## TERMS OF REFERENCE

FOR

Final Evaluation

of

EC/UNDP/ILO Skills Training for Gainful Employment (STAGE) in Timor-Leste

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEOGRAPHICAL COVERAGE</td>
<td>Timor-Leste (4 districts)</td>
</tr>
<tr>
<td>STARTING DATE</td>
<td>October 2004</td>
</tr>
<tr>
<td>ENDING DATES</td>
<td>12 May 2009</td>
</tr>
<tr>
<td>WORK PERIOD FOR EVALUATION</td>
<td>October 2004 – March 2009</td>
</tr>
<tr>
<td>EVALUATION DATE</td>
<td>27 March – 5 May 2009</td>
</tr>
<tr>
<td>PROGRAMME LANGUAGE</td>
<td>English</td>
</tr>
<tr>
<td>EXECUTING UNIT</td>
<td>ILO Jakarta Office</td>
</tr>
<tr>
<td>IMPLEMENTING UNIT</td>
<td>ILO Jakarta Office</td>
</tr>
<tr>
<td>TOTAL BUDGET AND SOURCE OF FUNDS:</td>
<td>European Commission: Euro 4,650,994</td>
</tr>
<tr>
<td></td>
<td>ILO: Euro 236,000</td>
</tr>
<tr>
<td></td>
<td>UNDP: Euro 200,000</td>
</tr>
</tbody>
</table>
I. Background and Justification

1. After 30 years of Indonesian occupation and internal political strife since independence in 2002, Timor-Leste began establishing national administration capacity in support of sustainable social and economic development. Skills training and employment support programme is one critical national priority. The majority of the Timorese populace lives in rural area under poverty line. The country’s job market is small and unable to satisfy job demands. 15,000-20,000 of new labour market entrants are registered each year. Formal jobs are restricted to the civil service sector.

2. The “Skills Training for Gainful Employment Programme (STAGE)” is an ILO-executed programme that is part of the Programme Package “Rehabilitation and Community Development in Rural Areas (RCDRA)” funded by the European Commission with UNDP, as the signatory of the Contribution Agreement with EC, being responsible for the overall implementation of the programme package. The Programme Package comprising four programmes. The objective of the UNDP/UNOPS-AIM programme is to improve rural population’s access to market and social services. The UNDP/UNOPS-OCAP programme is community-based, aiming to enhance livelihood opportunities for the recipient communities. The UNDP/ILO-STAGE programme aims to improve the skills base and employability of the East Timorese through capacity building of regulators, service providers and rural beneficiaries. Finally, the UNDP/UNIFEM-PERWL programme aims to strengthen rural women’s capacity to effectively participate in the nation-building process. A common theme among all programmes is capacity building to ensure sustainability of the proposed interventions.

3. The main partner of STAGE in Timor Leste is the Secretariat of State for Labour and Solidarity, since then transformed into the Ministry of Labour and Community Reinsertion (MLCR) and in 2007 recreated as the Secretariat of State for Vocational Training and Employment. The STAGE programme is a 5 years programme with the European Commission providing the bulk of the funding (Euros 4,650,994). The ILO contributes Euro 236,000 and the UNDP Euro 200,000.

4. The programme was designed in 2003-2004, based on the fact that in Timor-Leste, there was and is an urgent need to enhance people’s capacity to generate income. Almost 90 percent of the poor are in rural areas and poverty is primarily a rural phenomenon. Furthermore, open unemployment is near worldwide maximums at around 20 percent in urban areas, reaching about 43 percent among urban youth (2004 figures).

5. This present extremely difficult situation of the economy associated with the high demographic dynamic (17.4% population increase during the last 3 years), places the employment creation at the top of priorities to be addressed. Estimates of the age structure suggest that as many as 15,000 young people will enter the labour market each year over the next four years.

6. On the other hand, the creation of full-time wage employment will be an extremely difficult option. Currently only about 13 percent of males and 9 percent females are engaged in formal employment. Hence, there is a strong need for adopting strategies that will focus, at least in the short-term, on informal sector activities.

7. Skills training is an important part of the process, considering that the progress of the country is intimately connected with the development of its people. The quality of training in Timor-Leste is generally poor and there is very limited relevance of the training to the communities throughout the country.

8. The STAGE programme was designed to meet the employment complex of Timor-Leste where by labour market improvement is as important as provision of skills training and employment and
strengthening the capacity of national administration and other relevant institutions. The programme development objectives are:

1. Strengthening and expanding the coverage of the DESD services, enhancing its capacity for labour administration, programme coordination, implementation of employment promotion initiatives and provision of quality labour market services.
2. Community empowerment through delivery of an integrated system of skills and enterprise promotion interventions.

9. To achieve these objectives the programme has three strategic components:

**1 Secretariat of State for labour and Solidarity capacity building**
The STAGE will strengthen the SSLS enabling it to: (i) service and build the capacity of a National Vocational Training Authority Secretariat to provide policy and programming advice to the Government; (ii) coordinate and monitor vocational and enterprise skills development; (iii) develop effective public employment services; (iv) establish and maintain a gender disaggregated labour market Management Information System (MIS); and (v) improve the management and scope of the Employment and Vocational Training Fund (EVTF) available to training providers and micro finance institutions, leading to income generating activities.

**2 Strengthening the capacity of existing rural and urban training providers**
In order to develop effective training capacities and a micro-enterprise development mechanism in Timor-Leste, the STAGE is to strengthen the capacity of existing training institutions by providing them with management training, training of trainers, field support monitoring, development of needs-based curricula, and financial resources through the EVTF. Training providers will work closely with the SSLS District Employment Centres for the delivery of training to the communities. The STAGE will carry out all the activities to ensure that such coordination is established, and that the training services will be fully accessible to women and that will enhance their opportunities for paid and self-employment.

**3 Community empowerment**
STAGE will place a particular focus on informal sector opportunities for employment and income generating activities, linking skills and business training to identify viable self-employment and small business opportunities.

Broadly, this component of the strategy will involve: (i) building the capacity of communities to identify employment and training opportunities and to prepare proposals for business start-up to be financed by the EVTF; (ii) design and delivery of appropriate gender sensitive training projects; and (iii) provision of linkages to necessary post-training support services, including credit facilities, technical assistance and market development and information.

10. The proposed Final Evaluation is also in line with ILO’s and UNDP’s policies on evaluation of technical evaluation. It seeks to complete the monitoring and evaluation requirements laid out in the Project Document as well as enrich knowledge about project performance that has been previously created through various monitoring and evaluation exercises. During the course of implementation, the STAGE programme a set of project and technical evaluations took place, including the project mid-term evaluation by the European Commission (2006), the financial verification by the European Commission, and the RDP (October 2008), and the STAGE’s technical impact assessment of its self-employment programme (2006) and the Technical Education and Vocational Training Impact Assessment (2007/08). These evaluations, characteristically external and independent evaluations, gave recognition to good progress made within the programme and pointed to areas where and how sustainability could be achieved. But the achievements, as well as the challenges and implementation difficulties, of the STAGE Programme can also be fruitfully examined from different vantage points.
11. ILO and UNDP programme staff in Dili, SEFOPE staff and management who have been actively involved in project implementation, training and employment services providers who have been partners of the STAGE to deliver services to the people of Timor Leste, and the men and women of the Timor-Leste and their communities who have influenced and benefit from project implementation. As the STAGE programme is drawing to a closure, the experiences of STAGE from the viewpoints of these actors can provide a set of knowledge that could be useful for further development of the Secretariat of State for Vocational Training and Employment’s employment support programme. For the ILO, UNDP, and the EC, such knowledge can be specifically useful for its development support to Timor-Leste in the short and medium term and generally for employment support programmes in other countries and in post-crisis situations where the agencies are and will be involved.

II. Progress to date

12. Despite a delayed start-up and periodic security crises during 2004-2008, the STAGE programme was able to deliver satisfactory services within the three strategic areas of intervention. A summary of achievements in each strategic area as reported in the STAGE Result Framework which is part of the Progress Report of September 2008 is provided below and the Result Framework is presented in Annex D to this TOR.

13. Capacity Building of SEFOPE:
- District Employment Centres (DECs) were established in Dili, Baucau, Bobonaro and Oecusse, representing the backbone of the articulation of the entire community empowerment process. As of December 2008, 9,333 unemployed received assistance from District Employment Services and were successfully placed in employment.
- The establishment of the National Labour Force Development Institute (INDMO) as an autonomous body at the national level to manage national skills development systems.
- The establishment and expansion of the Labour Market Information Unit within SEFOPE and the integration of the SEFOPE’s labour market information database as instrumental in SEFOPE’s programme monitoring and evaluation.
- Formulation of national policy strategies in areas such as employment, skills development, youth employment, and employment intensive infrastructure works.
- National labour code reform and definitions of SEFOPE structures.
- A gender cabinet unit established with in SEFOPE and involved in project monitoring.

14. Strengthening the capacity of rural training providers:
- The creation of the Youth Employment Fund (FEOF – Fundo de Emprego e Formação Profissional), which replaced the Employment and Vocational Training Fund created by STAGE, as a national fund to received state budget on a regular basis.
- Entrepreneurship education integrated in national school system and rural employment promotion programmes.
- Training providers are linked up with the DECs and received technical support to improve training quality and match better the skills demand in the market.
- Competency-based training system introduced and adopted as national policies.

15. Community Empowerment:
- Of September 2008, 24,297 unemployed were registered in the DECs. Women’s participation in the STAGE Programme as service recipient shows improvement from 25% in October 2005 to 49% in September 2008.

---

1 See page 20, STAGE Progress Report, September 2008
Of the total number of registered job seekers, 534 men and women (30.3 percent women) found a job with the assistance of the DECs. These job seekers were mostly male, aged between 15-29 years, and educated.

1,616 jobseekers completed skills training courses. There has been a steady increased in women’s participation rate. In April 2007, women’s participation rate was 29.7%. In September 2008, the reported rate was 46.6%.

3,977 jobseekers enrolled in enterprise development programme, 81% being women and 2,793 people eligible to receive microcredits from participating micro finance institutions (or 70%).

EVTF beneficiaries: 5,017 recipients of EVTF supported training and credit programmes (Results Frameworks May 2007-October 2007)

16. These progress and achievements are the work of various organizations and their staff in Timor-Leste that have participated in and benefit from the capacity building programme implemented by STAGE. A network of skills training and business development support organizations and government units is behind the achievements outlined above. They are the project’s direct target groups whose ability and capability to delivery gainful employment services have been enhanced over the years.

The STAGE Programme has been implemented by providing embedded technical assistance to SEFOPE’s Employment and Vocational Training Directorate.

### III. Implementation Approach

17. Signing the grant agreement with the EC for all the four programme components, UNDP takes the ultimate responsibilities for achieving the objectives of the Programme Package through partnerships with ILP, UNOPS and UNIFEM. ILO is hence the executing agency of STAGE.

18. The Project is divided into two three components, Capacity Building, Integrated Vocational Training and Self-Employment, and Community Empowerment. Each component is assigned to ILO technical specialists who work closely with their SEFOPE counterparts. STAGE Programme Chief Technical Advisor is responsible for overall coordination, strategic planning, and technical assistance.

19. STAGE technical team has devolved from 6 technical specialists who are directly financed by the STAGE programme (CTA, vocational training, self-employment, community mobilization, labour market information, and gender) in the team to 3 in 2008, including CTA, self-employment, and community mobilization). Other ILO programme initiatives that have germinated from STAGE initiatives (such as the Labour Market Information project, the Serbisu Ba Dame, the Youth Employment Promotion Programme, and the Investment Budget Execution Support for Rural Infrastructure Development and Employment Generation (TIM-Works)) provided for technical expertise in MIS data management, technical and vocational education and training, and labour-based infrastructure works.

20. Project national staff is small in number and specific to internal ILO project financial and administration. Investment in building national capacity is channeled through an “on-the-job” training to qualified national professionals who are interested in a career in the civil service. STAGE-trained staff have been absorbed into SEFOPE regular payroll as SEFOPE’s permanent staff.

21. Private and public skills training providers, business training providers, and micro-finance institutions are linked through a strategic alliance through the creation of the Employment and Vocational Training Fund and the work of the DECs to register job seekers, referrals to skills and
enterprise development training, and recommend to employers for job placements. Appropriate
technical tools of international standards and use in ILO programme worldwide such as the Start
Your Business training kit, the Generate Your Business Ideas, and the Competency-based Skills
Training approach have been adapted to the Timorese conditions. Training of trainers were
provided to business development service providers affiliated with IADE (Institute for Business
Support), Ministry of Economy and Development and its 5 Business Development Centres in Dili,
Baucau, Maliana, Maubisse and Oecusse and quality assurance of service delivery by these partner
organizations were monitored.

22. Delivery of skills training and enterprise development training were provided by the project partners
as per their respective policies and programmes. Many of these training programmes are provided
on a pay-for-service basis. Microcredits are granted on merit basis and repayment is enforced by the
credit providers.

23. STAGE programme delivery has been over times challenged by a series of political crises. Hence
constant programme adjustments were necessary so as to assist SEFOPE contribute to government’s
efforts to stabilize the country’s peace process. In retrospective the political crisis in 2006 and 2007
provided an opportunity for SEFOPE to demonstrate the relevance of its employment mandate to
achievement of national priorities in time of peace and tensions. With the initial support of STAGE,
SEFOPE gradually develops institutional capacity to administer programmes that provide short-term
income earning to men and women (e.g., cash for work programmes) and, importantly, gains
recognition from the Government of Timor-Leste as a capable and relevant contributor to national
investment in rural development and youth employment.

24. In addition, STAGE has played a critical role in supporting SEFOPE develop focused programme
initiatives that will be implemented beyond 2009. These are: the Youth Employment Promotion
Programme, the Labour Market Information System, and the TIM-Works.

25. As above outlined, STAGE implementation approaches as implemented in the past 4 years display a
highly dynamic technical cooperation approach. It contributes to creation of capable institutions to
deliver skills training and employment services, integrates crisis sensitivity, and lays paths towards
sustainable social and economic development.

IV. Scope and Purpose

Scope

26. The proposed final evaluation will examine the progress, achievements, good practices, and lessons
learned from the implementation of the STAGE programme throughout the programme
implementation period from October 2004 – March 2009. It will draw from the findings and
recommendations of previous evaluations and supplement these findings by providing insights from
the views of programme implementers in the ILO, UNDP, SEFOPE, and partner organizations,
programme administrators, and programme target groups and beneficiaries.

27. The evaluation shall include all activities and programmatic coordination and management
undertaken by the STAGE programme and SEFOPE during the October 2004 – March 2009,
existing SEFOPE initiatives and the synergies between STAGE-supported programme and other
initiatives undertaken by SEFOPE, STAGE implementation programme progress vis-à-vis the
priorities and strategic focus of the United Nations Country team and the United Nations
Development Assistance Frameworks of 2003-2005 (extended to 2008) and of 2009-2013, and the
Timor-Leste Decent Work Country Programme.

Purpose
28. STAGE programme completion date is 12 May 2009. At the planned starting date of the proposed final evaluation, it will have been implemented for 54 months (October 2004-March 2009) out of the planned 60 months. The proposed final evaluation is expected to provide a summative account of overall programme relevance, efficiency, effectiveness, and sustainability and give recommendations with regards to critical areas to better match SEFOPE’s administration and technical capacity with the employment needs of Timorese men and women that may have not been met or outside the scope of STAGE programme framework.

29. The immediate clients of the proposed final evaluation will be:
- Government of Timor-Leste, in particular SEFOPE, INDMO, IADE, and FEFOP;
- ILO Programme staff in Timor-Leste, Jakarta, and HQs;
- UNDP Programme staff in Timor-Leste; and
- The European Commission

30. The findings and recommendations from the proposed final evaluation are expected to be of immediate and strategic use to these evaluation clients, which will remain actors in Timor-Leste social and economic development. For the latter three (i.e., ILO, UNDP, and European Commission), the findings from the proposed evaluation can also be of use in their crisis-response and development programmes in other countries.

31. In sum, the evaluation will seek specifically the following:
- To gain insights into the achievements/results of STAGE implementation and challenges of STAGE from design and actual implementation of the STAGE programme from STAGE programme implementers, administrators, target groups, and beneficiaries; and the sustainability of STAGE’s results
- To identify good practices, lessons learned, and factors that influence programme delivery particularly in the capacity building component and integration of skills training and enterprise development so that men and women have equal access and benefits to employment services generated through and in association with the STAGE programme
- To recommend practical measures related to capacity building of SEFOPE and STAGE programme partners that can be pursued by ILO and UNDP and supported by the European Commission after completion of STAGE

V. Suggested Analytical Framework

32. The evaluation shall address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, and sustainability. Specific aspects for the examination are: project design; relevance of strategy; implementation process; performance and achievements; replicability; sustainability; and partnership. It will be carried out in line with the guidelines for project evaluation as defined by the ILO, UNDP, and the European Commission which are based on the OECD/DAC and UN standards (see website www.ilo.org/eval).

33. The proposed final evaluation is to provide a retrospective examination of STAGE performance the past 4 years, review current technical cooperation arrangements particularly those between ILO and SEFOPE, extended to other government entities, and recommend actions for immediate adoption by SEFOPE and ILO, in particular, and by UNDP and the European Commission in general. The proposed evaluation will review project’s achievements and challenges with regards to capacity building and programme management/implementation approaches that have enhanced or hindered STAGE capacity building focus. Strategic programme frameworks that will inform the proposed evaluation are:
- National Youth Employment Action Plan
- National Employment Strategy
- National Skills Development Strategy
• Timor-Leste Decent Work Country Programme (2008-2013)
• National Workfare Programme (Phase I), i.e., TIM Works Project

VI. Expected Outputs of the Review

34. **An Evaluation report (20-30 pages):**
The report should contain findings, summary of achievements, conclusions, recommendations for immediate application by SEFOPE/Government of Timor-Leste, the ILO team in Timor-Leste, Jakarta, and Headquarter team, and UNDP and recommendations for the programme stakeholders’ including the European Commission’s, future engagement in and areas of lessons learned and good practices and model of interventions in post-crisis and employment support programme. The recommendations should indicate the responsibility of the relevant unit, programme linkages, long-term and short-term benefits and risks. The report shall be presented to and endorsed by the STAGE Programme Steering Committee comprising of representatives of the Government of Timor-Leste, UNDP, ILO, and the European Commission.

35. **Targeted audience:** The Evaluation report is to address the interests of four groups of audiences:
- Government of Timor-Leste, in particular SEFOPE, INDMO, IADE, and FEFOP;
- ILO Programme staff in Timor-Leste, Jakarta, and HQs;
- UNDP Programme staff in Timor-Leste; and
- The European Commission

VII. Evaluation Methodology

36. The proposed final evaluation will be managed by ILO Evaluation Unit. As an external evaluation, the selection of the Evaluation Team Leader will be a joint-responsibility of ILO and UNDP.

37. **Composition of the Final Evaluation Team:**
   i. The team leader with strong background in post-conflict institutional capacity building, rural development, and gender mainstreaming who has not been involved in project design, implementation, and previous evaluation initiatives. S/he will have technical background in vocational training, skills development, and labour market information.
   ii. Two national professional staff of UNDP and ILO not involved with project implementation since 2004 with knowledge and familiarity in project evaluation, international development, development priorities in Timor-Leste, and/or quantitative and qualitative research.
   iii. Associate team members by appointment of the Government of Timor-Leste

ILO STAGE Project in Timor-Leste and UNDP will serve as the secretariat to the evaluation team.

38. **Evaluation methodology:** The evaluation is an external evaluation and the final methodology and evaluation questions will be determined by the Team Leader, with inputs and agreement from the SEFOPE, the ILO, and the UNDP.
   - **Review of background documents** namely:
     - Project Document
     - Six-month project progress report
     - Technical review and assessment reports published by the STAGE in partnership with SEFOPE
• Mid-term Evaluation Report of the RDP carried out by the European Commission
• YEP, TIM-Works, and LMI Project Document / Inception Reports
• UNDAF 2003-2005 and 2009-2013
• Timor-Leste Decent Work Country Programme (2008-2013)

o **In-depth interviews** with key programme staff and stakeholders:
  • STAGE CTA and technical specialists (including those who have completed their appointment, to the extent feasible)
  • UNDP country managers and programme staff related to STAGE
  • European Commission representative in Dili
  • SEFOPE senior officials (Secretary of State and Directors)
  • Members of the National Priority Working Groups – Priority 4

o **Site visits and focused group discussion** with SEFOPE officials, service providers, and community groups

39. **Evaluation Questions:**

**Design:**
- To what extent the Project design envisaged active engagement by key stakeholders, particular UN agencies, local and national governments, and ILO’s constituents? In emergency and crisis situations, what should be a realistic planned engagement of ILO’s constituents?
- How does the Project address the evolving skills and employment challenge in Timor-Leste?
- To what extent the Project design estimated involvement, receptivity, and financial contribution of the Government of Timor-Leste?
- How does the Project target involvement of national organizations and capacity building of these organizations in delivery of skills training, vocational training, and programme monitoring and evaluation.
- In what way does and does not STAGE Programme facilitate integration of skills development and employment agenda in national development framework, UNDAF, and Timor-Leste Decent Work Country Programme, policy coherence, and aid coordination?

**Implementation: Efficiency and Effectiveness**
- To what extent has the Project adjusted its implementation strategy to the evolving situation in Timor-Leste, anticipate new developments, seize opportunities, minimize risks, and design its sustainability?
- How does the absence of SEFOPE structure in the districts affect project implementation and ability to strengthen SEFOPE’s institutional capacity and ability to fulfill its mandate to provide employment support to all Timorese citizens?
- How did the SEFOPE, ILO, and UNDP address administration capacity challenge within its respective organization within Timor-Leste that would enable implementation of a sustainable, credible and successful programme?
- How does and does not STAGE Programme contribute to community empowerment and participation of rural communities and community of development practitioners in programme implementation, monitoring, and evaluation?
- How does STAGE Programme resource allocation and management (within ILO and UNDP) support or hinder programme achievements and sustainability? How does the STAGE programme balance the needs for investment in programme physical and organizational infrastructure and the needs for service delivery? What are the trade-
offs in the resource allocation and management as implemented by the STAGE programme?

**Sustainability**
- To what extent the Project’s interventions can be sustained and continued to ensure genuine capacity is created in SEFOPE and other government units and the service delivery networks that have received capacity building support from the STAGE Programme?
- What are the key factors that enable the intervention to evolve or not evolve during the STAGE implementation timeframe and in the next five years?
- What are the key skills set the STAGE Programme has been able to effect within the workforce of SEFOPE and other government units, the service delivery networks, and the rural communities it have worked with/for? What are the necessary programme interventions that will need to be undertaken in the immediate terms to support the sustainability of these key skills?
- What are STAGE Programme communications strategies that need to be further supported and improved?

40. The Team Leader will coordinate, set out the final evaluation methodologies and arrangements, guide and supervise the work of other evaluation team members, and facilitate the involvement of all key stakeholders throughout the evaluation process to ensure ownership of all partners over the evaluation recommendations.

41. A final consultation workshop will be organized by the STAGE Programme as part of the STAGE Programme Steering Committee Final Meeting.

**Financial Arrangement:**

42. Expenditures associated with the proposed final evaluation will be charged to the STAGE Programme. This will cover the following expenditures:
- External contract collaborator for the international evaluation team leader (20.5 fee days; 9 day DSA or as per actual mission days; return economy international travels)
- Local travels
- Focus-group discussions and associated activities
- Stakeholders meeting

**Annexes**

**Annexes:**
- a. Tentative time table
- b. Evaluation Report Template
- c. Project Document
- d. Project Progress Reports of September 2008
- e. STAGE Mid-term Evaluation Report
- f. RDP Programme Mid-term Evaluation Report
- g. UNDAF 2009-2013
- h. Timor-Leste Decent Work Country Programme
## Annex I. Tentative Time Table

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Person</th>
<th>Tasks</th>
<th>Dates</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk Review of background document</td>
<td>Evaluation Team Reader</td>
<td>o Review relevant document</td>
<td>3 days</td>
<td>Final Evaluation Methodology and questions for survey, in-depth interviews, and focus-group discussions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Initial briefing with STAGE CTA, UNDP staff who manages STAGE, representatives of the EC, and SEFOPE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial validation of the Evaluation Design with key stakeholders in Timor-Leste</td>
<td>Evaluation Team Leader</td>
<td>o Finalize evaluation methodology and evaluation</td>
<td>1.5 days (tentatively 1-8 April 2009)</td>
<td>Final Evaluation Methodology and questions for survey, in-depth interviews, and focus-group discussions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Briefing in Timor-Leste</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-depth interviews</td>
<td>Evaluation team leader</td>
<td>o Interviews with key stakeholders as identified in the final evaluation TOR</td>
<td>3 days during field mission, 1-8 April 2009</td>
<td>Interview notes</td>
</tr>
<tr>
<td>Community visits and focus-group discussions</td>
<td>Evaluation team leader and Evaluation team</td>
<td>o Site visits</td>
<td>2 days during field mission, 1-8 April 2009</td>
<td>Visits and focus group discussion notes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Focus groups discussion with communities, service providers, and SEFOPE officials as identified in the final evaluation TOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholders consultations</td>
<td>Evaluation team leader</td>
<td>o Preliminary presentation of the evaluation missions</td>
<td>1 day during field mission, 1-8 April 2009</td>
<td></td>
</tr>
<tr>
<td>Drafting of evaluation report</td>
<td>Evaluation team leader</td>
<td>o Analyses the findings</td>
<td>7 days (9-20 April 2009)</td>
<td>Draft evaluation report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Prepare the evaluation report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultation on draft report</td>
<td>ILO or UNDP evaluation coordinator</td>
<td>o Dissemination of the Evaluation reports to key stakeholders</td>
<td>21-28 April 2009</td>
<td>Inputs for the finalizing of the evaluation report</td>
</tr>
<tr>
<td>Revise the Evaluation report</td>
<td>Evaluation team leader</td>
<td>o Integrate comments and suggestions to the evaluation report</td>
<td>2 days (21-28 April 2009)</td>
<td>Revised evaluation report</td>
</tr>
<tr>
<td>Presentation of evaluation findings and recommendations</td>
<td>ILO Project CTA</td>
<td>o Present and discuss evaluation findings, conclusions, and recommendations to the STAGE Project Steering Committee in Dili</td>
<td>5 May 2009</td>
<td>Additional inputs to the reports, if any</td>
</tr>
<tr>
<td>Final report</td>
<td>Evaluation team leader</td>
<td>1 day (12 May 2009)</td>
<td>Final evaluation report</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------</td>
<td>---------------------</td>
<td>------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Finalize the report with inputs from the consultation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Presentation of the report to the STAGE Programme Steering Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Prepare Final Evaluation Summary</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dissemination of the Final Report Summary</th>
<th>ILO STAGE Programme</th>
<th>As part of the Project last report</th>
<th>Evaluation report summary in Tetun and English</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o Submission of the full evaluation report to the UNDP/EC and SEFOPE</td>
<td></td>
<td>Full report in English disseminated.</td>
</tr>
<tr>
<td></td>
<td>o Dissemination of the Final Evaluation Summary (English and Tetun) to STAGE stakeholders in Timor Leste</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>