavy precipitation caused landslides, flash floods, and liquefaction, resulting in severe damage across the country. It caused at least 44 fatalities and damaged critical infrastructure such as roads, bridges, water supply infrastructure, schools, and hospitals, as well as agricultural assets.<sup>6</sup> However, the SEIA report indicated that Oé-Cusse seems to be the region in which income was least affected by the flood.<sup>7</sup>

While directly contributing to the Timor-Leste Strategic Development Plan 2011-2030, National Sectoral Plans, the recently developed and approved Regional Strategic Plan (RSP) for Oé-Cusse (2019-2023) is aimed at addressing the development problems of the region through 5 pillars of intervention that includes Social Sector, Economic Sector, Infrastructure Development, Urban Planning, Governance and Institutional Modernization, each pillar is based on clear set of objectives, guidelines and expected results.

ZEESM TL Project second Phase was primarily focused on contributing to the Economic and Governance pillars of the Regional Strategic Plan through its selected and targeted interventions in the thematic areas of procurement and institutional strengthening, community-based tourism, agribusiness development support and business development support. The project involved stakeholder from multiple sectors that includes RAEOA, local NGOs based in Oé-Cusse, such as MANEO, CECEO, national NGOs such as EWB (engineer without borders) PERMATIL, ETDA, Arte Moris and AFFOS. Within the RAEOA Government, the Project has worked closely with Finance Department, Community Tourism Unit, Commerce and Industry Department, Agriculture Department, Water & Sanitation Department, and Education and Social Solidarity Department. In addition, the Project partnered with schools, community members and private sector partners etc.

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<sup>2</sup> Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, Round 2, (SEIA) 2021

<sup>3</sup> <https://covid19.who.int/region/searo/country/tl>

<sup>4</sup> Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, Round 2, (SEIA) 2021

<sup>5</sup> World Bank (2021). Timor-Leste Economic Report Steadying the Ship

<sup>6</sup> *ibid*

<sup>7</sup> Socio-Economic Impact Assessment of COVID-19 in Timor-Leste, Round 2, (SEIA) 2021

## 2. EVALUATION OBJECTIVES & APPROACH

### 2.1. Evaluation Objectives and Criteria

The final evaluation of the project was aimed at addressing the following objectives and related evaluation criteria and at assessing the performance of the project since the inception of second Phase till the time of the final evaluation. The overall evaluation criteria were based on the OECD DAC criteria and aligned with UNEG evaluation guidelines as well as UNDP- Independent Evaluation Office's best practices. It included assessment of project relevance, effectiveness, efficiency, impact, coherence and sustainability<sup>8</sup>.

#### Objectives

- To review progress towards the project's objectives and outcomes,
- To assess the likelihood of the project delivering its intended outputs,
- To identify strengths and weaknesses in design and implementation,
- To identify risks and countermeasures,
- To identify challenges, lessons learned and good practices,
- To evaluate the sustainability of the project interventions,
- To examine the cost efficiency and effectiveness of the project,
- To document main lessons learned, best practices and propose recommendations.

As a key evaluation outcome, it also aimed that capturing key lessons learned would be vital to inform the planning and design of next phase of the project and/or a new project planning process. Enquiring and documentation of lessons learned was planned to be done through multiple sources to validate the findings and observations. The scope of assessment was planned to be based on both lessons learned in first Phase and second Phase by aiming at the following basic questions:

- ❖ How and to what extent, the key lessons learned in Phase 1 have informed the design of the Phase II of the project?
- ❖ What went well and what can we learn from that?
- ❖ What didn't go so well and what can we learn from that?
- ❖ What should we do to improve the next project phase and/or new project?

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<sup>8</sup> Please see Annex B for the guiding questions/checklist for each evaluation criteria

## 2.2. Inception Meeting/Call

Upon the award of a contract, an introductory virtual meeting was held 24<sup>th</sup> September 2021. The meeting was initiated with a brief introduction of the ZEESM TL by the UNDP team member. The overview was followed by discussions on expectations about key deliverables, particularly data collection and role of the national consultant to support the process. In addition, the inception meeting call served as an opportunity to discuss management approach and coordination mechanisms of the assignment and to request relevant important documents. Prior to the meeting, UNDP also shared available information as well as documents pertaining to the ZEESM TL project for desk review and document analysis. It was agreed that while international consultant will be responsible for the comprehensive documents reviews and to only conduct KIIs with the stakeholders who are comfortable in English, national consultant will be responsible to conduct the major data collection through all data collection tools for the identified number of stakeholders.

## 3. EVALUATION METHODOLOGY

The following sections provide relevant details of the adopted **evaluation methodology**, based on the requirements of the TORs for undertaking the assignment and findings from the Desk Review.

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### PREPARATION OF THE EVALUATION

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The foundation of the desk review was the background documents shared by the UNDP team. A review of the documents such as ZEESM TL project documents for both phases, annual work plans, mid-term evaluation report, quarterly and annual progress reports etc., facilitated in depth understanding of the project and enabled an effective assessment design.

A list of documents reviewed during this stage is provided in the **Annex A**.

#### 3.1. Programmatic Scope of the Assessment

The programmatic scope of the evaluation exercise was primarily focused on evaluating the relevance, coherence, effectiveness & impact, efficiency, and sustainability of the following key outputs, indicators, and targets of the results framework.

**Outcome 1: Improved governance in Oé-Cusse region by strengthening RAEOA & ZEESM TL capacity to promote regional sustainable development**

<b>Outputs</b>	<b>Indicators to be Evaluated</b>	<b>Baselines &amp; Targets</b>
Output 1: Four IUNV have supported to building the capacity within the Authority in four key sectors: 1 procurement, 1 health, 1 rural development, 1 tourism.	The Regional Secretaries of Agriculture, Tourism and Health have been equipped with skilled staff. *The Procurement Department has been equipped with skilled staff.	Baseline: 0 Target: 4
Output 2- Assessment mission for the implementation of E-Procurement in RAEOA-ZEESM TL.	mission implemented report completed	Baseline: 0 Target: 1 mission, 1 report
Output 3- Regional economic policy improved. Recruitment of an economic advisor	Study on the Social Market Economy: the concept and its application in Timor Leste.	Baseline: 0 1 study completed
Output 4- Publications on the social impact of the infrastructure investment in Oé-Cusse.	Publications on the social impact of the infrastructure investment in Oé-Cusse.	Baseline: 0 Target: 2 publications
Output 5- Workshop held in Dili to present results and impact of investments in Oé-Cusse	Workshop/event held in Dili.	Baseline: 0 Target: 1 workshop

**OUTCOME 2:** Sustainable economic and innovative development in Oé-Cusse has been enhanced by implementing new mechanisms and programs oriented to promote regional specialization and employment creation.

<b>Output</b>	<b>Indicators to be Evaluated</b>	<b>Baselines &amp; Targets</b>
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**Output 2.1 - Increased income generation through Community Tourism Development Support**



Output 2.1.1- Community Tourism developed in 2 sub-regions of Oé-Cusse	CBT Operators functional in local people have been trained and local signage has been installed.	(1. Bene-Ufe, Citrane, 2. Kutete - Costa).  100 persons
Output 2.1.2- Promotion of community tourism has been improved.	promotional videos developed. new tourism brochures. Update and printing brochures and map. Press releases and online promotion.	10 2 2 brochure & 1 map 20
<b>Output 2.2 - Increased youth involvement in development through Business Development Support</b>		
Output 2.2.1- Oé-Cusse Business Incubator (OBI) has supported more than 150 entrepreneurs with knowledge and equipment.	entrepreneurs have been supported with mentoring, training, and equipment.	At least 150
Output 2.2.2- "OBI at Schools" Developed entrepreneurship skills of young people attending school.	Training for teachers on business and entrepreneurship skills. Development of a manual and educative games. Learning sessions delivered to schools in Oé-Cusse.	50  1  at least 15
<b>Output 2.3 - Increased production and productivity through agri-business development support in Oé-Cusse.</b>		
Output 2.3.1- Agri-business Development Programme has been implemented to support more than 700 farmers to increase production in key value chains.	farmers have been supported with training and equipment.  best practice documents to promote better production.  New techniques have been implemented for value chains.	700  6  6
Output 2.3.2- <sup>9</sup> Farmers supported increased production or income	Increased production or income by %	15%

<sup>9</sup> The output is not included in ProDoc. Reference is taken from the Annual Progress Report 2020

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## DATA COLLECTION FROM THE FIELD

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### 3.2. Development of Assessment Tools

The TORs and the desk review of the documents provided an informed foundation for the development of assessment tools. Keeping in view the travel restrictions due to Covid-19 pandemic along with the opportunity of having a national consultant on board to collect data at the local level, a mix of digital and on field data collection tools are planned. These tools were based on the **four** techniques and comprise of:

- Key Informant Interviews (KIIs)
- Questionnaire Based Survey (QBS)
- Focus Group Discussions (FGDs)
- Observations and Site Visits (Due Diligence Checklist)

The above-mentioned tools are user friendly and provide a combination of qualitative and quantitative information. **Annex B** provides a detailed '**Evaluation Questions Matrix**', relevant/related data collection methods and sources for the evaluation mission. These questions will also provide the guiding basis for the interviews and Focused Group Discussions (FGDs).

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## DATA COLLECTION FROM THE FIELD

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### 3.3. Data Collection

While undertaking the data collection process, it was ensured that both quantitative and qualitative information was gathered through a combination of primary and secondary sources. Data collected from one source was triangulated with the other to ensure accuracy and validity. An intelligent mix of both approaches offered more quality and depth to ensure greater understanding of the project results and data collected. This, therefore, presented information about the nature, extent, effect, and impact of the issues in the targeted area. It was agreed that national consultant will be responsible to collect on field data as well with the stakeholders who speak local language, through the identified data collection tools.

### 3.3.1. Key Informant Interviews (KIIs)

To consult the relevant project stakeholders, key informant interviews were conducted. The KIIs were conducted both onsite by the national consultant as well as through virtual meeting place, wherever possible. **Annex B** provided a guiding list of interview questions for the key informant interviews under the criteria of relevance, effectiveness, efficiency, coherence, sustainability, cross cutting themes and UN's partnership strategy. Following key stakeholders/categories were initially identified through the documents review:

- UNDP and project Staff
- RAEOA Staff
- Local NGOs based in Oé-Cusse, such as MANEO, CECEO, and AFFOS
- Regional Secretary of Finance
- Community Tourism Unit
- Regional Secretary of Commerce and Industry
- Regional Secretary of Agriculture
- Water & Sanitation Department
- Entrepreneurs
- Community leaders/partners
- Private sector partners and stakeholders

### 3.3.2. Questionnaire Based Survey (QBS)

Since the evaluation exercise was primarily home based with support from the National Consultant to a certain level as well as considerable reliance on the virtual data collection, a Questionnaire Based Survey (QBS) was planned to complement other data collection tools and to capture data from a range of stakeholders of the project. The survey was translated in the local language, and it was aimed to assist in further validating and triangulating data gathered from the range of project documents, published stories, as well as data gathered during KIIs and FGDs. **Annex E** provides the basic set of questions for QBS, divided into 3 parts i) For UNDP and project staff, (ii) Partners & Beneficiaries. National consultant was responsible to circulate, receive and analyze the data gathered from QBS and submit it to the international consultant in a report on agreed data collection and findings format.

### 3.3.3. Focus Group Discussions (FGDs)

To assess the perception of the key beneficiaries and the impact of the ZEESM TL project, at least **three FGDs** were proposed/planned. FGDs included one set of beneficiaries each from the following 3 outputs areas of outcome 2:

- Community Tourism Development Support Development Support
- Business Development Support

- Agri-business Development Support

While conducting FGDs, a selected set of direct beneficiaries were gathered, to discuss issues and concerns based on a list of key themes drawn up. National Consultant conducted the FGDs on the basis of the guidelines and questions formulated and submitted by the international consultant. It was aimed that participants would form for each of the FGD with appropriate gender balance, youth and other marginalized groups.

### 3.3.4. Observations and Site Visits

To ensure validity and accuracy of the data gathered during KIIs and FGDs, particularly for the outcome 2 (Oé-Cusse Business Incubator (OBI) & Community Tourism Development Support etc.), site visits were conducted by the National Consultant, based on the preliminary data requirement and the due diligence checklist provided in the **Annex C**. The purpose of this activity was to triangulate the findings regarding physical attributes of the facilities and infrastructure as well as direction observation of their functions. However due to the evaluation’s limitations highlighted below, national consultant could not conduct the site visits.

### 3.4. Data Analysis

The process of data analysis was expected to be intensive as it was aimed to analyze both quantitative and qualitative data from broad stakeholder base and 2 outcomes area; analytical tools were applied which permit comparisons. **Qualitative data** gathered during the course of the assessment was transcribed and categorized according to the various themes and topics explored with clear conclusions drawn. The **quantitative analysis** included percentages, comparisons, planned vs. actual quantitative targets (as per the ZEESM TL project’s results framework), etc.

Following obligatory ratings were used for the assessment of each of the sections of the project:

Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&E, IA &EA Execution	Sustainability ratings	Relevance ratings
6: Highly Satisfactory (HS): no shortcomings	4. Likely (L): negligible risks to sustainability	2. Relevant (R)
5: Satisfactory (S): minor shortcomings	3. Moderately Likely (ML): moderate risks	1. Not relevant (NR)
4: Moderately Satisfactory (MS): moderate shortcomings	2. Moderately Unlikely (MU): significant risks	
3: Moderately Unsatisfactory (MU): significant shortcomings	1. Unlikely (U): severe risks	
2: Unsatisfactory (U): major shortcomings		

1. Highly Unsatisfactory (HU): severe shortcomings		
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

### 3.5. Debriefing of Findings

Based on the collected data through documents review and field mission, a debriefing session was scheduled on 14<sup>th</sup> December 2021, whereby the overall findings, lessons learned and key recommendations for the Phase III of ZEESM-TL were presented to the UNDP team.

### 3.6. Evaluation Limitations

Although the evaluation was conducted in a structured manner, there are certain limitations in gathering the data during the evaluation exercise:

- The process of National Consultant recruitment took considerable time that delayed the data collection on ground. Later, the hired national consultant resigned from the services, soon after resuming the assignment.
- Consequently, the process of hiring another national consultant was conducted that further delayed the data collection on field.
- Delayed joining of 2<sup>nd</sup> National Consultant, reliance on him for data collection due to language and logistical barrier led to deviation between planned vs. actual data collected. This includes omission of questionnaire-based survey as a data collection tool.
- Due to the limited remaining time available and schedule of the National Consultant, not all planned stakeholders could be consulted and comparatively less participants were arranged for FGDs.

To tackle these limitations, the evaluation methodology was designed in a way that survey was envisaged as an additional and back up tool to further validate data gathered from other sources. Analyzing the situation of delays in bringing national consultant on board, International Consultant with the help of UNDP team proactively conducted detailed KIIs with the key stakeholders as well as comprehensive documents review. A comprehensive range of documents were made available by the UNDP that includes progress reports, mid-term evaluation as well as published articles and materials. Moreover, National Consultant assisted in conducting FGDs with beneficiaries as well as conducting interviews with key government stakeholders. Overall and as a result, considerable data was gathered from multiple sources for triangulation and analysis.

## 4. EVALUATION FINDINGS

### 4.1. Relevance

**Finding:** Project ZEESM TL, particularly its outcome 2 (focused on enhancing sustainable economic and innovative development in Oé-Cusse) was found 'Relevant' to the national level priorities, Regional Strategic Plan, UNDP's strategic and country plans and SDGs. Relevance dimension of the project was found as one of the strongest attributes of the project.

#### 4.1.1. Relevance with the National/Regional Level Priorities

The ZEESM is highly aligned and relevant with the **Oé-Cusse Regional Strategic Plan 2019-2023**. More specifically, direct linkages can be drawn with<sup>10</sup>;

#### Pillar 2- Economic Sector

##### Objective:

- ❖ Increase **agriculture** production and competitiveness
- ❖ Develop the **tourism** sector with communities
- ❖ Develop local **industry** with innovation and commerce and increase household income through job creation

The project outcome 2 and related outputs (2.1. 2.2 & 2.3) were found to be specifically designed to be aligned with/and to contribute to the 3 key objectives of the Pillar 2. Moreover, and to some extent, project was also found to address cross cutting themes of the strategic plan, particularly improved opportunities for women and girls and Good Governance (outcome 1). However, the relevance and implementation of the project with overall cross cutting them of governance was found limited.

#### 4.1.2. Relevance with the United Nations Development Assistance Framework (UNDAF and CPD)

Project was found aligned and contributing to the following outcomes of the UNDAF

**UNDAF Outcome 3:** Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs.

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<sup>10</sup> Oé-Cusse Regional Strategic Plan 2019-2023

## CPD 2015-2019

The outcome 2 and related outcomes of the project were found relevant to the following outputs of the CPD 2015-19 and CPD 2021-2025.

**Output 2.1.** National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment – and livelihood – intensive.

**Output 3.3.** Capacities and systems of sub-national institutions developed to provide more efficient, accountable and accessible services to citizens, particularly for the rural poor and other disadvantaged.

## CPD 2021-2025

**Output 1.1.** Young men and women have improved access to sustainable economic opportunities.

**Output 1.2.** Vulnerability to multidimensional poverty reduced and livelihood opportunities increased, especially among rural/coastal communities.

**Output 2.1.** Sustainable management of natural resources and ecosystems promoted through policies, guidelines, information systems, knowledge and community-level conservation.

### 4.1.3. Relevance with the SDGs

Objectives and outcomes of the ZEESM TL project were found indirect linkages with SDGs 1,2, 8 and 9. However more effective and direct linkages and related contributions of the project were found with the **SDG 2- End hunger, achieve food security and improved nutrition and promote sustainable agriculture** (Outcome 2- Output 2.3- Agribusiness development) and **SDG 8: 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'**. (Outcome 2-output 2.2- Agribusiness development and 2.3-business development support)

More specifically, ZEESM TL project was found aligned with the:

- **Target 2.3** By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
- **Target 2.4** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

- **Target 8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services.
- **Target 8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- **Target 8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training.

#### 4.2. Effectiveness

During the evaluation exercise, ZEESM's TL project's results framework, defined in the project document along with the changes indicated in the minutes of the Board meetings (particularly addition of output 2.4 on water provision and conservation) provided the basis for the assessment of projects effectiveness and impact. It is worth mentioning that the results framework has a clearly and well-defined set of outcomes, outputs with specific baseline and target indicators.

#### Overall Key Summary of Findings

**Finding: On the basis of assessment conducted for the 2 outcomes and the related outputs, ZEESM TL projects overall effectiveness is rated as 'moderately satisfactory' whereby it varies from both, one outcome to another outcome and from one output to the other.**

Comparatively, limited progress could be found under the outcome 1 as compared to the outcome 2.

Similarly, within outcome 2, the overall progress varied between the 4 outputs. It was found that **output 2.3 (Agribusiness development)** has resulted in yielding effective and key results whereby many targets are fully achieved. However, targets for the **output 2.2 (Community Tourism Development Support)** have been partially achieved with some gaps, whereas most of the targets under **output 2.3 (Oé-Cusse Business Incubator)** are under achieved so far. The newly added **Output 2.4** (Water provisioning and Water Conservation) has shown **very little progress** on ground so far.

The finding is also aligned and synced with another observation whereby **performance of the output was found as directly linked with the continued support of the technical specialist in that thematic area**. For instance, early deployment of the technical specialist and continued technical assistance in agribusiness development sector also contributed its comparatively satisfactory results. Whereas, other components, particularly the water conservation and provision component had witnessed considerable delays in deployment of technical specialist as well as high turnover of technical specialists during the project cycle. These factors also contributed to comparatively less progress in the outputs related to CBT, OBI and Water conservation and provisioning.



Following section will provide specific outcome and related outputs-wise assessment of project impact effectiveness as well key findings, contributing factors and lessons learned under each category.

**Outcome 1: Improved governance in Oé-Cusse region by strengthening RAEOA & ZEESM TL capacity to promote regional sustainable development**

<b>Outcome 1: by strengthening RAEOA &amp; ZEESM TL capacity to promote regional sustainable development</b>			
<b>Outputs</b>	<b>Indicators to be Evaluated</b>	<b>Baselines &amp; Targets</b>	<b>Progress Updates</b>
Output 1: Four IUNV have supported to building the capacity within the Authority in four key sectors: 1 procurement, 1 health, 1 rural development, 1 tourism.	The Regional Secretaries of Agriculture, Tourism and Health have been equipped with skilled staff. * The Procurement Department has been equipped Improved governance in Oé-Cusse region with skilled staff.	Baseline : 0 Target: 4	Out of the four hired in 2019, two were working in 2020. 5 were working in 2021. However a consensus was found that there were delays in deployment and turnover was high
Output 2- Assessment mission for the implementation of E-Procurement in RAEOA-ZEESM TL.	mission implemented report completed	Baseline: 0 Target: 1 mission, 1 report	No current progress update was found
Output 3- Regional economic policy improved. Recruitment of an economic advisor	Study on the Social Market Economy: the concept and its application in Timor Leste.	Baseline: 0 1 study completed	No current progress update was found
Output 4- Publications on the social impact of the infrastructure investment in Oé-Cusse.	Publications on the social impact of the infrastructure	Baseline: 0 Target: 2 publications	No current progress update was found

	investment in Oé-Cusse.		
Output 5- Workshop held in Dili to present results and impact of investments in Oé-Cusse	workshop/event held in Dili.	Baseline: 0  Target: 1 workshop	No current progress update was found

## Summary of Findings

**Finding 1: Overall, most of the results and related targets and indicators for the Outcome 1 that was related to improved governance in Oé-Cusse region were underachieved, hence rated as Moderately Unsatisfactory.** However this underachievement with reference to the results and targets of the results framework does not imply that UNDP has not been able to contribute in capacity building and provision of technical support to the regional government at all. Rather despite challenges, it was acknowledged by the stakeholders that UNDP continued its support and contribution to strengthen capacities of the regional government

Data from the document review and stakeholder consultations following sub- findings:

**Output 1.1-** The 4 IUNV were planned to support government departments in the area of health, procurement, human development, tourism. As indicators, it was targeted that regional secretaries of health, tourism, agriculture, and procurement department would be equipped with the skilled staff through this deployment. It was found that out of the 4 recruited in 2019, only 2 continued to provide support in 2020 in the areas of agricultural development and community-based tourism. However in 2021, there were 5 specialists deployed (including 1 for the water provision and conservation component). Moreover, it was found that although IUNV provided capacity strengthening support to procurement department that resulted in early quick wins like support leading to completion of 51 tenders, development of SOPs etc. as well as in the thematic area of Community Tourism Development Support, the stakeholder consultations highlighted that the support lacked continuity, delayed deployment, high turnover sustainability, and impact. This also led to inability of the support to build sustained capacity in the government counterparts, particularly in the area of procurement. Overall, the targets were found as under achieved.

**Output 1.2-** Although it was found that the assessment and report for the implementation of E-Procurement in RAEOA-ZEESM TL was completed, the report, its usage and current stage of its implementation mechanisms and progress could not be substantiated.

**Output 1.3-** The output of improving Regional Economic policy through and economic advisor led study on the Social Market Economy could not be achieved.

**Output 1.4-** The output related to the publications on the social impact of the infrastructure investment in Oé-Cusse was found as not achieved.

**Output 1.5-** It was found that output related to the conducting a workshop in Dili to present results and impact of investments in Oé-Cusse was not achieved too.

**Finding 2: The well acknowledged global competitive advantage and core mandate of UNDP mandate in the thematic area of Governance was found less effective and weak, both in terms of design and implementation.**

Although CPD 2015-19 as well as Regional Strategic Plan has indicated a clear and well directed objectives to ensure good governance, increased transparency, accountability, and institutional strengthening, the design of outcome 1 and its implementation of the outputs were found as limited and less effective. Considering the comparative advantage and technical expertise of UNDP in these core areas of governance, a more robust and well-planned project design and implementation could have been possible. Although it was reported that UNDP provided technical assistance in the sub thematic areas of procurement to the department, stakeholder consultations indicated that the output was not efficient, the system was not deemed effective and due to turnover of relevant technical support, the targets were found unachieved.

**Finding 3: Although the overall performance of the project under the key outcome area of governance was not very effective, there were challenges and lessons learned found that played their critical role.**

- ❖ **Challenge-** political and related administrative change during the project cycles
- ❖ **Lesson Learned-** Broader in scope and integrated governance programme would have brought more tangible results under the Governance portfolio particularly considering the UNDPs globally acknowledged comparative advantage in the thematic areas of transparency, accountability, service delivery including e-Governance etc. Moreover, it could have been more aligned and designed on the basis of the coherent programme directions set by the governance section of the Regional Strategic Plan (Section 11.2 & 11.3)

**Outcome 2: Sustainable economic and innovative development in Oé-Cusse has been enhanced by implementing new mechanisms and programs oriented to promote regional specialization employment creation.**

**Output 2.1- Community Tourism Development Support.**

Output 2.1 - Increased income generation through Community Tourism Development Support			
Output	Indicators to be Evaluated	Baselines & Targets	Progress Updates
<b>Output 2.1.1- Community Tourism developed in 2 sub-regions of Oé-Cusse</b>	CBT Operators functional in local people have been trained and local signage has been installed.	(1. Bene-Ufe, Citrane, 2. Kutete - Costa).  100 persons	As per the ProDoc, 9 new community based businesses to be initiated and 4 regions were targeted to be supported. No evidence on new businesses was found 2 regions were supported  256 persons were trained
<b>Output 2.1.2- Promotion of community tourism has been improved.</b>	<ul style="list-style-type: none"> <li>i. promotional videos developed.</li> <li>ii. new tourism brochures.</li> <li>iii. Update and printing brochures and map.</li> <li>iv. Press releases and online promotion</li> </ul>	<ul style="list-style-type: none"> <li>i.10</li> <li>ii.2</li> <li>iii.2 brochure &amp; 1 map</li> <li>iv.20</li> </ul>	<ul style="list-style-type: none"> <li>promotional videos, press releases and brochures were developed.</li> <li>delays in website development and updating brochures were found</li> </ul>

## Summary of Findings

**Finding 1:** Overall, the results and related targets and indicators for the Output 2.1 (Community Tourism Development Support) were partially achieved, with Covid-19 pandemic turned out to be key barrier for ensuring sustained tourism related activities, hence the progress is rated as Moderately satisfactory.

Data from the document review and stakeholder consultations following sub- findings:

**Output 2.1-** Overall, the indicators and targets of output 2.1 are partially achieved. As per the targeted results mentioned in the project document, it was aimed to develop and facilitate Community Tourism Development Support in 4 new Territorial areas of Oé-Cusse, in line with the Master Plan for Territorial Planning in the Special Administrative Region of Oé-Cusse Ambeno as well as 9 new tourism-related businesses and services were aimed to be initiated. No evidence is found that 9 new tourism related businesses were started. However, CBT was supported in 2 regions as compared to the target of 4.

It was also targeted that 100 community members would be trained in tourism related activities as well as local signage would be installed to assist the tourists. Considerable progress was found under these two targets whereby almost 265 persons (242 youth), women and other community members were trained on tour guide practices, social media, photography and other tourism related activities. Moreover, signage was also installed to assist tourist. However with the exception of the signage installation, the overall results were immensely affected by the Covid-19 pandemic in 2020.

**Output 2.2-** Considerable progress was found under the output 2.2 that was focused on promotion of community tourism. It included recent launch of tourism website (with considerable delays), videos, social media pages as well as brochures and map. However, it was found that both website development and updated/ 2<sup>nd</sup> edition of brochure was hindered by considerable delays, predominantly due to slow review, approval processes and lack of data available.

**Finding 2: The overall effectiveness of the CBT component in term of empowering the communities were found as very effective and a model to be replicated in other parts of the country.**

The stakeholder consultation highlighted an interesting finding that involving and empowering communities for the regional tourism in Oé-Cusse region has already been acknowledged by the government at national level and it has already been planned to replicate it in 4 other municipalities as well as booklet of its best practices is also under development. However, the observation requires further details, information, and assessment for further validation purposes. Nevertheless, this observation was found as one of the strongest attributes of the CBT component.

**Finding 3: Although the CBT programme has its linkages to the some of the objectives set by the Regional Strategic Plan, the focus and design was found to be less focus on the building fundamental components for tourism ecosystem in the region (as set by Regional Strategic Plan) and more on isolated activities.**

Overall, a consensus was found in the collected data that project's CBT component has not considered on developing the foundation structure of the tourism in the region as set by the regional strategic plan, rather it is more focused on adhoc and less integrated silo activities. For instance, it was advised that initial and fundamental steps should have been emphasized upon such as i) developing, providing, strengthening infrastructure on identified mapped and restored tourism sites in the region, ii) supporting tourism sector such as hospitality sector, transportation, involvement of private sector and iii) formation of tourism board to promote and market tourism etc. These key policy guidelines were not found to be adequately addressed in the design or implementation of the programme.

**Finding 4: The CBT related activities such as training of youth as tour guides has been found as one-off activity with no sustained follow up and monitoring.**

Stakeholder consultations highlighted that both training activities for youth as tour guides as well as limited infrastructure support like photoshop spot, bicycle stand etc were not continuously engaged or followed up. This resulted in a scenario whereby trained youth shifted to other activities due to lack of tourism and infrastructure could not sustain.

**Finding 5: Key promotional activities of the CBT components were found as completed though less effective, mainly due to delays in achieving basic milestones e.g., updated brochures, website, that require timely completion due to ever changing information and context.**

Although, several promotional activities were implemented that included promotional videos, press releases, first set of brochures and maps, the two main outputs that were tourism website and updated 2<sup>nd</sup> edition of the brochure faced considerable delays. In the given circumstances whereby Covid-19 pandemic has caused travel disruptions as well as need for continued real time tourism information, it was consensus that delays in website development and brochure has adversely affected the promotional activities.

**Finding 6: Following are the key lessons learned and challenged found for the CBT component of the project**

- ❖ Focus on building foundation of tourism sector in region is vital to ensure enhanced and sustained tourism and effective utilization of the CBT activities as well as to attain maximum results of community-based tourism. Adaptability of the programme and its activities in emergency situation like Covid-19 pandemic is vital to avoid losing the momentum of the programme. For instance digital activities like providing real time online information and news on travel restrictions, information on local tourism etc.
- ❖ Continued follow up and engagement with the beneficiaries e.g., community members, young tour guides, etc. would have assisted in reducing their High turnover by shifting to other income generation activities.
- ❖ Community awareness of benefits that CBT can bring to them along with incentivising community members to sustain their commitment in tourism related activities without shifting to their routine agricultural and other income generation activities was found challenging but key lessons learned.

## Output 2.2- Business Development Support (OBI)

Output 2.2 - Increased youth involvement in development through Business Development Support			
Output	Indicators to be Evaluated	Baselines & Targets	Progress Updates
<b>Output 2.2.1- Oé-Cusse Business Incubator (OBI) has supported more than 150 entrepreneurs with knowledge and equipment.</b>	entrepreneurs have been supported with mentoring, training, and equipment.	(At least 150 trained- 50 entrepreneurs supported with equipment	Target is underachieved as only 6 entrepreneurs were supported with equipment
<b>Output 2.2.2- "OBI at Schools" Developed entrepreneurship skills of young people attending school.</b>	<ul style="list-style-type: none"> <li>i. Training for teachers on business and entrepreneurship skills.</li> <li>ii. Development of a manual and educative games.</li> <li>iii. Learning sessions delivered to schools in Oé-Cusse.</li> </ul>	50 1 at least 15	Target of OBI school is underachieved. 4 out of 15 schools achieved. Target of development of manual was achieved

### Summary of Findings

**Finding 1:** Overall, the results and related targets and indicators for the Output 2.2 (Business Development Support) were not fully achieved, with embryonic entrepreneurial ecosystem in the region was found as a key hindering factor to ensure targeted numbers of entrepreneurs achieved. Hence the progress is rated as Moderately unsatisfactory.

Data from the document review and stakeholder consultations following sub- findings:

**Output 2.1-** The output with the target of supporting 150 entrepreneurs<sup>11</sup> with training, mentoring and provision of equipment was considerably underachieved. Although Covid-19 pandemic has been highlighted as one of the key hinderances, nevertheless only 6 entrepreneurs were supported in the pre-pandemic period in 2019. It was also found that embryonic stage of entrepreneurial ecosystem in the region has also challenged the overall progress of the output. Moreover, Project document envisaged

<sup>11</sup> As per the proDoc. Annual reports have consistently shown 50 beneficiaries as the target

OBI as a centralized premise and at a a location in which entrepreneurs can receive pro-active, value-added support, and access to critical tools, information, education, contacts, resources and capital that may otherwise be unaffordable, inaccessible or unknown. It was found that centralized venue was not implemented till the time of this evaluation.

**Output 2.2-** The output focused on ‘OBI in school’ whereby teachers and students would be trained on entrepreneurial and business education was underachieved as well. The initiative was implemented in 4 out of 15 targeted schools. However, during the evaluation, data collected indicated that list of 19 potential schools to involve in the program was identified in July 2021 that includes 5 newly established schools.

**Finding 2:** The overall design of the OBI model to provide business support to young entrepreneurs was found as effective whereby a start-to-end capacity building, mentoring, and business development support was provided. However, implementation of this model could not achieve intended targets

**Finding 3:** It was found the post business development support mechanism of the programme that is linking developed product/service of entrepreneurs to the market was found limited to non-existent.

Although as indicated in the finding above, the overall support till the provision of grant and equipment was found very comprehensive and effective, the two key issues were found missing/limited in the output design i) there was a consensus found that continued follow up and engagement with the beneficiaries in post grant provision support to assess any problems or required assistance have been limited ii) ProDoc envisaged that OBI will also provide link to small industry; business support services to enhance and develop business; upgrade skills and techniques; and access to potential private investors and strategic partners. No evidence is found whereby the project has supported or designed to support beneficiaries to a continued and sustained access to market and investors in a structured manner. It creates a gap whereby entrepreneurs may not sustain the benefits that were initially provided by the OBI support.

**Finding 4:** Internal coherence of OBI component with other thematic areas of agribusiness (e.g., agricultural entrepreneurship) and community-based tourism (tourism related entrepreneurship) was found limited which alternatively, would have provided more integrated and multidimensional outcomes.

It was found that OBI support component was not integrated well with other two outputs of the outcome 2. The inter output integration and coherence would have provided a more multi-dimensional results whereby entrepreneurial support in the sectors of Community Tourism Development Support and Agribusiness as top priorities sectors can further enhance the economic activity and results in these sectors in more integrated manner. These two sectors could have given priorities in the selection criteria.



**Finding 5: The training manual and modality of OBI in School was found as comprehensive and effective, however with limited coherence in implementation as well follow up mechanism (e.g. post training and exhibition support, linkages with industry/market).**

The training manual and mechanism of Training of Trainers (TOTs) and education for students was found well-structured that also included students to present their ideas in the exhibition too. However, the follow up mechanism to provide post exhibition support and/or linking those ideas to OBI support was not found. These linkages would have enhanced the coherence and integration of two output areas.

**Finding 6: Following are the key lessons learned and challenged found for the OBI component of the project:**

- ❖ Focus on building fundamental components of a complete entrepreneurial ecosystem for the Oé-Cusse region, backed by and linking with, the existing OBI cycle is important for the optimum and sustained results. It involved involvement of private sector, angel investors, national level linkages and mentorship etc.
- ❖ Continued follow up and post grant mentoring support to the inexperienced beneficiaries can provide a more sustained impact of the business development support, particularly when beneficiaries are new to the idea of entrepreneurship.
- ❖ More refined sectoral priorities for entrepreneurial support along with integrating entrepreneurial support to other components of the project that are CBT and agribusiness development can further enhance the synergy and overall contribution of the project in regional economic development.
- ❖ A centralized OBI venue with connectivity can provide more efficient and effective co-working space and continued group entrepreneurial learning environment, as envisaged in the proDoc.
- ❖ Linking entrepreneurial to the angel investor and market as part of the post-OBI cycle support enables long term and sustained impact.

**Output 2.3 - Increased production and productivity through agri-business development support in Oé-Cusse.**

Output	Indicators to be Evaluated	Baselines & Targets	Progress Updates
<b>Output 2.3.1- Agri-business Development Programme has been implemented to support more than 700 farmers to increase production in key value chains.</b>	i. farmers have been supported with training and equipment.	700	Target was overachieved. More than 700 farmers got benefited. New techniques like JLS was adopted  6 value chains were established
	ii. best practice documents to promote better production.	6	
	iii. New techniques have been implemented for value chains.	6	
<b>Output 2.3.2-<sup>12</sup> Farmers supported increased production or income</b>	Increased production or income by %	15%	Target achieved

**Output 2.3- Agribusiness Development Support**

**Summary of Findings**

**Finding 1:** Overall, the results and related targets and indicators for the Output 2.3 (agribusiness development support) were found achieved and the effectiveness of this project component is assessed as one of the strongest attributes of the project. Hence the progress is rated as Satisfactory.

Data from the document review and stakeholder consultations following sub- findings:

**Output 2.1-** The targets set under output 2 were achieved whereby more than 700 farmers were provided necessary training to support their agricultural productivity related activities. Similarly, a consensus was found during the stakeholder consultation that 6-value chain established for coffee, rice, fig, pineapple, vegetable and mandarin are effective and well acknowledged.

**Output 2.2 –** The output was not originally found in the proDoc. However, there was consensus found that due to introduction of new technology and agricultural practices, the per hectare yield of the farmers have increased, that in result have increased income of the farmers by 15%.

<sup>12</sup> The output is not included in ProDoc. Reference is taken from the Annual Progress Report 2020

**Finding 2: The agribusiness development support is found to be a transformative and game changer effort for the Oé-Cusse region with clearly demonstrated results, with some challenges of adoption.**

As indicated above, there was consensus found among the stakeholders consulted that agribusiness support to the farmers has brought new transformation on the production practices, particularly use of technology such as JLS system. It has although put initial challenges of acceptance and adoption from the farmers, nevertheless after experiencing increase in productivity and income, the applicability of the new tools has become easier. Moreover, the establishment of 6 value chains, was found as key enabler to generate sustained agricultural mechanism in the region.

**Finding 3: Instead of creating a hiatus and shifting towards vegetable production during restrictions of Covid-19 Pandemic was found as a good example of adaptability and quick response.**

Where other outputs of the project were found as less adaptive or responsive to the challenges imposed by the Covid-19 pandemic, the adaptability of agribusiness support component was found as a stronger attribute of the project. Since much of the actives were stopped, 135 new farmers were supported with producing vegetables and accessing the market and as a result, the local farmers contributed to the COVID-19 response by supplying local rice, vegetables, and fruits that were distributed as part of the food emergency distribution as well as it enabled them to stay economically active.

**Finding 4: Establishment of community-based cooperative for coffee was found as an effective mechanism to promote community-owned enterprises and development of the private sector** whereby 45 members were already registered and supported with office and processing equipment to run their operation efficiently. This was found as a first step in the right direction can be replicated for other value chains too.

**Finding 5: Linking farmers product to the market was found limited.**

Like OBI support, the 'last mile' project support to the beneficiaries (farmers) whereby their products are linked to the market was found limited/inadequate. Stakeholder consultations indicated that Government has aimed at linking the local products to the capital Dili, however both local and digital marketplace for the farmers could have brought quicker and easier benefits, particularly considering the logistical and transportation issues.

**Finding 6: Following are the key lessons learned and challenged found for the Agri-business Development component of the project.**

- ❖ Any transformative change from traditional practices to new innovative technology-based solutions like Jajar Legowo System (JLS) for rice as well as adopting more efficient practices like organic fertilizer production, soil conservation, and group nursery production is an opportunity as well as a challenge for the farmers to adapt and it requires continued engagement, change management, and support for sustained benefit.
- ❖ Local context assessment before bringing a transformative change is important prerequisite. For instance, it was found that farmers working on other owner’s land found it difficult to convince their landlords about new techniques.
- ❖ Inadequate focus on ‘last mile’ of linking farmers and their products to the market both within region and across country can undermine the overall progress made in increased productivity.
- ❖ A parallel focus on design and implementation of developing off-farm water resources on-farm water harvesting tools and techniques are vital requisites to sustain the benefits of new technology adopted and established value chain.

## Output 2.4- Water Provisioning and Water Conservation

It was reported that a rapid assessment of water and sanitation facilities situation was conducted in 20 schools and 7 health centres across the region to provide basis to develop the solutions. As a follow up, a technical assessment of schools was also carried out to determine the construction work specifications. Water points in the neighborhoods of these facilities were mapped for future upgradation of the water facilities. Later, technical drawings and Bill of Quantities (BoQs) of the rainwater harvesting system were developed in partnership with the international NGO – Engineers without borders (EWB) based in Dili. Three different sizes of rainwater harvesting system were designed to accommodate the different schools and health clinic’s needs. A total of 10,109 students and teaches (5,048 female and 5,061 male) are the beneficiaries from the intervention. Additionally, a water catchment area and a set of composting toilets has installed in Lakufoan community. Reportedly, it has increased water availability in the community and provided sanitation facilities at the tourism site. However this reported result could not be independently verified through the data collected and consultations.

### 4.3. Coherence

#### Internal Coherence

**Finding:** The internal coherence of ZEESM-TL project with regards to its linkages and design synergies with other projects of the UNDP in the country as well inter output alignment was found to be **limited**. For instance, agri-business and community tourism sectors could have considered as a high priority

sectors for business development support and entrepreneurship (through OBI trainings and equipment support).

## External Coherence

**Finding:** Through the ZEESM-TL project, UNDP's external coherence to improve the cooperation and strategic partnership with the government, linkages with the regional priorities defined in the Regional Strategic Plan as well as SDGs was found to be stronger attributes of the project.

**Finding:** However, although considerable number of established partnership with external development actors are found, project's linkages and demonstrated synergies with other development actors and partners in the Oé-Cusse region could have been further strengthened

## 4.4. Efficiency

**Finding:** Overall efficiency of the ZEESM-TL project was found to be *Moderately Satisfactory*, and it varies from one component to the other including implementation arrangement, M&E, partnerships and budget efficiency. Following is the assessment of efficiency under each sub-thematic area.

### 4.4.1. Implementation Arrangements and Output's Efficiency

Overall project implementation mechanism is based on multi layered mechanism. It includes

- i. **Project Board:** The project board is the highest supervisory and decision-making body that is chaired by the H.E President of the Authority RAEOA, and co-chaired UNDP resident representative. Other members of the Board include the Regional Secretaries, other government counterparts and UNDP staff.

**Finding:** The role of project board was found 'efficient' in terms of the periodic supervision of the progress, discussing the risks and challenges and take timely decisions.

- ii. **Project Management:** The project management team includes the project manager who spearheads the overall management of the project, supported by technical advisors/IUNVs, coordinators and support staff.

**Finding:** Considering the scope of the project that covers thematic sector of Governance as well as 3 sectors under the outcome 2, the current project management was found to be understaffed/under resourced in all areas, hence hindering the overall implementation and coordination efficiency. However, keeping in view this limitation, the overall performance of existing resource base to manage multi-sectoral project was found to be efficient in given circumstance, enabled through continued engagement with the government counterparts and stakeholders.

### iii. Output Efficiency:

**Finding:** Hindered by the Covid-19 Pandemic and change in political and administrative setups as well as gaps in design and implementation of certain outputs, time, and mechanism to take decisions, the overall efficiency of planned vs actual results/targets both in terms of time and completion were found as not as efficient (with the exception of Agribusiness Development) whereby many outputs are either underachieved or partially achieved.

#### 4.4.2. Monitoring and Evaluation

Following are some of the key findings on the M&E function of the programme:

**Finding: The M&E function of the project, particularly in terms of progress reporting and field visits were assessed as one of the stronger links of the project implementation mechanism.**

Monthly reports backed by detailed annual report were the stronger attributes. Although it was also found that early recruitment and deployment of a dedicated M&E staff would have resulted in more efficient and RBM based M&E system. Moreover, though a brief progress update is provided in the annual report on results, the templates for both annual and monthly reports are not entirely based on the Results Based Management, and it can be further aligned with the Results Framework with enhanced quantitative and qualitative assessment and detailed information.

**Finding: The continued and sustained follow up and engagement with the beneficiaries in all 3 sectors of the outcome 2, particularly in the post-support stage was found limited.**

It has adverse effect in both, fully optimize the benefit provided as well as to ensure sustained results. Moreover, it becomes more important considering that beneficiaries are inexperienced and new to learn the support provided by the project, e.g., Entrepreneurial training, technology based agricultural practice etc.

#### 4.4.3. Allocated Budget vs. Actual Expenditure

**Finding:** The overall planned vs. actual expenditure stands at approximately 78% which indicated relatively efficient expenditure pattern, particularly considering the challenge imposed by the Covid-19 pandemic and related restrictions.

Following is the snapshot of the year wise expenditure pattern:

S. No.	Government contribution (USD)	Expenditures (USD)
Carried over from 2018	512,700.00	
2019	1,119,610.00	1,023,759.00
2020	850,000.00	517,751.00
2021	850,000.00	1,068,476.41
<b>Total</b>	<b>3,332,310.00</b>	<b>2,609,986.41</b>

The budget efficiency is assessed through 3 parameters:

- i) **Budget Consumption considering the challenges of Covid-19 pandemic-** The overall planned vs. actual expenditure stands at approximately 78% which indicated relatively efficient expenditure pattern, particularly considering the challenge imposed by the Covid-19 pandemic and related restrictions.
- ii) **Planned vs. Actual delivery of activities-** With regards to the completing planned activities with the budget expenditure on time, it was found that efficiency varies from one output to the other. For instance with exception to the output 2.2 (Business Development Support), the targets of output 2.1 (Community Tourism Development Support) and 2.3 (Agribusiness Development Support) considerably achieved.
- iii) **Impact of the Budget spent-** More importantly, considering the allocated budget and actual expenditure, project has been able to demonstrate good quantitative and qualitative impact, particularly in output 2.3 (agribusiness development support). For instance not only that the target of farmers to be benefited from trainings is overachieved, adopting new technology like JLS led to per hector yield of rice framers increased from approximately 2 MT/ha to 5MT/ha with 67% increase in

rice production and 53% reduction in fertilizers usage. This indicates 'high value for money' spent under the project.

#### 4.4.4. UNDP's Partnership Strategy

The UNDP's overall partnership mechanism for the ZEESM-TL has yielded following 2 key findings:

**Finding:** Due to the intrinsic nature and design of the project that is, Government is both the funding arm as well as one of the beneficiaries, combined with the UNDP's continued and well directed engagement with the government counterparts, UNDP's has been able to demonstrate strong partnership with the regional government and related departments. It includes through providing implementation support as well as technical assistance to strengthen the government institutions.

**Finding:** Although UNDP has been able to demonstrate established partnerships with the NGOs/CSOs and private sector, these partnerships, particularly in terms of number and scope could have been further strengthened.

Although there are considerable partnerships established with CSOs such as with Asociasiaun Futuru Foin Sae Sustentavel and CECEO Centro Educacao Civica Enclave Oé-Cusse, MANEO, ETDA, EWB, Arte Moris, PERMATIL, particularly for the thematic area of Community Tourism Development Support and Agribusiness Development as well as with International Governmental institutions (Based in Asia- Pacific region) Institute of Research (Indonesia), Institute of Rice Research (Philippines) and New Zealand Fair trade (New Zealand), there is a much bigger scope to engage CSOs, particularly due to the focus of the project to empower communities, engaging youth and women as well as farmers. Nevertheless, stakeholder consultations yielded that the UNDP's role as a supportive and effective partner has been acknowledged by the CSOs. Moreover, stakeholder consultations also highlighted that UNDP's and CSO's collaborative work, particularly in water resource management was highly acknowledged by the communities and partners. It was also mentioned that a demand is there to replicate it in the other communities

#### 4.5. Impact

Although a project impact is usually assessed few years after the completion of project, the stakeholder consultations and data collected had highlighted following key impacts that project has created during its implementation phase.

**Finding:** There was a consensus found that the agribusiness development component of the project, through its transformative agricultural techniques and support has been able to increase the per hectare productivity for the farmers. For instance, documents review, and stakeholder consultations highlighted that by adopting new technology like JLS, per hector yield of rice framers have increased from approximately 2 MT/ha to 5MT/ha. Similarly, it was also highlighted that the JLS system since its adoption in



2019 has resulted in a 67% increase in rice production and 53% reduction in fertilizers usage in Oé-Cusse region. This in result, has induced an increase in farmer's income by at least 15%. A specific impact assessment study on this result will be able to further analyze and validate the results.

**Finding:** The stakeholder consultation also highlighted that CBT component of the project whereby community members are empowered to design, implement, and manage tourism has been acknowledged as a best practice model that has been scaled up at national level to be implemented in 4 other municipalities. Although further efforts were made to get more details and data, the finding could not be further validated. It may be therefore essential to further assess this reported impact.

#### 4.6. Sustainability

As indicated above, due to the intrinsic design of the project whereby one of the primary aims of the project is to build capacities of the Regional Government Departments, it is 'likely' to sustain the project results and mechanism, although with the following key findings/gaps to consider:

**Finding:** There is no clear or coherent sustainability and exit strategy found, both in the proDoc as well as any other documents. Moreover, no evidence is found that any such exit strategy development is currently under process.

**Finding:** Although due to its design, UNDP has been working directly with the government departments to both, building their capacities in the relevant thematic areas of governance, CBT, Agribusiness Development and Business Development Support, that includes a series of trainings conducted, there is no clear evidence found about mechanism and KPIs in place to assess if the capacities have been successfully built or not.

There are some adhoc/silo data found on training of local staff (e.g. for the CBT unit), building SOPs ( for instance in procurement department), Training of teachers (ToTs for OBI in schools), however i) The structured sustainability mechanisms and validation processes are not found ii) In the light of anticipated reduced role/budget of UNDP and more focus on building partnerships with CSOs/NGOs<sup>13</sup>, there is a danger of risking the overall sustainability of capacities built and/or required to build. A more phased, gradual, and structured approach with well-designed exit strategy can mitigate the risk.

**Finding:** It was also found that the project lacks a focused and well-designed resource mobilization strategy.

Keeping in view that all 3 components of outcome 2 (CBT, Agribusiness support, Business Development support) are at their initial stages (e.g. OBI, established value chains, CBT), relying on only one source of funding, that is from the 'government' can impose risk to the project sustainability in the longer as it can

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<sup>13</sup> As indicated in the stakeholder consultations

cause over exhaustive budgetary pressure. The risk can be mitigated through well aligned resource mobilization strategy capturing multiple funding sources.

#### **4.7. Gender Equality, Empowerment & Youth**

Ensuring gender equality and focus on youth were assessed to be the strong components of the project. Both at the design and implementation stages, gender equality was given a central focus.

Since its inception, it was found that 33 women (66% of the total people trained) have been trained on photography and social media engagement contributing to better promotional activities for tourism and local businesses. Furthermore, 17 women (40% of the total entrepreneurs) have been trained on innovation, product diversification, business camps, business planning, bookkeeping, marketing, prices, preparing healthy food, and the pricing of products and services. 166 women (30% of the total farmers) have been trained on different techniques in agribusiness. It was also found that many farmers groups have women leaders. More importantly the women entrepreneurs supported by the OBI component are now providing assistance in further transfer of acquired knowledge and skills to other potential entrepreneurs. Similarly, youth has been given a central focus in all components, particularly in CBT and OBI support where for instance, youth of communities were trained as tour guides and provided entrepreneurial support under OBI etc. However on the basis of the stakeholder consultations and documents review, no specific gender analysis and process could be found for the design of the project and development of pro-Doc. As a way forward well planned gender inclusiveness and mainstreaming in project designing and implementation is imperative.

### **5. LESSONS LEARNED – OVERALL PROJECT**

Based on the identified and discussed lessons learned for each output, following is the summary of key lessons learned for the overall project:

- ❖ A shift from reliance on consultants to support the implementation of project outputs through IUNVs and ii) a more robust monitoring and reporting mechanisms to ensure transparency and accountability. Further assessment could not be possible due to unavailability of final evaluation report of the Phase 1. Since models of community-based tourism, entrepreneurship, new agricultural technologies are new to the local communities, more sustained follow up and continued engagement are important to keep the motivation level of the communities as well to create awareness of their benefits.
- ❖ Due to the focus on communities and local contexts, strengthened partnership with the CSOs/CBOs/NGOs can bring more efficiency and effectiveness in the project implementation at the grassroot levels.
- ❖ Internal coherence of project outputs at the design phase enables more integrated and sustainable results as well as it ensures value for money.

- ❖ Focusing on fundamentals to build foundation in sectors such as entrepreneurship and regional tourism are vital prerequisites to gain maximum benefits from interventions like OBI and CBT etc. Inability to build and sustain basic requisites of these sectors can undermine the results of the project interventions.
- ❖ Addressing the ‘last mile’ connectivity of entrepreneurs and farmers to the marketplace and financial instruments enables more sustainable and long-term results.
- ❖ A clear sustainability and exit strategy based on phased approach is mandatory to plan, implement, evaluate and sustain knowledge and skills transfer from UNDP to government departments.

## 6. CONCLUSIONS & RECOMMENDATIONS

In general terms, it can be concluded that ZEESM TL project was relevant to the national and regional priorities, SDGs, UNDP’s CPD and UNDAF. Moreover the project’s effectiveness varied from one component to the other whereby the output 2.3 (Agri-Business Development Programme) was found to be the most effective component of the project. It has not only met its targets, but it has also created impact in terms of increased productivity for farmers as well as increase in income. Similarly the community empowerment component of the output 2.1 (Community Tourism Development Support) was also found to be a model that was perceived to be replicated in other parts of the country. Moreover, although the programme design of providing support to entrepreneurs under the output 2.2 (Business Development Support) was found as effective, the project was not able to achieve its targets to a large extent. With regards to the project component on ‘governance’, it was found that project has not only under-achieved its targets, but the design of the programme was also not entirely based on utilizing the core competency and comparative advantage of UNDP in the thematic areas of governance.

Although project was able to establish and strengthen its partnership with the regional government, the depth and scope of partnership with non-government partners like CSOs/NGOs, other development partners and private sectors was found as limited. UNDP’s well-established partnership with Government as well as its focus to build the capacity of regional government departments has direct and positive impact on the sustainability of the project. However it was also found that lack of a clear exit strategy and sustainability plan can pose a risk for effective and sustained transfer of capacities and ownership.

Based on the lessons learned and the key findings mentioned in the sections above, following is a set of recommendations for the ZEESM-TL third Phase:

### 6.1. Programme Design

- ❖ Revisit the overall scope and related Results Framework of the project third phase. Clear, concise, and focused Results Framework with less ambitious and more realistic outputs, indicators and targets should be developed.
- ❖ Already clearly defined sequential and focused priorities, objectives and policy guidelines of the Regional Strategic Plan should be considered as benchmark for the programme design, instead of taking bits and pieces from the list. For instance, Regional Strategic Plan has set up policy direction to ensure fundamental backbone of tourism sector in the region that includes developing and strengthening tourism related infrastructure and sectors, formation of tourism authority, transportation etc. Without addressing these fundamentals, activities of CBT and promotion would not be as effective.
- ❖ UNDP should revisit, reassess and strengthen its role, modality, and scope of its contribution, based on its widely acknowledged areas of core competencies that are for instance in Governance (Transparency, accountability, service delivery) and innovation (OBI) and comparatively more strategic and refined contribution, for instance in the tourism sector and agri-business sectors. It may also include exploring and including more sectors in project (if required) to address issues of multi-dimensional poverty in the region such as Cash for Work, micro and SMEs development etc. It is worth mentioning that despite sharing 6.5% of population share, Oé-Cusse region has the highest Multidimensional Poverty Index (MPI) in the country that is 0.34. The high priority dimensions of MPI for the Oé-Cusse region includes nutrition, housing, sanitation and cooking fuel etc.<sup>14</sup>
- ❖ A clear, coherent, and comprehensive sustainability/exit strategy should be developed covering political, socio economic, institutional and financial components of the project sustainability. The strategy should be based on a phased rather than sudden exit approach. It implies that UNDP in collaboration with the government should systematically shift its role from an implementation arm toward its core expertise of technical assistance and institutional building. However, both UNDP and Government should ensure that it is done in a systematic way whereby it is ensured that complete transfer of skills and capacities have been achieved to the government counterparts. A well designed 'learning transfer' measurement tool should be adopted to assess the transfer of skills. Any available best practices/model can be used e.g. delayed evaluation, the Kirkpatrick Model, the Phillips ROI Model, the Anderson models etc. The sustainability strategy should be complemented by a well-planned and targeted 'resource mobilization strategy' to ensure timely financial sustainability of the programme.
- ❖ The internal coherence and integration between the components of project should be ensured whereby common synergies can be drawn between support provided to business development,

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<sup>14</sup> Global MPI Country Briefing 2021: Timor-Leste (East Asia and the Pacific)- [https://ophi.org.uk/wp-content/uploads/CB\\_TLS\\_2021.pdf](https://ophi.org.uk/wp-content/uploads/CB_TLS_2021.pdf)

community-based tourism, and agribusiness development support. For instance, both agribusiness and tourism sector can be categorized as high priority sectors for the OBI support.

## **i) Recommendations for the Governance component**

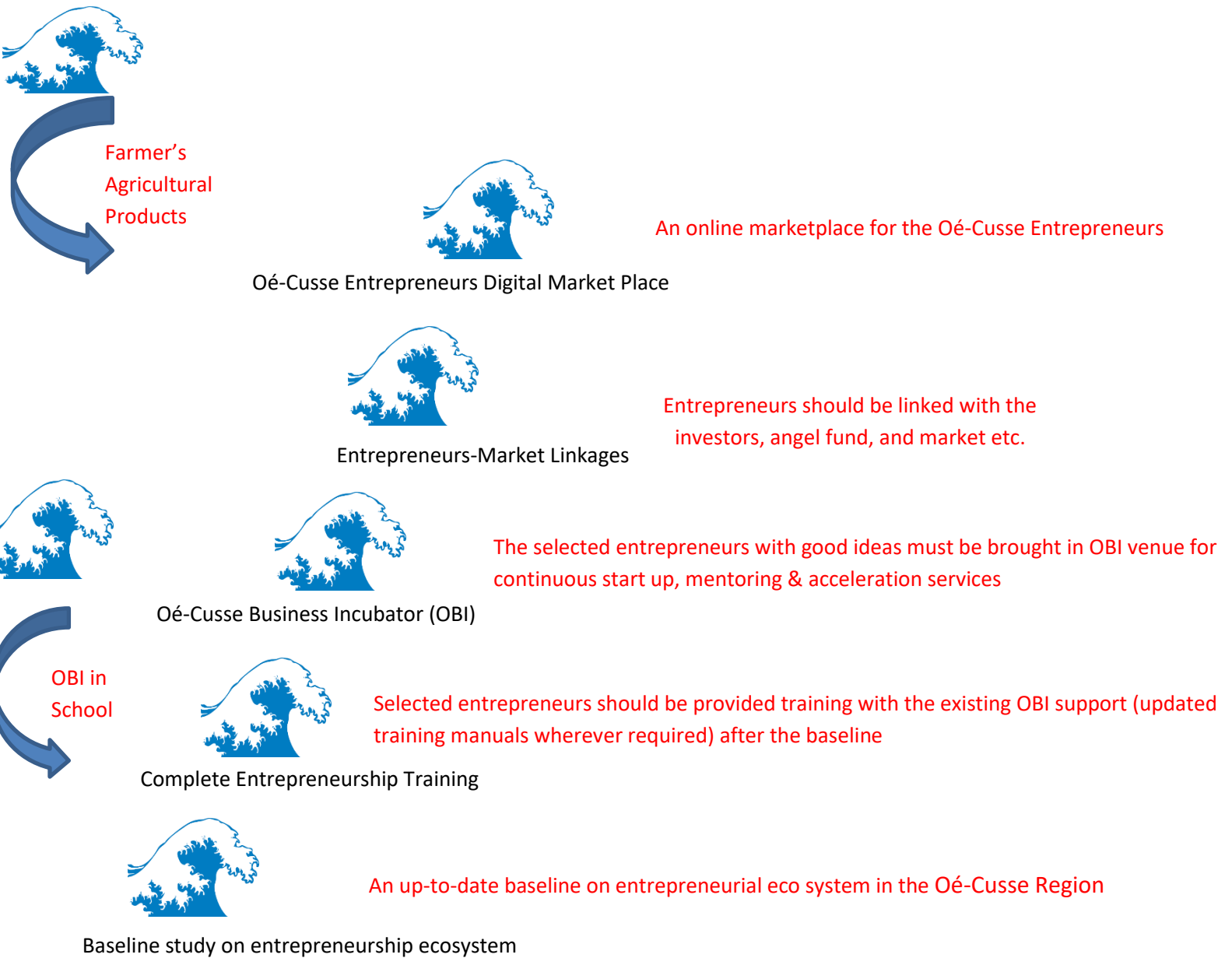
- ❖ Apart from providing technical support, only to the procurement department and deputing technical assistance in thematic areas of tourism and agribusiness support, UNDP should refocus on providing its core area of technical expertise in the defined areas of regional strategic plan such as e-government including the Public Administration Online Management System, effective, efficient, transparent, and accountable regional financial management system, automatic asset tracking system and capacity building of RAEOA – ZEESM TL government staff in public service content including planning, administration, ITC, leadership, financial management and conflict resolution, office management, and other training.
- ❖ In collaboration with the government and considering envisaged phasing out of UNDP's role as implementation arm, governance should be considered as the flagship portfolio of technical assistance.

## **ii) Recommendations for the Community Tourism Development Support**

- ❖ The community-based programme should be revisited and redesigned by adding more refined and clear focus on building the fundamental and integrated foundation of the tourism sector in the region as defined by the Regional Strategic Plan.
- ❖ As guided by the Regional Strategic Plan, a regional tourism board should be formed (including representatives from the private sector, CSOs, development partners and government) as soon as possible that provide foundation mechanism to oversee, promote and marker regional tourism
- ❖ Public-Private partnership should be added to the community-based tourism (CBT) as a mode and mechanism to promote and implement tourism activities.
- ❖ Faced with the transportation and logistical challenges, networks, and partnerships with relevant government departments and/or tour operators/promoters in capital Dilli and other cities should be developed. It will enable in creating awareness about the tourism in Oé-Cusse region at national and international levels as well as facilitate logistical arrangements as well. Alternatively, Tourism Department of Oé-Cusse region can establish its own presence in the capital to serve the purpose.
- ❖ Apart from the well-designed website, Oé-Cusse's tourism prospected should be regularly marketed in regional and global tourism and marketing forums such as Dubai expo etc, to attract international tourists.

❖ For the Community Tourism Development Support, continuous follow up with the community members and trainees should be ensured to create awareness about the CBT benefits and incentivizing them to sustain their interest and commitment.

iii) **Recommendations for the Business Development (OBI) support-** Following model is proposed in this regard



- ❖ **Baseline for the Development of Entrepreneurship Ecosystem-** It is vital to have a basic baseline on regional and country level entrepreneurial ecosystem before setting any targets. The standard concepts, definition and scope of terms like ‘entrepreneurship’, ‘entrepreneurial cycle’ etc. as well as high priority sectors should be clearly defined and highlighted in the baseline study to design the project design document.
- ❖ **Selection of Entrepreneurs for OBI-** Mainstreaming successful applicants/entrepreneurs of the OBI competition with startup ideas should be followed by dedicated training on full cycle of entrepreneurship as per the existing OBI training manuals as well as any updated material based (if required) on the baseline study. Moreover, OBI in school programme can also be linked here whereby youth with the selected ideas and demonstrations from the post OBI in school training and exhibition can be mainstreamed or allocated spaces here as potential entrepreneurs.
- ❖ **Development of OBI (Most important)-** As envisaged in the ProDoc and Regional Strategic Plan, government with the help of UNDP should establish OBI venue to provide cohering space for entrepreneurs as well as access to mentoring services etc.
- ❖ **Provision of startup mentoring & acceleration services-** OBI will provide the necessary start up and mentoring services to the young entrepreneurs with the help of the private sector and mentors.
- ❖ **Linking Entrepreneurs with the Oé-Cusse digital marketplace-** With features like access to financial information, angel funds, investors, mentoring and coaching services, sharing knowledge platforms as well as marketing of products etc. Agribusiness products can also be integrated here.
- ❖ **In the transition period,** conventional mechanism enabling entrepreneurs to pitch their ideas in front of investors, creation of ‘Angel Fund’ etc. can be maintained.

#### iv) Recommendations for the Agribusiness Support

- ❖ Continued engagement, change management and support to the beneficiaries and farmers should be ensured as any transformative change from traditional practices to new innovative technology-based solutions poses challenge for the farmers to adapt.
- ❖ Based on the successful models, more value chains should be established to further strengthen the economic development of the agribusiness sector in the region.
- ❖ To replicate cooperative of Coffee sector, technical and resource support to develop similar cooperative in other sectors to promote and enhance model of **community-owned enterprises and development of the private sector.**



- ❖ To address the ‘last mile’ of linking farmers and their products to the market both within region and across country, physical as well as digital marketplace for the farmers should be provided. To enhance internal coherence of the project outputs, agribusiness products can also be integrated in the envisaged and proposed digital marketplace for the entrepreneurs in the region.
- ❖ Well-designed interventions should be ensured to develop off-farm water resources and on-farm water harvesting tools and techniques to sustain the benefits of new technology adopted and established value chain.

#### v) Recommendations for the Water Provisioning and Conservation

- ❖ Water provisioning and conservation should remain in current status, that is both as a separate output as well as its cross-cutting linkages with the agri-business development component. However adequate allocation of financial and human resources should be ensured in the next phase of the project, considering the issue of water scarcity has direct and indirect impact on other components of the project as well as overall socio-economic development of the Oé-Cusse region.

## 6.2. Implementation and Management

- I. Project Management Unit for ZEESM TL project should be strengthened with both technical experts (for envisaged technical assistance) as well as more local support staff with knowledge of local language and context and dedicated M&E staff ( with specialty in RBM) to support project manager.
- II. A more robust ‘Results Based’ monitoring and reporting mechanism should be developed whereby the AWPS, progress reports/templates are clearly aligned with the Results Framework.
- III. Keeping in view the range of stakeholders involved covering many sectors and scattered geographical locations, the project progress and activity data should be available on a digital platform that provides real time snapshot of all project activities, statistics and maps.
- IV. A clear and concise risk mitigation strategy should be devised to mitigate any further risk caused by Covid-19 pandemic and/or its post pandemic impacts as well as other risks.

### 6.3. Partnership, Coordination & Sustainability

- ❖ Keeping in view the evolving role of UNDP in the project, involvement of the communities as a major stakeholder of the project as well as high priority needs identified in the Regional Strategic Plan for the regional government, The overall partnership strategy needs to be revisited and/or strengthened. It should be focused on more enhanced and increased partnership with the CSOs/NGOs as well as inclusion of private sector (Particularly for agribusiness development and business development support. Moreover it should also include:
  - ✓ Clearly identify that what will be the value proposition that each partner will bring in throughout the project cycle for each outcome and related outputs. E.g. UNDP for Governance Vis-a-Vis CSOs in CBT etc.
  - ✓ The partnership strategy with refined roles and responsibilities should be linked and tied up with the resource mobilization strategy, discussed in the next sector.
  - ✓ The partnership strategy should also include roles and responsibility matrix for each partner for accountability and transparency purposed.
  
- ❖ A clear, coherent, and comprehensive sustainability/exit strategy should be developed covering political, socio economic, institutional and financial components of the project sustainability. The sustainability strategy should be complemented by a well-planned and targeted **‘resource mobilization strategy’ to ensure timely financial sustainability of the programme.**
  
- ❖ It is vital that sustainability dimension of the project, particularly related to the built capacities of the government departments should be aligned with the exit strategy, monitored through well-defined KPIs, and validated through a thorough assessment.

# ANNEXES

- UNDP (2021), Country Programme Document 2021-2025
- UNDP (2021), Project Board Meeting Minute-- Support for the Institutional and Sustainable - Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL), 30<sup>th</sup> April 2021
- UNDP (2020), 'Mid Term Review- Support for the Institutional and Sustainable Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL)- 24<sup>th</sup> January-13<sup>th</sup> March 2020
- UNDP (2020), 'Annual Progress Report- Support for the Institutional and Sustainable Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL)
- UNDP (2021), Project Board Meeting Minute-- Support for the Institutional and Sustainable Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL), 5<sup>th</sup> November 2020
- UNDP (2019), ProDoc 'Support for the Institutional and Sustainable Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL) - Second Phase 2019-2021
- UNDP (2019), Project Board Meeting Minute-- Support for the Institutional and Sustainable Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL), 23<sup>rd</sup> January 2019
- UNDP (2019), 'Annual Progress Report- Support for the Institutional and Sustainable Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy (ZEESM TL)
- UN (2015), 'UNDAF 2015-2019
- UNDP (2015), Country Programme Document 2015-2019
- UNDP (2015), ProDoc 'Support for the Institutional of Oé-Cusse Special Administrative Region (SAR) and ZEESM – First Phase 2015-2018
- ZEESM-TL (2019), 'RAEOA - ZEESM TL Regional Strategic Plan 2019 – 2023'
- Government of Timor Leste 'Growing Tourism to 2030- Enhancing a National Identity' Timor Leste National Tourism policy
- Annual Work Plans 2019, 2020, 2021
- Monthly Progress Reports- 2019-2020-2021

ANNEX B Evaluation Criteria & Guiding checklist/Questions Matrix– ZEESM TL project				
Evaluation Criteria	Key questions specific sub-questions	Data Sources	Data collection Methods/Tools	Indicators/Success Standard
<b>Relevance/design</b>	<ul style="list-style-type: none"> <li>To what extent is the ZEESM TL project aligned with the national development priorities, the Regional Strategic Plan of Oé-Cusse 2019-2023 as well as the approach taken by the Project in response to COVID-19?</li> <li>To what extent is the ZEESM TL project aligned with the UNDP's mandate, Strategic Plan, CPD/UNDAF for Timor Leste?</li> <li>Do the ZEESM TL project outcomes address identifiable problems of the Timor Leste, in particular to the problems of Oé-Cusse region? To what extent has the ZEESM TL project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</li> </ul>	Government Stakeholders, partners, Beneficiaries  Project documents Annual Reports, M & E documents	Key informant Interviews  Document Review	Project's results indicators  Number of national policies, strategies and programmes linked with ZEESM TL PROJECT

	<ul style="list-style-type: none"> <li>• To what extent were lessons learned from ZEESM TL Phase 1 considered in the ZEESM TL Phase 2 project's design?</li> <li>• To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, considered during the ZEESM TL project design processes?</li> <li>• How relevant was the geographical coverage of the ZEESM TL project?</li> <li>• Is there any evidence that the ZEESM TL project advanced any key national human rights, gender or inclusion policies and the priorities of UN &amp; UNDP?</li> </ul>			
	<ul style="list-style-type: none"> <li>•</li> </ul>			
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• To what extent have the ZEESM TL project objectives, 2 outcomes and related outputs and targets, as set out in the ZEESM TL project Document, project's Results Framework, and other related documents, have been achieved so far?</li> </ul>	Government Stakeholders, partners, Beneficiaries	Key informant Interviews Site visits FGDs with beneficiaries	Project results framework and related performance indicators

	<ul style="list-style-type: none"> <li>• To what extent did the ZEESM TL project contribute to the national level goals and priorities, the SDGs, the UNDP Strategic Plan, and regional/national development priorities?</li> <li>• Are some components better achieved than others? If yes, then Why?</li> <li>• What has been the contribution of partners and other organizations to the ZEESM TL project results?</li> <li>• How effective has been the contribution of the ZEESM TL project to improving government's ownership, planning and management capacity process towards governance and socio-economic development of the Oé-Cusse region?</li> <li>• Are the ZEESM TL project objectives clearly stated and contribution to results measurable?</li> <li>• Did women, and marginalized groups of targeted youth directly benefit from the ZEESM TL project 's activities? If so, how, and what was the impact?</li> <li>• Were any changes made in the ZEESM TL project regarding approach, partnerships, beneficiaries etc. suggested by any internal or external ZEESM TL project mid-point</li> </ul>	Project documents Annual Reports, M & E documents	Documents review	<p>Number of entrepreneurs benefited</p> <p>Number of farmers benefitted</p> <p>Indicators and related targets of the results framework are met</p>
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	<p>assessment, context/risk analysis? Did it affect ZEESM TL project results?</p> <ul style="list-style-type: none"> <li>• How successful have partnership arrangements been in contributing to sharing institutional capacity?</li> <li>• How effective was the project in adapting to the challenges faced due to the ongoing Covid-19 Pandemic? Were there any adaptive measures taken and/or any risk mitigation mechanism in place?</li> <li>• Are the ZEESM TL projects objectives and outputs clear, practical, and feasible within its frame?</li> </ul>			
<b>Impact</b>	<ul style="list-style-type: none"> <li>• To what extent the ZEESM-TL project was transformative and has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects (such as changes in norms or systems)??</li> <li>• Has the project caused a significant change in the lives of the intended beneficiaries?</li> <li>• Has the ZEESM-TL project led to other changes, including “scalable” or “replicable” results in the country and/or Oé-Cusse region?</li> </ul>	<p>Government Stakeholders, partners, Beneficiaries</p> <p>Project documents Annual Reports, M &amp; E documents</p>	<p>Key Informant Interviews</p> <p>FGDs</p> <p>Documents reviews.</p>	<p>Results Framework Indicators</p>



<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Are outputs achieved within expected cost and time so far?</li> <li>• Could the activities and outputs have been delivered in fewer resources without reducing their quality and quantity?</li> <li>• Is there major cost- or time-overruns or budget revisions?</li> <li>• Is there a management or coordination mechanism for the partnership?</li> <li>• How frequently and by what means information is shared within the ZEESM TL project stakeholders?</li> <li>• Are ZEESM TL project objectives and strategies understood by staff?</li> <li>• Are ZEESM TL project objectives and strategies understood by partners?</li> <li>• How many levels of decision making are involved in operational approval?</li> <li>• Were the ZEESM TL project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable?</li> </ul>	<p>Government Stakeholders, partners, Beneficiaries</p> <p>Project documents Annual Reports, M &amp; E documents</p>	<p>Key Informant Interviews</p> <p>FGDs</p> <p>Documents reviews.</p>	<p>Results Framework Indicators</p> <p>AWPs</p> <p>Planned vs. Actual Budget Allocation &amp; utilization</p>

	<p>What factors influenced decisions to fund certain proposed activities, and not others?</p> <ul style="list-style-type: none"> <li>• How efficient is the M&amp;E system and to what extent did M&amp;E mechanism provide management with a stream of data that allowed it to learn and adjust implementation accordingly?</li> <li>• Were the risks identified in the ZEESM TL project document or process the most important and the risk ratings applied appropriately</li> <li>• How useful was the results framework as a management tool during implementation and any changes made to it?</li> </ul>			
<b>Coherence</b>	<p><b>Internal Coherence</b></p> <ul style="list-style-type: none"> <li>• Did the ZEESM-TL project design take into consideration complementary areas of UNDP support in the country?</li> <li>• Were there any linkages existed with other projects implemented, outputs produced, and outcomes contributed in the country?</li> <li>• Were joint outcomes identified and common approaches applied?</li> </ul>	<p>Government Stakeholders, partners,</p> <p>Project documents Annual Reports, M &amp; E documents</p>	<p>Key Informant Interview</p> <p>Documents reviews.</p>	<p>Results Framework Indicators</p>

	<p><b>External Coherence</b></p> <ul style="list-style-type: none"> <li>• Did ZEESM-TL project and its approaches improve cooperation and enhance strategic partnership with the government?</li> <li>• Was the project design coherent with the external policy commitments, both by the Government as well as global context (e.g. SDGs)?</li> <li>• Was the ZEESM-TL project design and approach coherent with the interventions implemented by other development actors and partners, both in thematic areas of the project and Oé-Cusse region?</li> </ul>			
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• How sustainable has been the contribution of the ZEESM TL project to improving country level ownership, planning and management capacity in improving governance and socio-economic development of the Oé-Cusse region?</li> <li>• Was ZEESM TL project sustainability strategy developed during the ZEESM TL project design?</li> <li>• Is the ZEESM TL project itself sustainable? (Financial, Institutional, Socio Economic and Resources etc.)</li> </ul>	<p>Government Stakeholders, partners, Beneficiaries</p> <p>Project documents Annual Reports, M &amp; E documents</p>	<p>Key Informant Interviews</p> <p>FGDs</p> <p>Documents reviews</p>	<p>Sustainability strategy</p> <p>Resource mobilization mechanism</p>

	<ul style="list-style-type: none"> <li>• What indications are there that the outcomes will be sustained (systems, structures, staff, etc.)?</li> <li>• To what extent has a sustainability strategy, including capacity development of key stakeholders of a country, been developed, or implemented?</li> <li>• To what extent have partners committed to providing continuing support?</li> <li>• Are there any social or political risks that may jeopardize sustainability of ZEESM TL project outputs?</li> <li>• To what extent are lessons learned being documented by the ZEESM TL project team on a continual basis and shared with appropriate parties who could learn from the ZEESM TL project, particularly with reference to the lessons learned in Phase 1?</li> <li>• To what extent do UNDP interventions have well-designed and well-planned exit strategies?</li> <li>• What could be done to strengthen exit strategies and sustainability?</li> </ul>			

<b>Cross Cutting Issues</b>	<ul style="list-style-type: none"> <li>To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the ZEESM TL project?</li> <li>Is the gender marker data assigned to this ZEESM TL project representative of reality?</li> <li>To what extent has the ZEESM TL project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> </ul>	Government Stakeholders, partners, Beneficiaries  Project documents Annual Reports, M & E documents	Key Informant Interviews  FGDs  Documents reviews	Project Indicators on gender, youth, and other vulnerable groups (if any)  Number of women, youth and marginalized groups benefited (gender disaggregated data of beneficiaries)
<b>UN Strategic Position &amp; Partnership Strategy</b>	<ul style="list-style-type: none"> <li>UN being one of many development partners operating in the country, are there any UN's overall comparative strengths or value addition, vis-à-vis other development partners</li> <li>How effective the UN partnership strategy and the partners are in providing added benefits for the ZEESM TL project to achieve overall outcomes and outputs</li> </ul>	Government Stakeholders, partners, Beneficiaries  Project documents Annual	Key Informant Interviews  FGDs  Documents reviews	

	<ul style="list-style-type: none"><li>• To what extent have stakeholders been involved in ZEESM TL project implementation?</li><li>• To what extent are ZEESM TL project management and implementation participatory and is this participation contributing towards achievement of the ZEESM TL project objectives?</li></ul>			
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**DUE DILIGENCE OE-CUSSE BUSINESS INCUBATOR**

<b>PRELIMINARY OBI-SCREENING QUESTIONS</b>		<b>SCORE/RATING</b>	<b>REMARKS</b>
<b>Location and Design of Project</b>	Is The OBI built and operating effectively and sustainably		
	Does The OBI offer state of the art facilities for the youth entrepreneurs?		
<b>Functionality</b>	Is the technical and management staff for OBI recruited, available, trained and well skilled to manage the youth entrepreneurs		
	Are any visible or available Entrepreneurs receiving tailored support		
<p>4: Satisfactory (S): minor shortcomings            3: Moderately Satisfactory (MS): moderate shortcomings            2 Moderately Unsatisfactory (MU): significant shortcomings            1. Unsatisfactory (U): major shortcomings</p>			
<b>Overall Assessment and Note</b>			

Person Name	Designation/Component	Stakeholder Type
Mr. Rui Da Silva Pinto	Focal Point for RAEOA-UNDP partnership	Government
Mr. Nene Almeida	Community Tourism Unit coordinator	Government
Mr. Pedro Da Cunha	Regional Secretary of Commerce and Industry	Government
Mr. Joe Lam.	President	Government
Ishwar Persad	Community Tourism Project Coordinator	UNDP
Antonio Ribeiro	Tourism Technician	UNDP
H.E. Inacia Da Conceicao Teixeira	vice minister of Community Tourism	Government
Joni Maria do Santos	Agribusiness Project Coordinator	UNDP
Augustine Santhiapillai	Agribusiness Technical Advisor	UNDP
Cecilia Sandra Muhirirwe	WASH specialist	UNDP
Lamberto A. da C. Kuabib	UNV Community Field Officer	UNDP
Fransisco	AFFOS	CSO
Carlota Da Costa	Agribusiness Support	Beneficiary
Iria Tixeira	Agribusiness Support	Beneficiary



<b>Person Name</b>	<b>Designation/Component</b>	<b>Beneficiary</b>
<b>Ermelindo da Costa Anin</b>	Agribusiness Support	Beneficiary
<b>Marcelino Neno</b>	Agribusiness Support	Beneficiary
<b>Luis Lonae</b>	Agribusiness Support	Beneficiary
<b>Udit Anunu Siki</b>	OBI	Beneficiary
<b>Gregorio Nufa Sila</b>	OBI	Beneficiary
<b>Grazela Fatima Corbafo ,</b>	OBI	Beneficiary
<b>Jaime Vaz</b>	OBI	Beneficiary
<b>Paulina Mendonsa Da Silva Paiseco</b>	CBT	Beneficiary
<b>Armstrong Asiimire</b>	M&E officer	UNDP

## Survey- Questionnaire for Implementation Partners &amp; Beneficiaries

Name	Title, Department (if applicable)	Institution
Category of Stakeholder b) Implementation Partners c) Beneficiaries	Email Address	City

**Introduction:** The UNDP Timor Leste is conducting the final evaluation of its 'Support to Institutional Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy '(ZEESM- TL) project

It examines UNDP's contribution to project results to ensure organizational learning and accountability. The evaluation is carried out by an independent international evaluation specialist.

You have been identified as one of the key stakeholders of the UNDP's project in the region, and we would like to receive your feedback on your experience with UNDP-supported project. Your feedback is valuable and will be used as part of the overall analysis together with other information and data collected by the consultant. You will send the response directly to the consultant.

## A. QUESTIONS FOR IMPLEMENTATION PARTNERS &amp; BENEFICIARIES

- ❖ For which output of the project, your organization partnered with the UNDP or participated as a beneficiary?
  - i. Improved Governance
  - ii. Community Tourism Development Support
  - iii. OBI/Business Development Support
  - iv. Agri-Business Development Support
- ❖ Could you describe the key activities in the project that you conducted and/or got benefitted from (e.g., farmer training, Community Tourism Development Support, support from OBI mentors etc)?

- ❖ Could you describe any key successes of the project activities that are?
- ❖ Has the project brought any major impact and long-term benefit to you? if yes, how? **(For beneficiaries only)**
- ❖ Can you provide any 1-3 key strengths of UNDP and/or project?
- ❖ Can you provide any 1-3 weakness of UNDP and/or projects as per your experience?
- ❖ Can you highlight 1-3 key challenges/lessons learned that you (beneficiary)/your organization as implementation partners have faced during the project?
- ❖ Could you help us in identifying that how the project has brought difference in your life (Your situation before and after the project intervention/support) – **Only for beneficiaries**
- ❖ Do you have any recommendations for the way forward?

#### **B. ADDITIONAL QUESTIONS FOR IMPLEMENTATION PARTNERS ONLY**

- ❖ To what extent is the ZEESM TL project aligned with national requirements and regional priorities of Oé-Cusse region?
- ❖ In the changing environment caused by the Pandemic, do you think that project focus is still relevant to the evolving national context? Or do you suggest any changes in the scope and approach of the project?
- ❖ If your organization participated in the ZEESM TL phase 1, to what extent were lessons learned from the ZEESM TL Phase 1 considered in the ZEESM TL Phase 2 project's design, planning & Implementation?
- ❖ To what extent have the ZEESM TL project outputs, activities & targets that are relevant to you have been achieved?
- ❖ Did women, marginalized youth and/or other marginalized groups directly benefit from the ZEESM TL project 's activities that are relevant to you? If so, how, and what was the impact?
- ❖ How effective was the project component in adapting to the challenges faced due to the ongoing Covid-19 Pandemic? Were there any adaptive measures taken to address the impact of the Covid-19 pandemic?
- ❖ Have the project output/activities that are relevant to you, been implemented within expected dates; costs estimates so far? Were there any deviations? If yes, why?
- ❖ Has UNDP taken prompt actions to solve implementation and other operational issues that your organizations have faced (if any)?



## Survey- Questionnaire- UNDP & Project Staff Only

Name	Title, Department (if applicable)	Institution
Category of Stakeholder a) UNDP staff	Email Address	City

**Introduction:** The UNDP Timor Leste is conducting the final evaluation of its ‘Support to Institutional Development of Oé-Cusse Special Administrative Region (SAR) and the Special Zone of Social Market Economy ‘(ZEESM- TL) project

It examines UNDP’s contribution to project results to ensure organizational learning and accountability. The evaluation is carried out by an independent international evaluation specialist.

Being responsible for the planning, implementation and monitoring of the project, you have been identified as one of the key stakeholders of the UNDP’s project, and we would like to receive your feedback on your experience with UNDP-supported project. Your feedback is valuable and will be used as part of the overall analysis together with other information and data collected by the consultant. You will send the response directly to the consultant.

### 1. RELEVANCE:

- 1.1 To what extent is the ZEESM TL project aligned with the national development priorities, the Regional Strategic Plan of Oé-Cusse 2019-2023 as well as the approach taken by the project in response to COVID-19?
- 1.2 To what extent is the ZEESM TL project aligned with the UNDP’s mandate, Strategic Plan, CPD/UNDAF for the Timor Leste?
- 1.3 Does the ZEESM TL project outcomes address identifiable problems of the Timor Leste, in particular to the problems of Oé-Cusse region?
- 1.4 To what extent were lessons learned from ZEESM TL Phase 1 considered in the ZEESM TL Phase 2 project’s design and planning?
- 1.5 In the changing environment caused by the Pandemic, do you think that project focus is still relevant to the evolving regional context?

### 2. EFFECTIVENESS

- 2.1 To what extent have the ZEESM TL project objectives, 2 outcomes and the related outputs and targets, as set out in the ZEESM TL project Document, project’s Results Framework, and other related documents, have been achieved so far?
- 2.2 Are some components better achieved than others? If yes, then Why?

- 2.3 How effective has been the contribution of the ZEESM TL project to improving government’s ownership, planning and management capacity process towards governance and socio-economic development of the Oé-Cusse region?
- 2.4 Are the ZEESM TL project objectives clearly stated and contribution to results measurable?
- 2.5 Did women, and marginalized groups of targeted youth directly benefit from the ZEESM TL project ‘s activities? If so, how, and what was the impact?
- 2.6 How successful have partnership arrangements been in contributing to sharing institutional capacity?
- 2.7 How effective was the project in adapting to the challenges faced due to the ongoing Covid-19 Pandemic? Were there any adaptive measures taken and/or any risk mitigation mechanism in place to address the impact of the Covid-19 pandemic?

### 3. EFFICIENCY

#### 3.1 **Managerial and operational efficiency:**

- a) Has the project been implemented **within expected dates; costs estimates so far**? Were there any deviations? If yes, Why?
- b) Has UNDP taken prompt actions to solve implementation and other operational issues? What is the current **project management structure** (incl. reporting structure; **oversight** responsibility)? What has worked/ not worked in this structure?
- c) How often and how have the **monitoring and evaluation** activities been conducted? How are the results reported to UNDP programme units, donors and other partners? What worked, or did not work, and why?

#### 3.2 **Programmatic efficiency:**

- a) Were the **financial resources and approaches** (conceptual framework) envisaged appropriate to achieving planned objectives?
- b) Were the resources focused on a set of activities that were expected to produce significant results (**prioritization**)? Has the project achieved ‘value for money’?
- c) Have **alternative approaches and ‘innovative’ solutions** been actively explored? What could be done to ensure the overall efficiency of the UNDP project?
- d) Were the project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable? What factors influenced decisions to fund certain proposed activities, and not others?

### 4. SUSTAINABILITY:

- 4.1 How sustainable has been the contribution of the ZEESM TL project to improving country level ownership, planning and management capacity in improving governance and socio-economic development of the Oé-Cusse region?
- 4.2 Was ZEESM TL project sustainability strategy developed during the ZEESM TL project design?

4.3 Is the ZEESM TL project itself sustainable? (Financial, Institutional, Socio Economic and Resources etc.)

4.4 What indications are there that the outcomes will be sustained (systems, structures, staff, etc.)?

4.5 Are there any social or political risks that may jeopardize sustainability of ZEESM TL project outputs and the ZEESM TL project's contributions to the national goals & priorities?

**5. Please list down top 3 lessons learned?**

**5.1 Please List down top 3 challenges that have or may hinder performance of the overall project?**

**5.2- Please provide 3-5 high priority recommendations for the way forward?**