

THE EUROPEAN UNION'S PROGRAMME FOR TIMOR-LESTE

Mid-Term evaluation of the Cooperation Support Facility (CSF) II

Letter of Contract N° 300026975

FINAL REPORT

Prepared by Dr. Nico van TIENHOVEN

July 2022



The project is financed by
the European Union



The project is implemented by
IBF International Consulting

“This evaluation is supported and guided by the European Commission and presented by IBF International Consulting. The report does not necessarily reflect the views and opinions of the European Commission”

TABLE OF CONTENTS

Abbreviations and Acronyms.....	5
1 Introduction	6
1.1 Preamble	6
1.2 Programme Environment and Set-Up	7
1.2.1 Programme Environment.....	7
1.2.2 EU Development Policy and Instruments– from the CPA to NDICI	7
1.2.3 Programme Set-Up.....	8
2 Evaluation Questions and Answers	9
3 Overall Assessment	12
3.1 Relevance.....	12
3.2 Design / Concept	13
3.3 Efficiency	16
3.3.1 Professional Staff.....	16
3.3.2 Reporting & Monitoring / Evaluation	17
3.4 Effectiveness	18
3.4.1 Overall Objective	18
3.4.2 Specific Objective	19
3.4.3 Output / Result 1	20
3.4.4 Output / Result 2.....	21
3.4.5 Output / Result 3.....	21
3.5 Impact	22
3.6 Sustainability.....	22
3.6.1 NAO Support Unit.....	22
3.6.2 Line Ministries.....	23
3.7 Visibility.....	23
3.8 Cross Cutting Issues	25
3.8.1 Gender	25
3.8.2 Environment.....	26
4 Conclusions and Recommendations / Lessons Learnt	27
4.1 Conclusions	27
4.2 Recommendations / Lessons Learnt	28
5 Annexes.....	29
Annex 1: Terms of Reference	29

Annex 2 CV of Evaluator.....	59
Annex 3a LogFrame of Financing Agreement	60
Annex 3b: Log Frame of Operating Grant	61
Annex 3c: LogFrame of CESO Service Contract.....	64
Annex 4: List of Persons Interviewed	70
Annex 5: List of Documents received and Consulted	72
Annex 6: Evaluation Methodology	73
Annex 7: Evaluation Matrix	75
Annex 8: Answers to Evaluation Questions	77

List of Figures

Figure 1: Overall and Specific Objectives and Result Areas are Coherent	13
Figure 2: Successful Combination of two Implementation Modalities (Operating Grants and Service Contracts)	14
Figure 3: NAO Support Unit’s Role as Successful Interlocutor	15
Figure 4: Staffing Situation in CSF II Substantially Improved vs CSF I.....	16
Figure 5: Stable Staffing Situation in CSF II: Less Turnover and less Vacancies	17
Figure 6: Example for Successful Visibility and Communication Activities: Europe Day 2022	24
Figure 7: Visibility has to be “Maintained”	25

List of Tables

Table 1 Conclusions and Main Findings	27
Table 2: Observations and Recommendations / Lessons Learnt	28

ABBREVIATIONS AND ACRONYMS

CPA	Cotonou Partnership Agreement
CRT	Comments Response Table
CSF	Cooperation Support Facility
DFR	Draft Final Report
DN	Desk Note
EC	European Commission
EDM	Evaluation Design Matrix
EDF	European Development Fund
EQ	Evaluation Question
EUD	European Union Delegation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IA	Implementing Agency
ILO	International Labour Organization
LFM	Logical Framework Matrix
MIP	Multi-annual Indicative Plan
MTE	Mid Term Evaluation
NAO	National Authorizing Officer
NAO-SU	National Authorizing Officer – Support Unit
NDICI	Neighbourhood, Development and International Cooperation Instrument
NIP	National Indicative Plan
OEQ	Operational Evaluation Questions
OG	Operating Grants
OO	Overall Objective
OVI	Objectively Verifiable Indicator
PPP	Public-Private Partnership
SDP	Strategic Development Plan
SO	Specific Objective
TA	Technical assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation and Hygiene

1 INTRODUCTION

1.1 Preamble

With respect to the aims / ToRs (see Annex 1) of the Mid-term Evaluation, the main objectives of this evaluation are to provide the relevant services of the European Union and the interested stakeholders with:

- An overall independent assessment of the past performance of the Cooperation Support Facility II, paying particular attention to its intermediate results measured against its expected objectives; and the reasons underpinning such results.
- Key lessons learned, conclusions and related recommendations in order to improve current and future Interventions.
- The main users of this evaluation will be the Delegation of the EU to Timor-Leste and the Ministry of Foreign Affairs and Cooperation of Timor-Leste (NAO services).
- In this context, the evaluation activities were set out to:
 - The matching of the needs of national and local partners.
 - The materialisation of the expected results of the CSF decision and of the related contracts and their facilitating and contrasting factors.
 - The performance of the management and its capacity to adapt to changing conditions, especially in consideration of the Covid19 pandemic.
 - The governing mechanisms of the Intervention.
 - The contribution to SDGs (main SDG goal 17; secondary SDGs goals 5 and 16).

The evaluation mission to Timor-Leste was realized between 16 May and 17 June 2022, starting with briefings at the EUD and the NAO Support Unit, This Field Phase has been following a foregoing Inception Phase (output: Inception Report) and Desk Phase (output: Desk Note), based on the project documents provided by the EUD (a complete list of documents consulted during the evaluation is attached in Annex 5).

During this period, meetings with more than 30 stakeholders (see also the complete “List of Persons Interviewed” in Annex 4) have been held in Timor-Leste. The main purpose of these interviews was to obtain first hand and unbiased comments from all categories of stakeholders concerning their perception of the Programme, especially concerning its design, implementation and possibilities to achieve the targeted result, as well as to verify preliminary conclusions and recommendations formulated by the evaluator. In order to facilitate an open and critical discussion, the evaluator has assured the interviewees that their comments (and especially the critical ones) would only be used in a “neutralized” form, without disclosing the individual source of the information.

A de-briefing presentation of preliminary observations and recommendations has been organised on June 06 at the EUD in Timor-Leste. Comments made during this de-briefing were subsequently included in the Final Report, which has been prepared home-based during the final Synthesis Phase. Further details as regards the methodology are outlined in the Inception Report.

The mission was assigned to the consortium led by IBF. The first two phases (Inception Phase and Desk Phase) have been executed by Willem van der Toorn. Following his demission and a 10-week break, the subsequent phases, starting with the Field Phase between May 16 and June 7, have been executed by Dr. Nico van Tienhoven (see also CV in Annex 2), who also resumes the final responsibility for this evaluation report.

Further details concerning the evaluation methodology, are outlined in Annex 6.

1.2 Programme Environment and Set-Up

1.2.1 Programme Environment

Timor-Leste became the first new sovereign state of the 21st century in May 2002. Timor-Leste has made significant progress in key areas of the economy and society since independence, e.g., rebuilding basic infrastructure, restoring public institutional infrastructure, improving standards of living and reducing poverty level from 50% in 2007 to 42% in 2014 (World Bank 2021). Timor-Leste is a peaceful, democratic nation and has reached middle-income status.

In 2020, the Human Capital Index for Timor-Leste stood at 0.45, as compared to the East Asia and Pacific's regional average of 0.59. With a population of over 1.3 million people and 60 percent under 25 years of age, investments in human capital are directly linked to Timor-Leste's future growth, productivity, and competitiveness. The country has been highly dependent on oil which reserves are anticipated to cease by 2023. Therefore, the country needs to prepare for a future with a diversified economy and additional revenue sources to sustain the growth and ensure the attainment of middle-income country status by 2030 as outlined in the Strategic Development Plan 2011-2030 (SDP).

The government managed to contain the COVID-19 pandemic throughout 2020. Although a significant rise in cases in early 2021 underscored the threat to public health and the economy. Vaccination reached 40% of the country and 70% of Dili (October 2021). The extended state of emergency impacted the economy, which contracted by 7% in 2020. Consequently, the government has formulated a strong support package to mitigate the impact of the pandemic and revitalize the economy.

1.2.2 EU Development Policy and Instruments– from the CPA to NDICI

The EU development support relationship with the African, Caribbean and by 78 ACP countries and the European Commission was formalized in the Cotonou Partnership Agreement (CPA) and signed in Cotonou, Benin in the year 2000. Article 35, Appendix 4, defines the role and duties of the National Authorising Officers (NAO) concerning planning, donor and stakeholder coordination, follow up, implementation, regular reviews and analysis of programmes and projects, within the framework of the European Development Fund (EDF) resources.

The Working Paper entitled 'Orientation Note on the Reinforcement of the NAO System', 2004, analysed the role of the NAO System and drew attention to two crucial inherent challenges: (i) The NAO system should fulfil the functional requirements of the CPA matched with national institutional frameworks, and (ii) The NAO system should not constitute a parallel institution but be integrated with the national public institutional systems.

The risk of the NAO System developing as a 'parallel' institution rather than as integrated into the national institutional infrastructure has been a deep-seated challenge throughout the lifetime of the CPA. It has been an important driver underlying the replacement of the NAO System by the new 'Global Europe: Neighbourhood, Development and International Cooperation Instrument (NDICI)'. NDICI is the EU's current main tool to contribute to eradicating poverty, promoting sustainable development,

prosperity, peace and stability, strengthening coordination with internal policies and giving the EU the flexibility needed for a faster response to new crises and challenges. Multi-annual Indicative Programmes (MIP) were scheduled to be formulated in the second semester of 2021. The MIP 2021-2027 for Timor-Leste is currently being finalized.

1.2.3 Programme Set-Up

The Cooperation Support Facility II (CSF II) was approved under the 11th EDF NIP for an amount of EUR 3 million, and the Financing Agreement (FA) signed on the 7th of December 2018 for a 60 month operational implementation period.

The Overall Objective of the FA is to "Promote Inclusive and Sustainable Socio-Economic Development of Timor-Leste".

The Specific Objective or Purpose of the project is "to increase the effectiveness of NAO services in delivering the EU - Timor-Leste development cooperation".

The different activities are grouped under three Outputs or Result Areas:

- **Output 1:**
"Improved capacity of the NAO service to oversee programming, identification and evaluation of programme and projects".
- **Output 2:**
"Improved capacity for programme implementation of line ministries and other stakeholders in focal sectors in line with EU policies and strategies".
- **Output 3:**
"Increased visibility of the EU - Timor-Leste cooperation and greater awareness on EU and its Member States' fundamental values, history and culture".

The activities are being implemented under two different implementation modalities:

While *Output 1* is implemented through (yearly) Operating Grants, *Output 2* and *3* are implemented through a service contract. The actions, namely the operating grants under the Financing Decision, are implemented by the NAO services (NAO Support Unit) and the service contract, namely the Technical Assistance to the Cooperation Support Facility II (CSF II) Programme, awarded to CESO CI International S.A, is managed by the EU. Later-on, during the mid-term evaluation assignment, another (smaller) service contract with PixelAsia has been signed to provide additional services targeting *Output 3*.

The stakeholders of the intervention are the Ministry of Foreign Affairs and Cooperation (NAO service), direct beneficiary, and other line ministries in focal sectors in line with EU policies and strategies (target groups), including Ministry of Agriculture and Forests, Ministry of Finance and Planning, and the Ministry of Health.

The final beneficiaries of the CSF II Project are the beneficiaries of EU-funded actions, i.e. the people of Timor-Leste.

2 EVALUATION QUESTIONS AND ANSWERS

Below, the answers to the evaluation questions are presented. The methods and sources for answering these questions are detailed in Annex 7. Summarizing, the evidence for the answers to the key evaluation questions concerning the different DAC evaluation criteria is based on the following sources:

Relevance:

Evidence for this criterion is mainly based on the documentary analysis, comparing the NIP and the design of CSF II as detailed in the Financing Agreement and the subsequent, the subsequent grant and service contracts. Additionally, the resulting conclusions have been verified through stakeholder interviews (see Annex 4), which have confirmed the findings from documentary review. As regards the recommendations for the set-up of a potential follow-up project, these are especially based on interviews with Line Ministries, the EUD, CESO and the NAO-SU. For further details, see also Section 3.1 and 3.2.

Efficiency:

Evidence for this criterion is mainly based on the documentary analysis, namely the narrative and financial reports for the grant and service contracts. The corresponding conclusions have been verified through stakeholder interviews, which have allowed interpreting the findings. Hereby, feedback has been especially provided by implementing partners and beneficiaries (see Annex 4). Data concerning the filing of positions and vacancies for the NAO-SU. Concerning monitoring and evaluation activities of the NAO-SU and corresponding recommendations, feedback from the EUD has been especially valuable. For further details, see also Section 3.3.1 and 3.3.2.

Effectiveness:

Evidence for this criterion is mainly based on the documentary analysis, namely the narrative reports for the grant and service contracts. Additionally, documentation from secondary sources provided by external sources (e.g. UNICEF and UNDP) has been analysed for verification of information presented in the reports. The corresponding conclusions have been verified through stakeholder interviews, which have allowed crosschecking the information taken from the reports. Hereby, feedback has been especially provided by implementing partners and beneficiaries (see Annex 4). For further details, see also Section 3.4.

Impact:

It is difficult to measure the true impact of the interventions at this mid-term period. The real impact of the Programme can only be estimated with a higher reliability towards the end of the implementation period. However, the expected impacts and the likelihood of their achievement has been discussed through numerous stakeholder interviews, namely with beneficiaries and Line Ministries, but also with implementing partners (see Annex 4). For further details, see also Section 3.5.

Sustainability:

This criterion has been analysed separately for the sustainability of the NAO-SU and the sustainability of capacity strengthening measures on Line Ministries' level. Although it is difficult to measure the final sustainability of the interventions at this mid-term period, the likelihood of their achievement has been analysed. This includes the aspects concerning a financial and institutional sustainability, which is especially critical for the NAO-U. The corresponding evidence for this criterion is mainly based on stakeholder interviews, namely with beneficiaries and implementing partners (see Annex 4). For further details, see also Section 3.6.

Evaluation Question	Answers to Evaluation Questions
<p><i>RELEVANCE</i></p> <ul style="list-style-type: none"> Is the CSF II well aligned with the development objectives, policies, strategies and related needs of the TL Government, and are they still valid? Was the design appropriate and are the envisaged outputs consistent with objectives, policies, strategies of the TL Government? Was the management structure overseeing the design and management of the CSF II appropriate and aligned with the objectives of the CSF II? What was the role of the Logical Framework Matrix in project design and implementation? 	<ul style="list-style-type: none"> The CSF II is well aligned with the development objectives, policies, strategies and related needs of the TL Government. The overall design and the two implementation modalities (service contracts & operating grants) are appropriate. The management structure overseeing the CSF II appropriate and aligned with the objectives of the CSF II. The original LogFrame design and its minor adaptations are adequate.
<p><i>EFFECTIVENESS</i></p> <ul style="list-style-type: none"> To what extent are the expected outputs of the CSF II achieved / likely to be achieved, and are the focal sectors effectively supported by CSF II implementation? To what extent have communication and visibility and the crosscutting issues of gender and climate played a role in CSF II supported actions? What are the major factors influencing the achievement or non-achievement of the outputs envisages? Are the proposed performance measurement and accountability systems adequate to support the effectiveness of the CSF II? To what extent did stakeholders participate in implementation and project management? 	<ul style="list-style-type: none"> The OVIs for output I (Improved Capacity of the NAO Services) and output III (increased Visibility & Greater Awareness) will be widely achieved, while the OVIs for output III (Improved Capacity of Line Ministries) are highly unlikely to be achieved. Covid-19 related travel restrictions have extremely limited the originally foreseen training activities for output I and especially for output II. -Stakeholders' participation in implementation and project management is appropriate.
<p><i>EFFICIENCY</i></p> <ul style="list-style-type: none"> Were the organisational and management structure, the procedures and the actual practices during the implementation of the CSF II conducive to achieving the expected project results and in line with the expected timing, the wider structure of the EU-TL development cooperation and the envisaged stakeholder participation? Is the choice of activities to be funded under the CSF II efficient and in line with the FA? Were the financial, administrative and M&E systems, tools and procedures in place conducive to appropriate management of and reporting on the CSF II? Were there specific circumstances that have influenced the efficiency at which the SF II performed the tasks assigned to it? To what extent have the activities been actually guided by the Logical Framework (cf. ToR)? Are there suggestions as to how the CSF II remit could be structured and operated once the NAO structure does no longer carry the EU-TL development cooperation? 	<ul style="list-style-type: none"> Activities are consequently guided by the LogFrames, and the activities funded are fully in line with the FA. Reporting has been appropriate and in time, except for the 5th report of the service contract. Internal monitoring and reporting against the OVIs has been appropriate. NAO-SU's monitoring of EDF projects is highly appreciated for its qualitative inputs. However, the originally foreseen monitoring tool is still not implemented. Covid-19 related restrictions have significantly limited the (timely) implementation of originally foreseen training activities. Were the organisational and management structure, the procedures and the actual practices during the implementation of the CSF II are conducive to achieving the expected project results and they are in line with the wider structure of the EU-TL development cooperation and the envisaged stakeholder participation?

Evaluation Question	Answers to Evaluation Questions
	<ul style="list-style-type: none"> • Suggestions as to how the CSF II remit could be structured and operated once the NAO structure does no longer carry the EU-TL development cooperation are presented further below in Section 4.
<p><i>IMPACT</i></p> <ul style="list-style-type: none"> • To what extent are the CSF II and the activities funded through it expected to contribute to the successful implementation of the EDF programme? • Were there wider impacts? • Did the CSF II actions strengthen the NAO system? • Were there specific circumstances that have influenced the impact of the CSF II supported actions? 	<ul style="list-style-type: none"> • The CSF II and the activities funded through it contribute to the successful implementation of the EDF programme. • The CSF II actions strengthen the NAO system. • An indirect, wider ranging impact lays in the sensitisation of Timorese Government institutions towards the benefits of a consensus based and well-coordinated (between donors, beneficiaries and Implementing Agencies / Partners) development approach. This also prepares the terrain for a policy towards further application of good governance principles. • Covid-19 related restrictions have negatively influenced the expected impact as regards the capacity improvement of line ministries.
<p><i>SUSTAINABILITY</i></p> <ul style="list-style-type: none"> • To what extent are the benefits of implementing the CSF II likely to continue after the end of the programme? • Are the actions embedded in local institutional structures and are these structures capable of continuing the flow of benefits of the action after the actions ends? • What are the major factors which influence the achievement or non-achievement of sustainability in this respect? 	<ul style="list-style-type: none"> • The effectiveness and efficiency of the NAO-SU / EUD / Line Ministries relationships has been increased during CSF II, and it can be expected that this “spirit” will remain beyond CSF II. • The sustainability of the NAO SU’s successful contribution to a consensus-based development cooperation is to a large part depending on the continuity of its professional staff, which will require a seamless continuation of international donor support.

3 OVERALL ASSESSMENT

3.1 Relevance

The relevance of the CSF II is very high and well aligned with the development objectives, policies, strategies and related needs of the TL Government and still valid. The same would apply to CSF III.

- The CSF II and the main Timorese development policies and strategies, laid down in e.g., the SDP 2011-2030, and the EU-TL development cooperation as laid down in the National Indicative Plan 2014-2020 as well as in the prospective MIP 2021-2027 are carefully and substantially aligned.
- The objectives under the CSF II are well embedded within the above frame of reference, as is evident from the CSF II Financing Agreement (FA), and the ToR for this MTE, the SDP national development objectives and those formulated under the NIP.
- The principle underlying the CSF II is the need for a flexible demand-driven funding facility jointly managed by the NAO and the EUD relevant to professionally and institutionally strengthening the NAO Support Unit and the Line Ministries involved in EDF supported development in TL.
- The MIP currently being prepared is fully aligned with the SDP and forms the frame of reference for the remaining duration of the CSF II and the prospective CSF III.

Institutional and professional capacity building, as foreseen in the CSF II, is targeted to support the NAO Office and the Line Ministries concerned (at different levels of management) in relation to information on a large range of activities funded by the EDF and contribute to a better coordination of public administration responsibilities and tasks – e.g., regarding:

- Funding from diverse sources (e.g., Government own resources, multilateral and bilateral donors, PPP, blending) and
- Absorbing the post-2020 changes that are bound to occur in the international development cooperation field (e.g., NDICI).

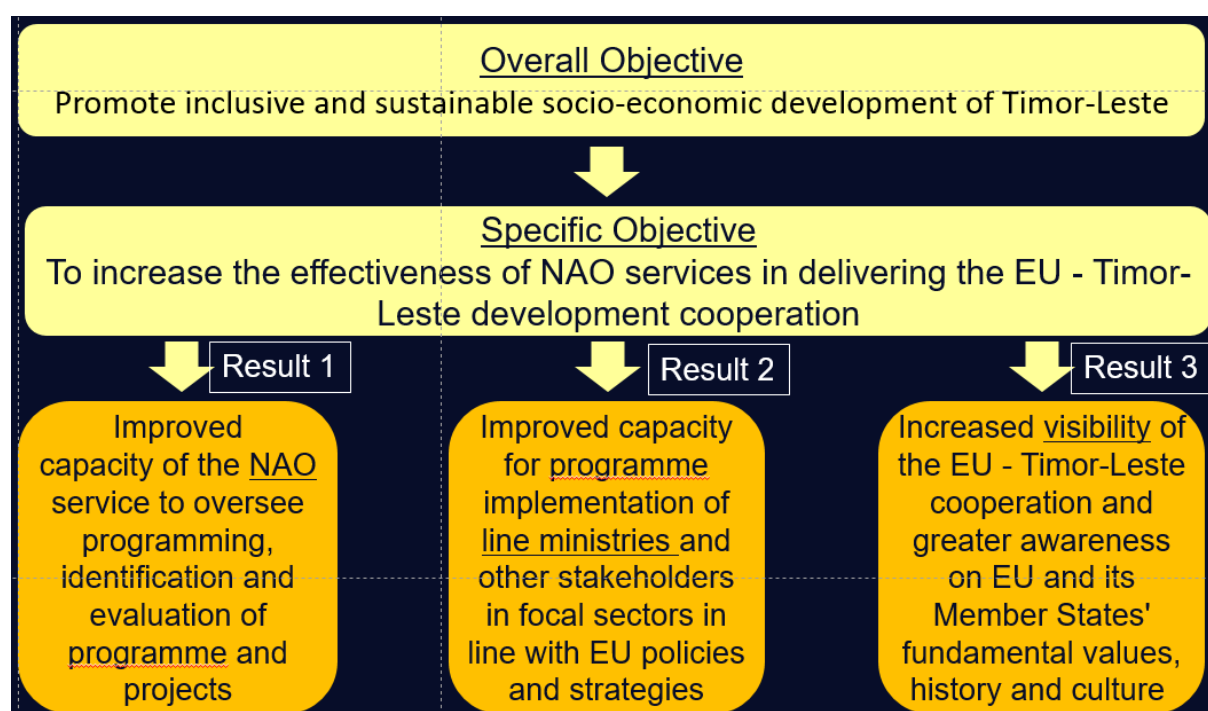
The CSF II is thus relevant to help reach the Specific Objective of ‘increasing the effectiveness of NAO Office in delivering the EU-TL development cooperation’ and in the longer term contributing to the sustainable socio-economic development of the country.

In conclusion, the CSF II seeks to support developing the necessary capacity particularly at the NAO Support Unit and other relevant organisations to better absorb EU development support as agreed in the NIP and MIP, i.e., in preparation, implementation and monitoring of EU supported development action. The CSF II thereby, more or less implicitly, will also contribute to the country’s strength to negotiate and absorb development support from other sources than the EU. The CSF II is therefore considered a logical instrument from the point of view of both the SDP and EU development support as laid down in the NIP and MIP. This Mid-Term Evaluation MTE of the CSF II is a logical action in this connection intended to provide an independent view of past CSF II performance and provide suggestions regarding possible future actions under the CSF II and the intended CSF III.

3.2 Design / Concept

Overall Objective, Specific Objective and targeted Results / Outputs are coherent (see Figure 1). The three main CSF II expected results / outputs, and the activities envisaged in the FA, potentially and logically support the realisation of the Overall and the Specific Objectives formulated in the FA, i.e. the promotion of inclusive and sustainable socio-economic development of Timor-Leste, and increased effectiveness of NAO services in delivering the EU- Timor-Leste development cooperation. The design is therefore considered appropriate for the CSF II to contribute to the key project and overall objective.

Figure 1: Overall and Specific Objectives and Result Areas are Coherent



These Specific Objectives have been further specified through three expected Results / Outputs, which are consistent and suitable for contributing to the Specific Objective.

In view of the economic and institutional environment in the region, this is definitely an appropriate approach, targeting the key bottlenecks and needs, which are well reflected in the different result / output areas as defined in the Log Frame (see Annex 3a) of the Financing Agreement (FA). On the operational level, the Log Frames used by the Operational Grants (NAO – see Annex 3b) and the Service Contract (CESO – see Annex 3c) are well reflecting the FA-LogFrame, with minor useful and fully justified adaptations on the Result / Output level.

Overall, the management structure overseeing the design and management of the CSF II is appropriate and aligned with the objectives of the CSF II:

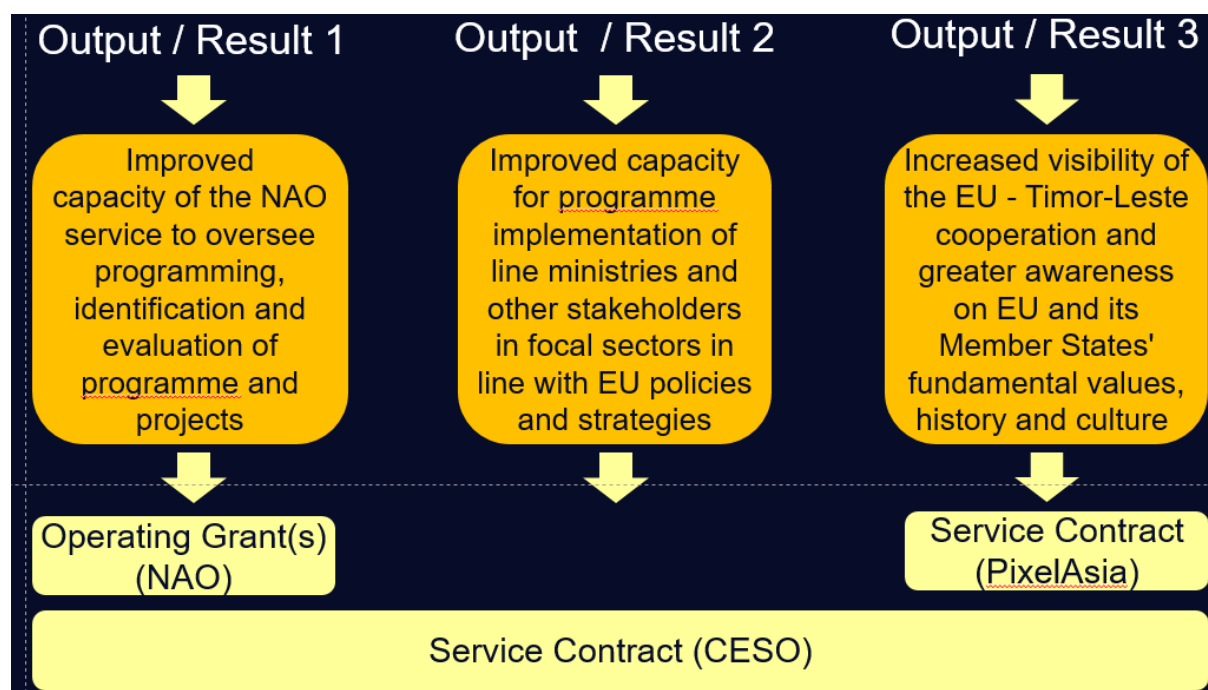
- The FA Sections 2.3-2.5, Technical and Administrative Provisions, describe the management structure for the CSF II, in line with the NIP.
- The NAO Support Unit (NAO-SU) and the EUD have established a robust schedule of meetings addressed to specific agendas related to the CSF II, the SDP and the NIP.

- The actual management of the CSF II may show modifications, at least partly COVID related, but generally seem to support the CSF II adequately. The EUD and NAO jointly plan and manage the CSF II as part of their regular cooperation. The regular joint cooperation meetings are considered to satisfy CSF II management and coordination needs as a flexible means of supporting the EU supported development actions.
- The established schedule of meetings an appropriate platform it seems for stakeholders' participation.

The two 'carriers' of the CSF II (see also *Figure 2*), i.e. the Operating Grants managed by the NAO and the TA Contract managed by the EUD adequately support the activities and the delivery of the results/outputs envisaged. This combination of two modalities (Operating Grants and Service Contracts) is appropriate and successful. Especially the shift for the NAO-Support from Programme Estimates (under CSF I) to Operating Grants (under CSF II) is appreciated by all involved parties (i.e. EUD and NAO-SU) as required less administrative input and hence being more efficient.

The original budget allocation of EUR 3 million (with however the TA Contract per addendum of March 2020 raised to EUR 2,318,500 from EUR 2,018,500) is considered appropriate for the implementation of the planned activities, also with a view to current absorptive capacity. The current budget stands at EUR.3 million and includes EUR 2,250,000 for the TA service contract

Figure 2: Successful Combination of two Implementation Modalities (Operating Grants and Service Contracts)

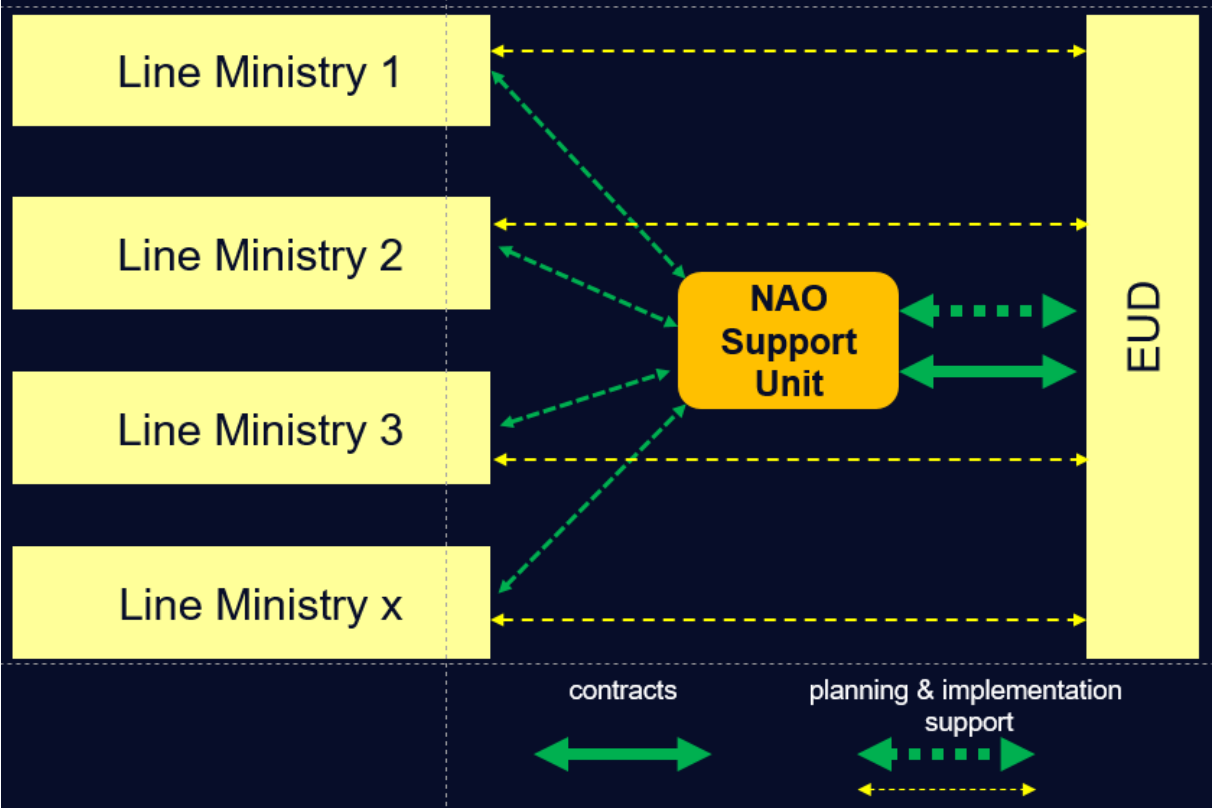


Concerning the NAO Support Unit, during CSF II it has been successfully facilitating a smooth and consensus-based ground for the EU-TL development cooperation. Such consensus-based approach, which is following the “European Spirit” of commonly negotiated and supported decision making, has proven to be an appropriate set-up to enhance beneficiaries' and partners' ownership and consequently sustainability.

The possibility to successfully fulfil this role (see also *Figure 3*), however, depends on two key elements as precondition:

- An experienced, senior director of the NAO-SU, who has access to high(est) level of decision makers, and whose “guidance” is appreciated in identifying common positions during planning / preparation and implementation of development cooperation programmes and projects.
- The continuity / stability of the NAO-SU’s professional staff, which is a precondition for them, being accepted by all stakeholders (i.e., beneficiaries, implementing partners, EUD and indirectly involved institutions, such as line ministries etc.) as competent partners.

Figure 3: NAO Support Unit’s Role as Successful Interlocutor



3.3 Efficiency

The overall perception of the NAO SU's efficiency is very positive. All stakeholders interviewed qualify it as efficient and well qualified.

3.3.1 Professional Staff

During CSF II, the stability of the NAO Support Unit's staff has been drastically improved. Turnover of staff has been reduced to a "minimum" and vacancies have been completely avoided, except for the first six months of the implementation period (see *Figure 4* and *Figure 5*). As unanimously confirmed by stakeholders interviewed during the evaluation mission, this has considerably increased the efficiency of the NAO Support Unit, allowing for a more efficient and effective fulfilment of its role as a facilitator / interlocutor for project preparation and implementation.

Figure 4: Staffing Situation in CSF II Substantially Improved vs CSF I

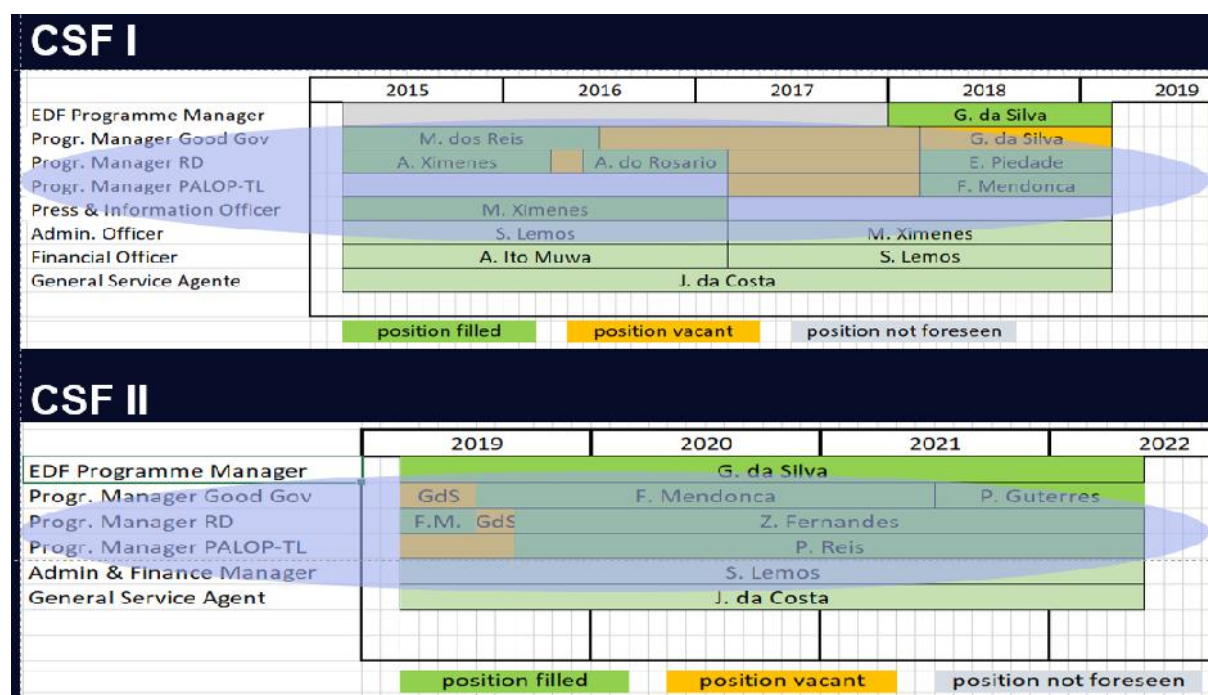
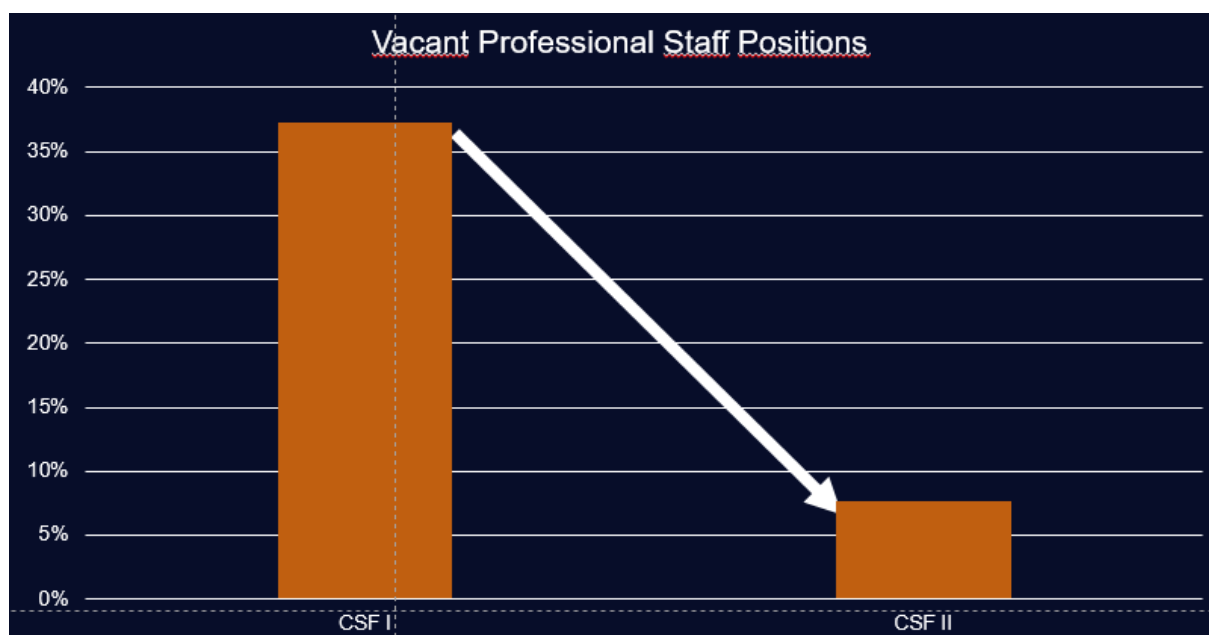


Figure 5: Stable Staffing Situation in CSF II: Less Turnover and less Vacancies



In order to be able to benefit from the experience and good relationships established between the NAO Support Unit and other institutions (i.e., especially line ministries), it is highly important to avoid resigning of key staff. This would require to:

- Assure a follow-up project as soon as possible, thus being able to offer key staff contracts beyond December 2022.
- Observe development of EUR-USD exchange rate and assure attractive salaries.

3.3.2 Reporting & Monitoring / Evaluation

Reporting

For both, the Operating Grants and the TA contract with CESO, the reporting is appropriate and concise. In their structure, they follow the pattern set by their corresponding Log Frames, which facilitates an easy reading and comparison of realized activities and achieved milestones with project planning and envisaged targets. In addition, reporting has been largely within the set time frame, with one major exception: The fifth semi-annual report from CESO, which has been due mid-January 2022, has not yet been submitted by end of June, being more than five months delayed. Consequently, this is also delaying the post-Covid 19 re-planning of training and capacity building measures, too, which is likely to have a negative impact on efficiency and effectiveness of this service contract.

A detailed description of the Overall Verifiable Indicators (OVIs) as defined in the LogFrames and the current status of their achievement is given further ahead in Section 3.4.

Monitoring

Concerning the monitoring of their own activities, both CESO's and the NAO SU's reporting against planned activities and milestones / OVIs give a fair overview of the status of their project status.

Additionally, to monitoring its own project progress, the NAO SU's tasks include the monitoring of the progress of all EU-financed programmes and projects in Timor-Leste. Until now, the monitoring tool, which should have been installed already in an early stage of the project, is not yet developed and implemented. Consequently, this monitoring is realised rather in a qualitative approach, as compared to a formalised, systematic approach, checking achievement against milestones and targets.

However, for the EUD, which is the main client of monitoring results received from the NAO SU, the currently collected qualitative background information is a key contribution. While formalized monitoring is realized in parallel by the different implementing partners, the additional information provided by the NAO SU is regarded as crucial to allow for a comprehensive understanding and interpretation of the corresponding situation.

3.4 Effectiveness

Further below, this Chapter comments on the Programme's achievements, measured on the basis of the OVIs as formulated in the Log Frame (see Annex 3) for the Overall Objective, the Specific Objective and each of the three Outputs / Results.

Especially the LogFrame defined in the Service Contract with CESO, but to a minor degree, also the Log Frame used in the Operating Grants, have slightly modified / amended these OVIs. These modifications have been taken into account for the below outlined analysis and accordingly referred to, where appropriate.

The comments on the different OVIs are mainly based on:

- Reporting received from the NAO-SU and CESO
- Stakeholder interviews
- Analysis of secondary sources (e.g. reports from other donors and agencies).

3.4.1 Overall Objective

The Overall Objective of the Programme is defined as:

"Promote inclusive and sustainable socio-economic development of Timor-Leste".

Although the Overall Objective is defined in a very general way, the corresponding OVIs are extremely ambitious and very unlikely to be achieved in the given period. However, this is frequently the case with Overall Objectives and their OVIs. Although this is a formal "gap", it is no major issue, because usually OVIs on this level are very general and it is only in very few, exceptional cases possible to correlate a specific project's or programme's contribution to their achievement.

Hereinafter, the different OVIs for the Specific Objective are separately commented concerning their level of achievement (or potential achievement within the remaining implementation period):

Indicator OO.1.1: *Proportion of population living below \$1.25 (PPP) per day, disaggregated by sex (0% by 2030).*

→ According to latest statistics from UNDP, the proportion of the population living under the national

poverty line is still 42%, which is exactly the same percentage as in 2014, whereby a disaggregation by sex is not available. With this continuing large gap as compared to the target of 0%, it is unlikely that this will be achieved by 2030. Furthermore, a target of 0% seems to be rather a “wishful thinking” than realistic.

Indicator OO.1.2: Domestic revenue mobilisation as a percentage of GDP over the last three years (24% by 2020).

→ Until 2020, the rate has been rather decreasing than increasing being of only 2% in 2020. Consequently, it is very unlikely that the aspired rate of 24% will be achieved, even until 2030 (and not until 2020, as probably erroneously defined in the OVI).

Indicator OO. 1.3: Prevalence of stunting (moderate and severe) of children aged below five years (no stunting).

→ According to the preliminary results from the UNICEF Timor-Leste Food and Nutrition Survey from 2020 ([Timor-Leste Food and Nutrition Survey 2020 preliminary results: steady progress made, yet challenges remain \(unicef.org\)](#)), the percentage has only slightly decreased and is still of >45%. Furthermore, a target of 0% seems to be rather a “wishful thinking” than realistic.

Indicator OO.1.4: Rate of net forest cover change (no deforestation).

→ Available data concerning the deforestation rate differs widely. However, it is obvious that with an annual deforestation rate of approximately 1.3% (see for example The Global Climate Change Alliance +), the situation has only slightly improved and it is still far from the targeted situation with “no deforestation”.

Indicator OO. 1.5: Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population (The proportion of women in the civil service and in the National Parliament will have reached at least one third by 2020).

→ Currently, more than 38% of seats in the national parliament are held by women. Unfortunately, data concerning the proportion of women in civil service has not been available.

3.4.2 Specific Objective

In the Log Frame, Specific Objective1 is defined as follows:

“To increase the effectiveness of NAO services in delivering the EU - Timor-Leste development cooperation”.

Hereinafter, the different OVIs for the Specific Objective are separately commented concerning their level of achievement (or potential achievement within the remaining implementation period):

Indicator SO.1.1: Formulation and approval of contracts of the ongoing projects in accordance with agreed work plan (100% of the foreseen contracts formulated and approved by the end of the CSFII operational phase in accordance with agreed work plan).

→ Although the implementation is still ongoing, formulation and approval of contracts is largely within the agreed work plans, with several deviations due to Covid-19 related delays, notably some trainings / capacity building activities.

Indicator SO.1.2: % of projects with positive ROM outcomes (75% of projects with positive ROM outcome (a or b) by end of the CSF operational phase).

→ Due to Covid-19 restrictions, no ROM missions have been realised during the reporting period. However, monitoring visits of the NAO SU's staff to the projects have confirmed an overall positive outcome. Based on this background, it seems to be likely that the projects will receive a positive result during future ROM missions.

Indicator SO. 1.3: *Number of articles and TV news in which EU - Timor-Leste cooperation is featured (70 articles and news published by the end of the CSF operational phase).*

→ Already, more than 180 articles have been published in which EU-TL cooperation has been featured. Additionally, EU-TL cooperation has been featured in TV-news 84 times. With the remaining implementation period of 13 months for the CESO service contract, this OVI will be clearly achieved.

3.4.3 Output / Result 1

In the Log Frame, Result 1 is defined as follows:

“Improved capacity of the NAO service to oversee programming, identification and evaluation of programme and projects.”

Hereinafter, the different OVIs for this result area are separately commented concerning their level of achievement (or potential achievement within the remaining implementation period):

Indicator R.1.1: *Annual commitment and disbursement rates of all EU funded programs in Timor-Leste (100% annual commitment and disbursement rates of all EU funded programs in Timor-Leste in accordance with yearly Forecast).*

→ This OVI has been modified and restricted in the Operating Grants for the NAO Support Unit to “disbursement rates of NAO Operating Grants”. With a corresponding disbursement rate of 91% for the first three Operating Grants, the achievement of this OVI is in line with expectations, the small undisbursed percentages being explained above all by less travel activities, due to Covid 19 restrictions.

Indicator R.1.2: *% of NAO staff who said their training met their needs to a high degree, disaggregated by sex (90% satisfaction with training delivered).*

→ Until June 2021, only one single training (in Portuguese language) with two participants has been organized (see also below the following indicator R.1.3). Although the feedback of these two has been positive, the sample is by far too low to evaluate the quality of the training quality.

Indicator R.1.3: *Number of NAO staff (added in Operational Grants:” and line ministries and related ministries”) trained (disaggregated by sex) on operational and contractual and financial procedures, and EDF regulations. (Target: 100 people trained - 50 men, 50 women - on operational and contractual and financial procedures and EDF regulations).*

→ Modifying the OVI by adding line ministries and related ministries is fully justified. The NAO has only a staff of seven (including support staff) and consequently, the original OVI has obviously been erroneous. Until June 2021, only one training with two participants has been provided on these topics, and an achievement of the target numbers in the remaining implementation period seems to be impossible.

However, the high number of people to be trained (i.e. 100), as defined in the OVI, seem to be unrealistic and not efficient. An intensive training of the NAO SU and a few selected staff in concerned ministries would be more appropriate.

Indicator R.1.4 (this OVI has been added only in the TA contract): *Number of new programmes identified by NAO. (5 new Action Fiches).*

Currently, the NAO is supporting the preparation of three new programmes in the areas of PFM, TVET and Trade.

3.4.4 Output / Result 2

In the Log Frame, Result 2 is defined as follows:

“Improved capacity for programme implementation of line ministries and other stakeholders in focal sectors in line with EU policies and strategies.”

Summarizing, this result areas is the least successful of the three result areas. It seems to be impossible to catch up with the backlog with meaningful training activities, harmonized with ministries’ training plans and absorption capacities, during the remaining implementation period of the TA contract (until August 2023). Hereinafter, the different OVIs for this result area are commented concerning the level of achievement (or potential achievement within the remaining implementation period):

Indicator R.2.1: *Number of beneficiaries trained by the action relating to priorities of the ACP-EU Partnership Agreement. (Target: 90 beneficiaries trained; 45 men and 45 women. Modified in TA-contract to 30 altogether, on topics to be identified).*

→ Until June 2021, only three participants have been trained. This extremely low level of achievement is definitely influenced by the external factor of Covid-19, which made any training with international trainers on the ground impossible for a considerable period.

However, so far also no training concept or plan has been developed and it is unlikely that the project can catch up with the target numbers in the remaining implementation period.

Indicator R.2.2: *Percentage of attendees (data disaggregated by sex) who express satisfaction with training delivered. (Target: 90% satisfaction rate with the training delivered).*

→ Until June 2021, only a total of three participants have joined a training. Although the feedback of these has been positive, the sample is by far too low to evaluate the quality of the training quality.

3.4.5 Output / Result 3

In the Log Frame, Result 3 is defined as follows:

“Increased visibility of the EU - Timor-Leste cooperation and greater awareness on EU and its Member States’ fundamental values, history and culture”.

Summarizing, the OVIs this result area are likely to be fully achieved. It is definitely the most successful of the three result area. Hereinafter, the different OVIs for this result area are separately commented concerning their level of achievement (or potential achievement within the remaining implementation period):

Indicator R.3.1: *Number of social media likes. (Target: >8,000. Modified in TA contract to 22,000).*

→ Already until June 2021, the target number has been widely overachieved. This is definitely a very positive result. Unless a lot of the other activities, which have been suffered under Covid-19 restriction, the trend towards more on-line activities during the restrictions has probably favored this development.

Indicator R.3.2: *Number of visibility items distributed to stakeholders, brochure. (Target: >30,000 visibility items distributed to stakeholders. Modified in TA contract to 8.000).*

→ Until June 2021, only slightly over 3,000 items have been distributed. This low level of achievement is definitely influenced by the drastic limitation of events, during which such items would be distributed, during Covid-19. However, catching up this backlog during the remaining implementation period is likely.

3.5 Impact

It is difficult to measure the true impact of the interventions at this mid-term period. The real impact of the Programme can only be estimated with a higher reliability towards the end of the implementation period. However, based on project documentation and information received during numerous stakeholder interviews, the overall impact can be valued as medium-high. Thereby, the impact, or better the expected impact towards the end of the CSF II, can be commented as follows:

- As mentioned in several sections above, the alignment between Specific Objective, expected outputs / results and activity areas is consistent. Although difficult to quantify, it has been unanimously confirmed during stakeholder interviews that the strengthening of the NAO Support Unit and its ongoing support to the different Implementing Agencies and involved Line Ministries has facilitated a positive impact on the implementation of the NIP. The professional and institutional capacity of the NAO SU and indirectly – and to a minor degree - relevant Line Ministries to guide, implement and monitor EDF supported projects and programmes have been improved.
- An indirect, wider ranging impact lays in the sensitisation of Timorese Government institutions towards the benefits of a consensus based and well-coordinated (between donors, beneficiaries and Implementing Agencies / Partners) development approach. This also prepares the terrain for a policy towards further application of good governance principles.
- A wider impact on governance-related aspects through systematic capacity building and training measures in Line Ministries has not been achieved, this can be attributed on the one hand to Covid 19 related restrictions, impeding the implementation of an efficient and effective training plan, but it also has been complicated as a consequence of the long period of the CESO service contract operating without a Team Leader.

3.6 Sustainability

3.6.1 NAO Support Unit

Financially, the NAO Support Unit has been entirely dependent on EU funding, except for the office facilities and related services, which are provided by the Ministry of Foreign Affairs. It is to be expected that this will be the case for a potential future follow-up “EU-TL Support Unit”, too.

Concerning the sustainability of the NAO SU’s successful contribution to a consensus based development cooperation, this is to a large part depending on the continuity of its professional staff. As mentioned further above (see *Sections 3.2 and 3.3. 1*), in order to be able to benefit from the experience

and good relationships established between the NAO Support Unit and other institutions (i.e. especially line ministries), it is highly important to avoid resigning of key staff.

This would require to:

- Assure a follow-up project as soon as possible, thus being able to offer key staff contracts beyond December 2022.
- Observe development of EUR-USD exchange rate and assure attractive salaries.

Also, the departure of professional staff from the NAO SU in itself may not be bad for the national economy as their training would remain as an asset to their future employers, it would adversely impact on the sustainability of the NAO SU's and Line Ministries' capacity to sustain the 'good works'.

3.6.2 Line Ministries

Until June 2022, only very limited capacity building measures have been implemented with line ministries (see also further above in Section 3.4.4). And so far, no re-planning of corresponding training and capacity building measures under the CESO service contact have been developed and initiated. Consequently, it is very unlikely that a sustainable result from training / capacity building measures will be achieved during the limited remaining implementation period until August 2022.

However, based on the strength of the NAO Support Unit, the effectiveness and efficiency of the NAO-SU / EUD / Line Ministries relationships has been increased during CSF II, and it can be expected that this "spirit" will remain beyond CSF II. Nevertheless, there is still "room for improvement" as regards the active involvement / participation of Line Ministries in the Steering Committees for the different EU-financed (or co-financed) projects. This would further increase the level of ownership and sustainability.

3.7 Visibility

The visibility and communication activities are excellent and state of the art. During stakeholder interviews, this has repeatedly been confirmed. This refers to the quality and homogeneity of all published material (print and electronic media), as well as the coverage / distribution within the country and its institutions. All of the visibility activities include an appropriate reference to the EU as main financing partner in all publications and co-financed activities.

More in detail, the visibility activities include the following:

- Social media presence (Facebook and Twitter) with an increasing number of followers.
- Site visits by media representatives and press releases.
- Visibility items for distribution to stakeholders.
- Organization of visibility events (e.g. Europe Day – see also Figure 6) and ceremonies in relationship to specific projects.

Figure 6: Example for Successful Visibility and Communication Activities: Europe Day 2022



As a general remark, it should be mentioned that well designed and posted signs, indicating / featuring successfully implemented projects can “backfire”, if not accordingly maintained (see *Figure 7*). A rotting sign could very well trigger conclusions that the project itself has been neglected following a successful implementation, with a doubtful sustainability. However, this observation is valid for almost all projects worldwide and to a large number (if not all) donor agencies.

Figure 7: Visibility has to be “Maintained”



3.8 Cross Cutting Issues

3.8.1 Gender

Training and capacity building measures are explicitly targeting an even split between male and female participants, which is documented in the OVIs as defined in the corresponding Log Frames (see Annexes 3a-c). For a judgement concerning the achievement of these OVIs (see also further above Section 3.4) and the corresponding gender-related aspects, it is still too early. Due to Covid-19 related delays, the total number of training participants is not yet sufficient to allow for a qualified final comment.

Furthermore, several CSF II supported projects have specifically targeted women as beneficiaries. This is, for example, the case in:

- The “Integrated Nutrition Programme”, which is implemented by UNICEF and WFO and targets nutrition of small children and including pregnant women as well as young mothers.
- The “Employment promotion in income generating activities in the cultural sector”, which is implemented by Camões and targets explicitly women employment and income generation in cultural industries in rural areas.

3.8.2 Environment

Environmental aspects are not explicitly targeted in the CSF II list of planned activities. Nevertheless, an important OVI is defined for the Overall Objective, aiming the complete stop of deforestation.

However, although CSF II itself is not directly implementing measures towards this objective, notably one CSF II supported project is focused on this aspect:

- The “Partnership for Sustainable Agro-Forestry” project, which is implemented by GIZ, successfully planting 3 million trees on approximately 6,000 hectares.

Another project, which is indirectly supported by CSF II, and targeting environmental as well as health aspects, is the WASH project, implemented through the Pacific Island Forum.

4 CONCLUSIONS AND RECOMMENDATIONS / LESSONS LEARNT

4.1 Conclusions

The Table below (see *Table 1*) gives an overview of key conclusions and main findings of the Mid-term review.

Table 1 Conclusions and Main Findings

Conclusions and main findings

Relevance

The relevance of the Programme is high and it is well aligned with the development objectives, policies, strategies and related needs of the TL Government.

Design

While the NAO Support Unit of the predecessor-project (CSF I) has been managed through Project Estimates, the successor project (CSF II) has been managed through Operating Grants. This has been confirmed by all involved parties to be more efficient and appropriate.

Efficiency

The NAO Support Unit has achieved a high level of organizational stability / continuity with low turnover of staff and only very limited unfilled positions at the beginning. This has been crucial for the efficiency of the unit.

Efficiency

In absence of a “formalized” monitoring tool, monitoring of projects by the NAO Support Unit is rather informal than following checklists and templates. However, Implementing Partners and EUD regard this qualitative feedback as more valuable as an additional “formalized” monitoring, providing them with qualified background information, and thus allowing for a better project planning and implementation.

Effectiveness

So far, after 30 months since project start, no training plan for line ministries has been developed and implemented. It is questionable if the remaining implementation period will allow for the development and implementation of reasonable training packages, which are well harmonized with line ministries’ capacity development plans.

Impact

The NAO Support Unit has provided valuable support to the EU as well as to the Implementing Partners in communication with Timorese institutions. This allowed for projects and activities well harmonized between donor, implementing agencies and beneficiaries, as a basis for good ownership and sustainability. Also, it facilitated overcoming / unblocking of obstacles.

Sustainability

The limited number of trainings and support measures provided for line ministries and the NAO Support Unit have been rather ad hoc, and less embedded in a wider capacity development strategy, thus limiting the sustainability.

Visibility

Visibility and communication activities have been very successful. Although all type V&C activities have been continued during Covid-19 restrictions, social media presence is exceeding targets by far, probably benefitting from Covid-19 circumstances.

4.2 Recommendations / Lessons Learnt

The following overview (see Table 2) is a list of the main observations made during the Mid-Term Evaluation of the CSF II Programme and the resulting recommendations and lessons learnt.

Table 2: Observations and Recommendations / Lessons Learnt

Observation	Recommendation / Lessons Learnt
<p><u>Relevance</u> <i>The NAO Support Unit has provided valuable contributions to facilitate successful implementation of bilateral and multilateral projects. Highly appreciated interlocutor between EU, implementing partners and beneficiaries.</i></p>	<p>These services of a future “EU-TL Support Unit” should be maintained also during the post-Cotonou phase. It would be a valuable contribution to EU’s successful approach of project development and coordination / implementation in close coordination with recipient countries, thus following the “European Spirit”, and allowing for a better ownership of project on beneficiaries’ side.</p> <p>Implementation responsibility: EUD</p>
<p><i>The location of a new follow-up “EU-TL Support Unit” needs to allow for an “independent image” and a continuation of already established modus operandi.</i></p>	<p>It is recommended to locate the new “EU-TL Support Unit” in the Ministry of Foreign Affairs.</p> <ul style="list-style-type: none"> • “Neutral” image and hence good and unbiased access to all line ministries • Already established and successful set-up <p>Implementation responsibility: EUD and Government of Timor-Leste</p>
<p><u>Design</u> <i>An early launching of CSF II with suspension clause avoided a gap following the end of the foregoing CSF I, which has facilitated a smooth continuity.</i></p>	<p>This procedure should also be applied for future similar projects, especially when a potential gap would result in loss of staff and know-how. This would be highly relevant for a potential future “EU-TL Support Unit”.</p> <p>Implementation responsibility: EUD</p>
<p><u>Design</u> <i>Operating Grants are more efficient for both, EU and NAO Support Unit (requiring less administrative procedures during implementation), as compared to Programme Estimates.</i></p>	<p>Apply this procedure for future similar projects.</p> <p>Implementation responsibility: EUD</p>
<p><u>Efficiency & Effectiveness</u> <i>All training activities planned under the service contract have been considerably delayed, mainly due to Covid-19 restrictions.</i></p>	<p>For the remaining implementation period (until August 2023), CESO should develop and present asap a revised training plan, in line with line ministries’ training and capacity building strategies. Alternatively, if no sustainable training schemes can be identified for the limited remaining implementation period: Develop a proposal for reallocation of the corresponding funds.</p> <p>Implementation responsibility: CESO</p>
<p><u>Efficiency</u> <i>The NAO Support Unit has not yet installed the foreseen monitoring tool, which would allow for a systematic and comprehensive overview of the status of all projects.</i></p>	<p>A corresponding monitoring tool should be installed to be ready to use at latest for the start of a potential follow-up phase.</p> <p>Implementation responsibility: NAO SU and EUD</p>
<p><u>Effectiveness & Impact</u> <i>“Motivation” of steering committees of projects not always sufficient, thus indirectly showing limited “ownership”.</i></p>	<p>The NAO Support Unit should increase efforts to convince / motivate steering committee members towards more active engagement.</p> <p>Implementation responsibility: NAO SU and Line Ministries</p>

5 ANNEXES

Annex 1: Terms of Reference

SPECIFIC TERMS OF REFERENCE – PART A

Mid-Term Evaluation of the Cooperation Support Facility (CSF) II
FWC SIEA 2018 - Lot 3 - Human Rights, Democracy and Peace

EuropeAid/138778/DH/SER/multi
[SIEA-2018-7568]

CONTRACTING AUTHORITY: THE EUROPEAN UNION DELEGATION TO TIMOR LESTE

1	BACKGROUND	2
1.1	RELEVANT COUNTRY / REGION / SECTOR BACKGROUND	2
1.2	THE INTERVENTIONS TO BE EVALUATED	3
1.3	STAKEHOLDERS OF THE INTERVENTION	5
1.4	OTHER AVAILABLE INFORMATION	5
2	DESCRIPTION OF THE EVALUATION ASSIGNMENT	5
2.1	OBJECTIVES OF THE EVALUATION	6
2.2	REQUESTED SERVICES	7
2.3	PHASES OF THE EVALUATION AND REQUIRED OUTPUTS	8
2.4	SPECIFIC CONTRACT ORGANISATION AND METHODOLOGY (TECHNICAL OFFER)	13
2.5	MANAGEMENT AND STEERING OF THE EVALUATION	13
3	LOGISTICS AND TIMING	14
3.1	PLANNING, INCLUDING THE PERIOD FOR NOTIFICATION FOR PLACEMENT OF THE STAFF	14
4	REQUIREMENTS	14
5	REPORTING	14
5.1	USE OF THE EVAL MODULE BY THE EVALUATORS	14
5.2	NUMBER OF REPORT COPIES	14
5.3	FORMATTING OF REPORTS	14
6	MONITORING AND EVALUATION	15
6.1	CONTENT, TIMING AND SUBMISSION	15
6.2	COMMENTS ON THE OUTPUTS	15
6.3	ASSESSMENT OF THE QUALITY OF THE FINAL REPORT AND OF THE EXECUTIVE SUMMARY	15
7	PRACTICAL INFORMATION	15
	ANNEX I: SPECIFIC TECHNICAL EVALUATION CRITERIA	16
	ANNEX II: INFORMATION THAT WILL BE PROVIDED TO THE EVALUATION TEAM	17
	ANNEX III: STRUCTURE OF THE FINAL REPORT AND OF THE EXECUTIVE SUMMARY	18
	ANNEX IV: PLANNING SCHEDULE	20
	ANNEX V: QUALITY ASSESSMENT GRID	21
	ANNEX VI: LOGICAL FRAMEWORK MATRIX (LOGFRAME) OF THE EVALUATED ACTION(S)	25
	ANNEX VII: THE EVALUATION CRITERIA	27
	GUIDANCE TO THE PART B	ERROR! BOOKMARK NOT DEFINED.

1 BACKGROUND

1.1 Relevant country and sector background

Timor-Leste is a young nation but has achieved significant progress in development over a relatively short period of time. It has moved to lower-middle income status and restored its basic infrastructure, which was largely prior to independence in 2002. However, it is still a country with high poverty, 60 percent of the population under 25 years of age and highly dependent on oil which reserves are anticipated to cease by 2023. Therefore, the country needs to prepare for a future with a diversified economy and additional revenue sources to sustain the growth and ensure the attainment of middle-income country status by 2030 as outlined in the Strategic Development Plan 2011-2030 (SDP).

Following the global impact of the recent disaster floods and Covid-19 pandemic, the government adopted a strong support package intended to mitigate the impact of the pandemic and revitalize the economy in 2021. The goal is to protect people, save jobs, sustain consumption, and catalyse private sector activity.

Timor-Leste has become a member of the Asian, Caribbean, and Pacific Group of States (ACP) in 2006. However, due to the country's young age, most of its institutions still require institutional strengthening, capacitation and external assistance for performing their mandates. Strong efforts in terms of capacity building have been undertaken by the successive Governments with development partners' support, however weaknesses and necessities still exist. The national SDP is the umbrella framework for most sectorial development plans, being institutional framework strengthening a key pillar for the social and economic development of Timor-Leste.

Also, due to a high turnover of staff at the National Authorizing Officer (NAO) services, staff members still had to acquire adequate knowledge of European Development Fund (EDF) regulations and procedures to enable the NAO office to effectively fulfil its role. Besides, regular changes in EDF procedures also require continued training and technical updating.

Timor-Leste benefited from an amount of €18 million for 9th EDF, which concentrated in the areas of Sustainable Rural Development, and Institutional Capacity Building, and an amount of €95 million for 10th EDF concentrated in the areas Sustainable Rural Development, support to health sector, nutrition, Institutional capacity building, Support for Non State Actors (NSA), Technical Cooperation Facility (TCF), and first budget support to Public Financial Management of Ministry of Finance (BS-PFM to MoF).

Currently the country is implementing ongoing the 11th EDF, and has been allocated a total €95 million (NIP 2014-2020) concentrated in the following areas;

- 1) Good Governance: € 30 million: €17 million signed for Budget Support-PFM to MoF and €13 million with the Portuguese Cooperation/CAMÕES (Complementary measures, Oversight institutions),
- 2) Rural Development: € 57 million (Delegation Agreement signed with GIZ and ILO for the programme agroforestry; € 10 million for the budget support to Ministry of Health for the nutrition programme and 5 million to UNICEF (complementary measures), and € 11.2 million for the budget support to Ministry of State Administration and 3.8 to UNDP (complementary measures).
- 3) Support measure € 8 million (€5 million signed with the government Timor-Leste on February 2015 for Cooperation Support Facility/CSF I, (closed), and €3 million signed on 17/12/2018 for CSF II).

Under the MIP 2021-2027 and based on the experience of previous programmes, a new cooperation facility is foreseen to support:

- 1) Capacity development and institutional building, including through technical assistance and exchange of public expertise, such as TA/EX and Twinning;
- 2) Policy dialogues: events, conferences, studies, fellowships, exchange of platforms to support sector dialogues leading to policy reforms and engagement with governments and other stakeholders;
- 3) Team Europe and general donor coordination;
- 4) The participation of Timor-Leste in EU Programmes and in cooperation with EU Agencies;
- 5) Effective communication, including strategic communications, the fight against disinformation, and visibility actions relating to EU cooperation and public diplomacy around EU policies;
- 6) The preparation, implementation and evaluation of the EU cooperation, including via technical assistance.

1.2 The Interventions to be evaluated¹

Titles of the Interventions to be evaluated	Cooperation Support Facility II
Budgets of the Interventions to be evaluated	€3,000,000
CRIS and / or OPSYS number of the Interventions to be evaluated	FED/2018/041-194
Dates of the Interventions to be evaluated	Start: 24/02/2019; End: start of evaluation mission

The CSF II builds on first previous Cooperation Support Facility I which provided support and strengthening of the NAO's technical office through two long term technical assistants and training on EDF rules and procedures. It also provided funds for short term expertise and funding for training and workshops, and facilitating the participation of Timorese officials / NSAs in international meetings or seminars. It also responded to the need of the government for flexible support in the identification and formulation of interventions as well as more ad hoc support in the context of Timor-Leste development policies. The main lesson learnt from CSF I is that the Timorese public sector continues to suffer from a lack of human resources, both in number and in appropriate level of qualifications and expertise. Therefore, there is a continuing need for staff to be trained and for ad hoc technical assistance services to be provided in order to ensure smooth planning, preparation and implementation of development projects and programmes. The programme have proved useful in providing funding for technical assistance, training, events and other activities in a flexible and timely manner.

The CSF II intervention logic stems from the need to address a key lesson learned from CSF I, where the NAO Services were not able to establish a coherent coordination process. It was mainly due to limited management capacity and the lack of an efficient and competent team of skilled professionals capable of ensuring timely interactions, dialogues and capacity building initiatives with technical staff from line ministries and different beneficiaries.

¹ The term 'Action' is used throughout the report as a synonym of 'project and programme'.

Following the recommendations of a mid-term evaluation, conducted between August and December 2017, the delegation prepared the CSF II program that started its implementation in December of 2018

The main objective of the Cooperation Support Facilities (CSF's) is to contribute to the successful formulation, implementation, evaluation, and visibility of the cooperation partnership between the European Union (EU) and the Democratic Republic of Timor-Leste (TL) in the context of the New Deal to engage with Fragile States. The purpose of this project is two-fold: i) to support the capacity of the services of the EDF National Authorising Officer (NAO) to manage EU-TL cooperation; and ii) to provide timely and flexible financing for technical assistance, training, seminars, events and visibility activities in line with Government and EU development cooperation priorities and with a view to strengthen the capacity of state institutions in key strategic areas of TL and EU development policies.

This CSF II (€3 million) enabled the NAO to put emphasis on its roles as defined in the Cotonou Partnership Agreement for coordination, monitoring and supervision of the programme and projects implementation rather than on administrative and procurement issues.

Its overall objective (see logframe in Annex VI) is to promote inclusive and sustainable socio-economic development of Timor-Leste, more specifically to increase the effectiveness of NAO services in delivering the EU - Timor-Leste development cooperation, assuming that socio-political stability is maintained, that NAO office remains fully staffed and retain strategic location at Prime Minister's office, that NAO staff trained by this Action remains in their posts and has an opportunity to apply what they have learned in their jobs, that relationships with line ministries continue at good levels, that Ministry staff trained by this Action remains in their posts and have an opportunity to apply what they have learned in their jobs, and that high professional performance of staff dealing with visibility is continued.

Outputs of CSF II:

- Output 1 - Improved capacity of the NAO service to oversee programming, identification and evaluation of programme and projects
- Output 2 – Improved capacity for programme implementation of line ministries and other stakeholders in focal sectors in line with EU policies and strategies.
- Output 3 - Increased visibility of the EU - Timor-Leste cooperation and greater awareness on EU and its Member States' fundamental values, history and culture.

The CSF II has financed the TA to the Cooperation Support Facility II, ad hoc short-term TAs, training events, NAO operating costs through operating grant contracts, and visibility activities throughout the TA to CSF II. So far, the CSF II has contracted four contracts, under direct management from the EU

Titles of the Interventions to be evaluated	Cooperation Support Facility II <ul style="list-style-type: none"> ▪ Technical Assistance to the Cooperation Support Facility II (CSF II) ▪ Operating Grant (no.1) to support the functioning of the NAO services ▪ Operating Grant (no.2) to support the functioning of the NAO services ▪ Operating Grant no.3 to support the functioning of the NAO services
Budgets of the Interventions to be evaluated	<ul style="list-style-type: none"> ▪ €2,018,500.00 - CESO CI INTERNACIONAL SA (ongoing) ▪ €115,801.41 - REPÚBLICA DEMOCRÁTICA DE TIMOR LESTE (closed) ▪ €153,261.72 - REPÚBLICA DEMOCRÁTICA DE TIMOR LESTE (closed) ▪ €169,951.00 - REPÚBLICA DEMOCRÁTICA DE TIMOR-LESTE (ongoing) ▪ €183,266.00 - REPÚBLICA DEMOCRÁTICA DE TIMOR-LESTE (forecasted)

Page 4 of 27

CRIS and / or OPSYS number of the Interventions to be evaluated	<ul style="list-style-type: none"> ▪ FED/2019/408-172 ▪ FED/2019/404-699 ▪ FED/2019/410-984 ▪ FED/2020/419-122
Dates of the Interventions to be evaluated	<ul style="list-style-type: none"> ▪ Start: 01/08/2019; End: 31/07/2023 ▪ Start: 24/02/2019; End: 31/12/2019 ▪ Start: 01/01/2020; End: 31/12/2020 ▪ Start: 01/01/2021; End: 31/12/2021

1.3 Stakeholders of the Intervention

The stakeholders of the intervention are the Ministry of Foreign Affairs and Cooperation (NAO service), direct beneficiary, and other line ministries in focal sectors in line with EU policies and strategies (target groups), including Ministry of Agriculture and Forests, Ministry of Finance and Planning, and the Ministry of Health.

The final beneficiaries of the CSF II Project are the *beneficiaries of EU-funded actions*, i.e. the people of Timor-Leste.

The actions, namely the three operating grants under the Financing Decision, are implemented by the NAO services and the service contract, namely the Technical Assistance to the Cooperation Support Facility II (CSF II) Programme, awarded to CESO CI International S.A, is managed by the EU.

1.4 Other available information

- [Covid 19 support package](#)
- [National SDP 2010 2030](#)
- [\(NIP 2014-2020\)](#)
- Mid-Term evaluation of the Cooperation Support Facility Timor-Leste

2 DESCRIPTION OF THE EVALUATION ASSIGNMENT

Type of evaluation	Mid-term
Coverage	Cooperation Support Facility II
Geographic scope	Timor Leste
Period to be evaluated	from 17/12/2018 to start of evaluation mission

2.1 Objectives of the evaluation

Systematic and timely evaluation of its programmes and activities is an established priority² of the European Commission³. The focus of evaluations is on the **assessment of achievements, the quality and the results⁴** of interventions in the context of an evolving cooperation policy with an increasing emphasis on **result-oriented approaches and the contribution towards the implementation of the SDGs⁵**.

From this perspective, evaluations should **look for evidence of why, whether or how these results are linked to the EU Intervention** and seek to **identify the factors driving or hindering progress**.

Evaluations should provide an understanding of the **cause and effect links** among: inputs and activities, and outputs, outcomes and impacts. Evaluations should serve accountability, decision making, learning and management purposes.

In this framework, the EU Delegation to Timor-Leste require one specific FW contract in order to provide the EU and the NAO with sufficient information to make an informed judgment **about the performance of CSF II with a view to draw lessons, as well as to provide elements for a new programme under the new Multi-annual Indicative Programme (MIP) for Timor-Leste 2021-2027**.

The main objectives of this evaluation are to provide the relevant services of the European Union and the interested stakeholders with:

- An overall independent assessment of the past performance of the Cooperation Support Facility II, paying particular attention to its intermediate results measured against its expected objectives; and the reasons underpinning such results;
- Key lessons learned, conclusions and related recommendations in order to improve current and future Interventions.

In particular, this evaluation will serve the need to define

- The levels of acquisition of skills deemed necessary for carrying on an efficient coordination of programme implementation required by the Office of the Minister of Foreign Affairs and Cooperation, through inter-ministerial information sharing and gap identification,
- The training requirements by civil servants and mid-management level of State Administration staff,
- A set of specific recommendations to support the identification and formulation of the next EU-funded CSF III programme under the new Multi-annual Indicative Programme (MIP) for Timor-Leste 2021-2027 (support measures), including priorities, objectives and staff requirements

² COM(2013) 686 final "Strengthening the foundations of Smart Regulation – improving evaluation" - http://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf; EU Financial regulation (art 27); Regulation (EC) No 1905/2006; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008

³ SEC (2007)213 "Responding to Strategic Needs. Reinforcing the use of evaluation", https://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf; SWD (2015)111 "Better Regulation Guidelines", http://ec.europa.eu/smart-regulation/guidelines/docs/swd_br_guidelines_en.pdf; COM(2017) 651 final "Completing the Better Regulation Agenda: Better solutions for better results", https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results_en.pdf

⁴ Reference is made to the entire results chain, covering outputs, outcomes and impacts. Cjr. Regulation (EU) No 236/2014 "Laying down common rules and procedures for the implementation of the Union's instruments for financing external action" - https://ec.europa.eu/neighborhood-enlargement/sites/neighborhood/files/pdf/financial_assistance/ippa/2014/236-2014_cjr.pdf

⁵ The New European Consensus on Development 'Our World, Our Dignity, Our Future', Official Journal 30th of June 2017. <http://eur-lex.europa.eu/legal-content/EN/TX/?uri=OJ:C:2017:210:TOC>

The main users of this evaluation will be

- The EU Delegation to Timor-Leste and
- The Ministry of Foreign Affairs and Cooperation of Timor-Leste (NAO services)

2.2 Requested services

2.2.1 Specific aspects to be evaluated

Aside the Delegation, the expert is expected to closely liaise with the NAO Office for the organisation of meetings and visits, and the collecting of key documents, taking into consideration an approach that can be adaptable to potential evolutions in the Covid restrictions imposed by the national authorities.

This mission will assist the EU Delegation and NAO, in participatory consultation with all relevant stakeholders, both in the evaluation of closed and ongoing grants and in supporting the preliminary identification of the new CSF III program under the new Multi-annual Indicative Programme (MIP) for Timor-Leste 2021-2027

In the analysis to be conducted, the evaluators should prioritise structural elements like:

- The matching of the needs of national and local partners.
- The materialisation of the expected results of the CSF decision and of the related contracts and their facilitating and contrasting factors.
- The performance of the management and its capacity to adapt to changing conditions, especially in consideration of the Covid19 pandemic.
- The governing mechanisms of the Intervention.
- The contribution to SDGs (main SDG goal 17; secondary SDGs goals 5 and 16)

The evaluation will assess the Intervention using the six standard DAC evaluation criteria, focusing particularly on continued relevance, effectiveness, efficiency, sustainability and early signs of impact.

The definition of the 6 DAC criteria is contained for reference in the Annex VII.

The evaluation team shall furthermore consider whether gender, environment and climate change were mainstreamed; the relevant SDGs and their interlinkages were identified; the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents and the extent to which they have been reflected in the implementation of the Intervention, its governance and monitoring.

2.2.2 Indicative evaluation questions

The issues to be addressed as formulated below are indicative. Based on the latter and following initial consultations and document analysis, the evaluation team will discuss them with the Evaluation Manager⁶ and propose in their Intermediary Note (after Desk and Fieldhase) a complete and finalised set of Evaluation Questions with indication of specific Judgement Criteria and Indicators, as well as the relevant data collection sources and tools.

Once agreed through the approval of the Inception note, the Evaluation Questions will become contractually binding.

⁶ The Evaluation Manager is the staff of the Contracting Authority managing the evaluation contract. In most cases this person will be the Operational manager of the Action(s) under evaluation.

It should be noted that the CSF II is not a classical project as it is crosscutting and multi-sectoral by nature, and therefore the evaluation criteria mentioned below have to be interpreted accordingly. The CSF II is instrument at the disposal of EU Delegation and the National Authorising Officer to procure specific expertise quickly and to address capacity building needs in a flexible manner.

EQ1 To what extent did CSF-II ensure a flexible implementation to meet the evolving needs of the national stakeholders supposed to benefit from it? What areas of support of CSF-II could be strengthened and which one could be developed in the perspective of a next CSF program meeting the current needs of national stakeholders?

EQ2 To what extent were the implementation arrangement and daily management of CSF-II adequate to meet the programme's objectives? Which aspects should be further strengthened in the current CSF-II and the next CSF program and how?

EQ3 To what extent did CSF-II produce the expected outcomes so far? What could be done in the current CSF-II to improve reaching these outcomes? How should the next CSF program be designed to further add on them?

EQ4 What is the ownership gained by national stakeholders from CSF-II areas of support that will contribute to the continuation of its results? Which aspects if any should be further strengthened in the current CSF-II and the next CSF program and how?

EQ5 What were the unanticipated positive and negative effects of CSF-II and how did the programme react to it? How could the current CSF-II implementation and the next CSF program design take into account these effects?

The evaluator is requested to verify, analyse and assess the integration and impact of relevant cross cutting issues in the project.

The mission will produce a clear and synthetic report covering the above issues.

2.3 Phases of the evaluation and required outputs

The evaluation process will be carried out in three phases:

- Inception
- Desk and Field
- Synthesis

The outputs of each phase are to be submitted at the end of the corresponding phases as specified in the synoptic table in section 2.3.1.

2.3.1 Synoptic table

The following table presents an overview of the key activities to be conducted within each phase and lists the outputs to be produced by the team as well as the key meetings with the Contracting Authority and the Reference Group.

Phases of the evaluation	Key activities	Outputs and <i>meetings</i>
<u>Inception Phase</u>	<ul style="list-style-type: none"> ▪ Initial document/data collection / ▪ Background analysis ▪ Stakeholder analysis ▪ Reconstruction (or as necessary, construction) of the Intervention Logic, and / or description of the Theory of Change (based upon available documentation and interviews) ▪ Inception interviews (list to be confirmed during kick meeting) ▪ Methodological design of the evaluation, incl.: <ul style="list-style-type: none"> ○ Evaluation Questions, with judgement criteria ○ indicators, and methods of data collection and analysis ○ Evaluation Matrix: ○ Consultation strategy ○ Field visit approach ○ Risk Analysis related to the evaluation methodology and mitigation measures ○ Work plan 	<ul style="list-style-type: none"> ▪ Kick-off meeting with the Contracting Authority and the Reference Group [via remote conference] ▪ Inception note
<u>Desk and Field Phase</u>	<ul style="list-style-type: none"> ▪ Gathering of primary evidence with the use of the most appropriate techniques ▪ Interviews [as relevant] ▪ Data collection and in-depth document analysis (focused on the Evaluation Questions) 	<ul style="list-style-type: none"> ▪ Initial meeting at country level with EUD and NAO ▪ Intermediary Note and Slide Presentation of key findings of the field phase and of the draft results chain for the next CSF-support program ▪ Debriefing with the EUD, face to face ▪ Feedback workshop with the EUD and national stakeholders at the end of the field mission (if Covid restriction measures allows)

Phases of the evaluation	Key activities	Outputs and <i>meetings</i>
<u>Synthesis phase</u>	<ul style="list-style-type: none"> ▪ Final analysis of findings (with focus on the Evaluation Questions and on the elements for the preparation of a new programme) ▪ Formulation of the overall assessment, conclusions and recommendations ▪ Reporting 	<ul style="list-style-type: none"> ▪ Draft Final Report including a comprehensive set of recommendations for the CSF III Programme ▪ Executive Summary according to the standard template published in the EVAL module ▪ Slide presentation, to the EUD, face to face ▪ <i>Meeting with Reference Group</i>, face to face ▪ Final Report

2.3.2 Inception Phase

This phase aims at structuring the evaluation and clarifying the key issues to be addressed.

The phase will start with initial data collection and background study, to be conducted by the evaluators from home. It will then continue with a kick-off session (remote) between the EUD Evaluation Manager, the NAO services and the evaluator. Half-day presence of the evaluator's team leader] is required.

The meeting aims at arriving at a clear and shared understanding of the scope of the evaluation, its limitations and feasibility. It also serves to clarify expectations regarding evaluation outputs, the methodology to be used and, where necessary, to pass on additional or latest relevant information.

In the Inception phase, the relevant documents will be reviewed (see annex II)

Further to a first desk review of the political, institutional and/or technical/cooperation framework of EU support to Timor-Leste, the evaluator, in consultation with the Evaluation Manager, will reconstruct or as necessary construct, the Intervention Logic of the Intervention to be evaluated.

Furthermore, based on the Intervention Logic, the evaluators will develop a narrative explanation of the logic of the Intervention that describes how change is expected to happen within the Intervention, all along its results chain, i.e. Theory of Change. This explanation includes an assessment of the evidence underpinning this logic (especially between outputs and outcomes, and between outcomes and impact), and articulates the assumptions that must hold for the Intervention to work, as well as identification of the factors most likely to inhibit the change from happening.

Based on the Intervention Logic and the Theory of Change the evaluators will finalise i) the Evaluation Questions with the definition of judgement criteria and indicators, the selection of data collection tools and sources, ii) the evaluation methodology, and iii) the planning of the following phases.

The methodological approach will be represented in an Evaluation Design Matrix⁷, which will be included in the Inception note. The methodology of the evaluation should be gender sensitive, contemplate the

⁷ The Evaluation Matrix is a tool to structure the evaluation analysis (by defining judgement criteria and indicators for each evaluation question). It helps also to consider the most appropriate and feasible data collection method for each of the questions,

use of sex- and age-disaggregated data and demonstrate how actions have contributed to progress on gender equality.

The limitations faced or to be faced during the evaluation exercise will be discussed and mitigation measures described in the Inception and Desk Note. Finally, the work plan for the overall evaluation process will be presented and agreed in this phase; this work plan shall be in line with that proposed in the present ToR. Any modifications shall be justified and agreed with the Evaluation Manager.

The Desk analysis should include a brief synthesis of the existing literature relevant to the Intervention.

On the basis of the information collected, the evaluation team should prepare an **Inception Note**, to be presented in the EU Delegation to the reference Group.

2.3.3 Desk and Field Phase

The analysis shall be systematic and reflect the methodology developed and approved during the Inception Phase.

Selected phone interviews with the project management, the relevant EU services (EUD-Timor Leste) and key partners in Timor Leste may be conducted during this phase to support the analysis of secondary sources.

The activities to be conducted during this phase should allow for the provision of preliminary responses to each evaluation question, stating the information already gathered and its limitations. They will also identify the issues still to be covered and the preliminary hypotheses to be tested.

The Desk and Field phase starts after approval of the Inception Note by the Evaluation Manager.

If any significant deviation from the agreed work plan or schedule is perceived as creating a risk for the quality of the evaluation or not respecting the end of the validity of the specific contract, these elements are to be immediately discussed with the Evaluation Manager and, regarding the validity of the contract, corrective measures undertaken.

In the first days of the Desk and Field phase, the evaluation team shall hold a briefing meeting with the EUD Evaluation Manager.

During the Desk and Field phase, the evaluator shall ensure adequate contact and consultation with, and involvement of the different stakeholders; with the relevant government authorities and agencies, using participatory processes. Throughout the mission the evaluation team will use the most reliable and appropriate sources of information, respect the rights of individuals to provide information in confidence, and be sensitive to the beliefs and customs of local social and cultural environments.

At the end of the Desk and Field phase, the evaluation team will:

- Summarise its work, analyse the reliability and coverage of data collection, and present preliminary findings in a meeting with the EU Delegation
- Organise a feedback workshop with the EUD and national stakeholders
- Prepare an **Intermediary Note** and a Slide Presentation

2.3.4 Synthesis Phase

This phase is devoted to the preparation by the contractor of **two distinct documents**: the **Executive Summary** and the **Final Report**, whose structures are described in the Annex III; it entails the analysis of

the data collected during the desk and field phases to answer the Evaluation Questions and preparation of the overall assessment, conclusions and recommendations of the evaluation.

The evaluator will present, in a single Report with Annexes, their findings, conclusions and recommendations in accordance with the structure in Annex III; a separate Executive Summary will be produced as well, following the compulsory format given in the EVAL module (see Annex III). The evaluators will make sure that:

- Their assessments are objective and balanced, statements are accurate and evidence-based, and recommendations realistic and clearly targeted
- When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place
- The wording, inclusive of the abbreviations used, takes into account the audience as identified in art. 2.1, above

The evaluation team will deliver and then present in either in the EUD in Dili or on line, depending on the travel restrictions in place at the time of the mission, the **Draft Final Report** to the Reference Group to discuss the draft findings, conclusions and recommendations. One day of presence is required of – as minimum. The presentation will be to the EU Services (Cooperation section) and the NAO services (the Project Manager).

The evaluation team will produce an identification and recommendations annex report based on the participatory identification process held during the Desk and Field Phase. This annex will include:

- General context analysis and findings/issues justifying a new programme
- The main priority policies and strategies in the sector which would be supported by the programme
- A simplified draft logframe matrix (presenting the key elements of the results chain, variables envisaged for the indicators, sources of verifications and key assumptions) together with a summary narrative presenting the Theory of Change envisaged that includes key assumptions and evidences underlying it
- The cross-cutting issues which should be mainstreamed in the programme
- A summary of the different options to implement the proposed intervention (grant contract, technical assistance, etc. or a mixed of different implementation modalities) and the potential implementing partners
- A preliminary costing of the main different components of the proposed programme
- A risk analysis matrix including at least the main risks and assumptions, risk level and mitigation approach

The evaluator will deliver and then present the **Draft Final Report** to the Reference Group to discuss the draft findings, conclusions and recommendations.

The Evaluation Manager consolidates the comments expressed by the Reference Group members and sends them to the evaluation team for the report revision, together with a first version of the Quality Assessment Grid (QAG) assessing the quality of the Draft Final Report. The content of the QAG will be discussed with the evaluation team to verify if further improvements are required, and the evaluation team will be invited to comment on the conclusions formulated in the QAG (through the EVAL Module).

The evaluation team will then finalise the **Final Report** and the **Executive Summary** by addressing the relevant comments. While potential quality issues, factual errors or methodological problems should be

corrected, comments linked to diverging judgements may be either accepted or rejected. In the latter instance, the evaluation team must explain the reasons in writing. After approval of the final report, the QAG will be updated and sent to the evaluators via EVAL Module.

2.4 Specific Contract Organisation and Methodology (Technical offer)

The invited Framework Contractors will submit their specific Contract Organisation and Methodology by using the standard SIEA template B-VII-d-i and its annexes 1 and 2 (B-VII-d-ii).

The evaluation methodology proposed to undertake the assignment will be described in the Chapter 3 (Strategy and timetable of work) of the template B-VII-d-i. Contractors will describe how their proposed methodology will address the cross-cutting issues mentioned in these Terms of Reference and notably gender equality and the empowerment of women. This will include (if applicable) the communication action messages, materials and management structures.

By derogation of what is specified in the standard SIEA template B-VII-d-i, the maximum length of the specific Contract Organisation and Methodology is 7 pages, written in Times New Roman 12 or Arial size 11, single interline, excluding the framework contractor's own annexes (maximum length of such annexes: 3 pages), additional to the Annexes foreseen as part of the present Specific ToRs. The timetable is not accounted and may be presented on an A3 page

2.5 Management and Steering of the evaluation

2.5.1 At the EU level

The evaluation is managed by the Evaluation Manager of the EUD; the progress of the evaluation will be followed closely with the assistance of a Reference Group consisting of two members of the EU Services (Cooperation section) and the NAO services (the Project Manager).

The main functions of the Reference Group are:

- To define and validate the Evaluation Questions.
- To facilitate contacts between the evaluation team and the EU services and external stakeholders.
- To ensure that the evaluation team has access to and has consulted all relevant information sources and documents related to the Intervention.
- To discuss and comment on notes and reports delivered by the evaluation team. Comments by individual group members are compiled into a single document by the Evaluation Manager and subsequently transmitted to the evaluation team.
- To assist in feedback on the findings, conclusions, lessons and recommendations from the evaluation.
- To support the development of a proper follow-up action plan after completion of the evaluation.

2.5.2 At the Contractor level

Further to the Requirements set in the art. 6 of the Global Terms of Reference and in the Global Organisation and Methodology, respectively annexes II and III of the Framework contract SIEA 2018, the contractor is responsible for the quality of: the process; the evaluation design; the inputs and the outputs of the evaluation. In particular, it will:

- Support the Team Leader in its role, mainly from a team management perspective. In this regard, the contractor should make sure that, for each evaluation phase, specific tasks and outputs for each team member are clearly defined and understood.
- Provide backstopping and quality control of the evaluation team's work throughout the assignment.
- Ensure that the evaluators are adequately resourced to perform all required tasks within the time framework of the contract.

3 LOGISTICS AND TIMING

Please refer to Part B of the Terms of Reference.

3.1 Planning, including the period for notification for placement of the staff⁸

As part of the technical offer, the framework contractor must fill in the timetable in the Annex IV (to be finalised in the Inception note). The 'Indicative dates' are not to be formulated as fixed dates but rather as days (or weeks, or months) from the beginning of the assignment (to be referenced as '0').

Sufficient forward planning is to be taken into account in order to ensure the active participation and consultation with government representatives, national / local or other stakeholders.

The contractor is obliged to respect the instructions from the relevant national authorities related to the COVID-19 pandemic and consecutively may need to have a provision in budget for accommodation expenses incurred due to imposition of quarantine measures.

4 REQUIREMENTS

Please refer to Part B of the Terms of Reference.

5 REPORTS

For the list of reports, please refer to Part B of the Terms of Reference.

5.1 Use of the EVAL module by the evaluators

It is strongly recommended that the **submission of deliverables** by the selected contractor **be performed through their uploading in the EVAL Module**, an evaluation process management tool and repository of the European Commission. The selected contractor will receive access to online and offline guidance in order to operate with the module during the related Specific contract validity.

5.2 Number of report copies

Apart from their submission -preferably via the EVAL Module-, the approved version of the Final Report will be also provided will be also provided in electronic versions at no extra cost.

⁸ As per art 16.4 a) of the General Conditions of the Framework Contract SIEA

5.3 Formatting of reports

All reports will be produced using Font Arial or Times New Roman minimum letter size 11 and 12 respectively, single spacing, double sided. They will be sent in Word, Excel (if applicable) and PDF formats.

6 MONITORING AND EVALUATION

6.1 Content of reporting

The outputs must match quality standards. The text of the reports should be illustrated, as appropriate, with maps, graphs and tables; a map of the area(s) of Intervention is required (to be attached as Annex).

6.2 Comments on the outputs

For each report, the Evaluation Manager will send to the Contractor consolidated comments received from the Reference Group or the approval of the report within 15 calendar days. The revised reports addressing the comments shall be submitted within 10 calendar days from the date of receipt of the comments. The evaluation team should provide a separate document explaining how and where comments have been integrated or the reason for not integrating certain comments, if this is the case.

6.3 Assessment of the quality of the Final Report and of the Executive Summary

The quality of the draft versions of the Final Report and of the Executive Summary will be assessed by the Evaluation Manager using the online Quality Assessment Grid (QAG) in the EVAL Module (text provided in Annex V). The Contractor is given – through the EVAL module - the possibility to comment on the assessments formulated by the Evaluation Manager. The QAG will then be reviewed following the submission of the final version of the Final Report and of the Executive Summary.

The compilation of the QAG will support/inform the compilation by the Evaluation Manager of the FWC SIEA's Specific Contract Performance Evaluation.

7 PRACTICAL INFORMATION

Please address any request for clarification and other communication to the following address:
DELEGATION-TIMOR-LESTE-CRIS-FWC-OFFERS@eeas.europa.eu

ANNEXES TO TOR - PART A

ANNEX I: SPECIFIC TECHNICAL EVALUATION CRITERIA

SPECIFIC TECHNICAL EVALUATION CRITERIA
Request for Services n. SIEA-2018-7568
FWC SIEA 2018 - LOT 3 - Human Rights, Democracy and Peace
EuropeAid/138778/DH/SER/multi

1. TECHNICAL EVALUATION CRITERIA

The Contracting Authority selects the offer with the best value for money using an 80/20 weighting between technical quality and price⁹.

Technical quality is evaluated on the basis of the following grid:

Criteria	Maximum
Total score for Organisation and Methodology	50
<ul style="list-style-type: none">Understanding of ToR and the aim of the services to be provided	10
<ul style="list-style-type: none">Overall methodological approach, quality control approach, appropriate mix of tools and estimate of difficulties and challenges	25
<ul style="list-style-type: none">Technical added value, backstopping and role of the involved members of the consortium	5
<ul style="list-style-type: none">Organisation of tasks including timetable	10
Score for the expertise of the proposed team	50
OVERALL TOTAL SCORE	100

2. TECHNICAL THRESHOLD

Any offer falling short of the technical threshold of 75 out of 100 points, is automatically rejected.

3. INTERVIEWS DURING THE EVALUATION OF THE OFFERS

n.a

⁹ For more details about the 80/20 rule, please see the PRAG, chapter 3.3.10.5 - https://ec.europa.eu/europeaid/funding/about-funding-and-procedures/procedures-and-practical-guide-prag_en

ANNEX II: INFORMATION THAT WILL BE PROVIDED TO THE EVALUATION TEAM

- MIP 2014-2020 for Timor Leste
- Relevant national / sector policies and plans from National and Local partners and other donors
- Relevant documentation from National/Local partners and other donors
- Action financing agreement and addenda
- Action's Projects & contracts
- Action's progress reports, and technical reports
- EC's Result Oriented Monitoring (ROM) Reports, and other external and internal monitoring reports of the Action of the previous 10th EDF Capacity Building programme (ICB II and TCF I and II)
- Guidance for Gender sensitive evaluations
- Calendar and minutes of all the meeting of the Steering Committee of the Intervention(s)
- Any other relevant document

Note: The evaluation team has to identify and obtain any other document worth analysing, through independent research and during interviews with relevant informed parties and stakeholders of the Intervention.

ANNEX III: STRUCTURE OF THE FINAL REPORT AND OF THE EXECUTIVE SUMMARY

The contractor will deliver – preferably through their uploading in the EVAL Module - two distinct documents: the Final Report and the Executive Summary. They must be consistent, concise and clear and free of linguistic errors both in the original version and in their translation – if foreseen.

The Final Report should not be longer than the number of pages indicated in Chapter 6. Additional information on the overall context of the Intervention, description of methodology and analysis of findings should be reported in an Annex to the main text.

The presentation must be properly spaced and the use of clear graphs, tables and short paragraphs is strongly recommended.

The cover page of the Final Report shall carry the following text:

"This evaluation is supported and guided by the European Commission and presented by [name of consulting firm]. The report does not necessarily reflect the views and opinions of the European Commission".

Executive Summary	A short, tightly-drafted, to-the-point and free-standing Executive Summary. It should focus on the key purpose or issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons to be learned and specific recommendations. It is to be prepared by using the specific format foreseen in the EVAL Module.
--------------------------	---

The main sections of the evaluation report shall be as follows:

1. Introduction	A description of the Intervention, of the relevant country/region/sector background and of the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.
2. Answered questions / Findings	A chapter presenting the answers to the Evaluation Questions, supported by evidence and reasoning.
3. Overall assessment (optional)	A chapter synthesising all answers to Evaluation Questions into an overall assessment of the Intervention. The detailed structure of the overall assessment should be refined during the evaluation process. The relevant chapter has to articulate all the findings, conclusions and lessons in a way that reflects their importance and facilitates the reading. The structure should not follow the Evaluation Questions, the logical framework or the evaluation criteria.
4. Conclusions and Recommendations	
4.1 Lessons learnt	This chapter contains the conclusions of the evaluation, organised per evaluation criterion.

In order to allow better communication of the evaluation messages that are addressed to the Commission, a table organising the conclusions by order of importance can be presented, or a paragraph or sub-chapter emphasizing the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive.

4.2 Conclusions

They are intended to improve or reform the Intervention in the framework of the cycle under way, or to prepare the design of a new Intervention for the next cycle.

Recommendations must be clustered and prioritised, and carefully targeted to the appropriate audiences at all levels, especially within the Commission structure.

4.3 Recommendations

Lessons learnt generalise findings and translate past experience into relevant knowledge that should support decision making, improve performance and promote the achievement of better results. Ideally, they should support the work of both the relevant European and partner institutions.

5. Annexes to the report

The report should include the following annexes:

- The Terms of Reference of the evaluation
- The names of the evaluators (CVs can be shown, but summarised and limited to one page per person)
- Detailed evaluation methodology including: options taken, difficulties encountered and limitations; detail of tools and analyses.
- Evaluation Matrix
- Intervention logic / Logical Framework matrices (planned/real and improved/updated)
- Relevant geographic map(s) where the Intervention took place
- List of persons/organisations consulted
- Literature and documentation consulted
- Other technical annexes (e.g. statistical analyses, tables of contents and figures, matrix of evidence, databases) as relevant
- Detailed answer to the Evaluation Questions, judgement criteria and indicators
- Identification and recommendations report

ANNEX IV: PLANNING SCHEDULE

This annex must be included by Framework Contractors in their Specific Contract Organisation and Methodology and forms an integral part of it. Framework Contractors can add as many rows and columns as needed.

The phases of the evaluation shall reflect those indicated in the present Terms of Reference.

Indicative Duration in working days¹⁰

Activity	Location	Team Leader	Evaluator ...	Indicative Dates
Inception phase: total days				
•				
•				
Desk and field phases: total days				
•				
•				
Synthesis phase: total days				
•				
•				
TOTAL working days (maximum)				

¹⁰ Add one column per each evaluator

ANNEX V: QUALITY ASSESSMENT GRID

The quality of the Final Report will be assessed by the Evaluation Manager (since the submission of the draft Report and Executive Summary) using the following quality assessment grid, which is included in the **EVAl Module**; the grid will be shared with the evaluation team, which will have the possibility to include their comments.

Intervention (Project/Programme) evaluation – Quality Assessment Grid Final Report			
Evaluation data			
Evaluation title	Mid-Term evaluation of the Cooperation Support Facility (CSF) II		
Evaluation managed by		Type of evaluation	Mid term evaluation
Ref. of the evaluation contract		EVAl ref.	
Evaluation budget			
EUD/Unit in charge	Trade Desk	Evaluation Manager	
Evaluation dates	Start:	End:	
Date of draft final report		Date of Response of the Services	
Comments			
Project data			
Main project evaluated			
CRIS/OPSYS # of evaluated project(s)			
DAC Sector			
Contractor's details			
Evaluation Team Leader		Evaluation Contractor	
Evaluation expert(s)			

Legend: scores and their meaning

Very satisfactory: criterion entirely fulfilled in a clear and appropriate way
 Satisfactory: criterion fulfilled

Unsatisfactory: criterion partly fulfilled
 Very unsatisfactory: criterion mostly not fulfilled or absent

The evaluation report is assessed as follows		
1. Clarity of the report		
<p>This criterion analyses the extent to which both the Executive Summary and the Final Report:</p> <ul style="list-style-type: none"> Are easily readable, understandable and accessible to the relevant target readers Highlight the key messages The length of the various chapters and annexes of the Report are well balanced Contain relevant graphs, tables and charts facilitating understanding Contain a list of acronyms (only the Report) Avoid unnecessary duplications Have been language checked for unclear formulations, misspelling and grammar errors The Executive Summary is an appropriate summary of the full report and is a free-standing document 		
Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	
2. Reliability of data and robustness of evidence		
<p>This criterion analyses the extent to which:</p> <ul style="list-style-type: none"> Date/evidence was gathered as defined in the methodology The report considers, when relevant, evidence from EU and/or other partners' relevant studies, monitoring reports and/or evaluations The report contains a clear description of the limitations of the evidence, the risks of bias and the mitigating measures 		
Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	
3. Validity of Findings		
<p>This criterion analyses the extent to which:</p> <ul style="list-style-type: none"> Findings derive from the evidence gathered Findings address all selected evaluation criteria 		

<ul style="list-style-type: none"> Findings result from an appropriate triangulation of different, clearly identified sources When assessing the effect of the EU intervention, the findings describe and explain the most relevant causal/linked links between outputs, outcomes and impacts The analysis of evidence is comprehensive and takes into consideration contextual and external factors 		
Strengths	Weaknesses	Score
Contractor's comments	Contractor's comments	
4. Validity of conclusions		
This criterion analyses the extent to which:		
<ul style="list-style-type: none"> Conclusions are logically linked to the findings, and go beyond them to provide a comprehensive analysis Conclusions appropriately address the selected evaluation criteria and all the evaluation questions, including the relevant cross-cutting dimensions Conclusions take into consideration the various stakeholder groups of the evaluation Conclusions are coherent and balanced (i.e. they present a credible picture of both strengths and weaknesses), and are free of personal or partisan considerations (if relevant) whether the report indicates when there are not sufficient findings to conclude on specific issues 		
Strengths	Weaknesses	Score
		i
Contractor's comments	Contractor's comments	
5. Usefulness of recommendations		
This criterion analyses the extent to which the recommendations:		
<ul style="list-style-type: none"> Are clearly linked to and derive from the conclusions Are concrete, achievable and realistic Are targeted to specific addressees Are actionable (if necessary), prioritised, and possibly time-bound (if relevant) provide advice for the intervention's exit strategy, post-intervention sustainability or for adjusting intervention's design or plans 		
Strengths	Weaknesses	Score
		i
Contractor's comments	Contractor's comments	

Contractor's comments		Contractor's comments	
6. Appropriateness of lessons learnt analysis (if requested by the ToR or included by the evaluators)			
This criterion is to be assessed only when requested by the ToR or included by evaluators and is not to be scored. It analyses the extent to which:			i
<ul style="list-style-type: none"> • Lessons are identified • When relevant, they are generalised in terms of wider relevance for the institutions) 			
Strengths		Weaknesses	
Contractor's comments		Contractor's comments	
Final comments on the overall quality of the report			Overall score

ANNEX VI: LOGICAL FRAMEWORK MATRIX (LOGFRAME) OF THE EVALUATED ACTION(S)

	Results chain	Indicators	Baselines (Incl. reference 2015 - 18) CSF I	Targets (Incl. reference 2019 - 21) CSF II	Sources and means of verification	Assumptions
Overall objective: Impact	Promote inclusive and sustainable socio-economic development of Timor-Leste.	<ol style="list-style-type: none"> 1. Proportion of population living below \$1.25 (PPP) per day**, disaggregated by sex. 2. Domestic revenue mobilisation as a percentage of GDP over the last three years** 3. Prevalence of stunting (moderate and severe) of children aged below five years** 4. Rate of net forest cover change** 5. Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population (modified MDG Indicator) 	<ol style="list-style-type: none"> 1. 30.3% (30% men, 31% women) (2014) 2. 6% (2017) 3. 49% (2014) 4. -1.7% (2016) 5. 38% women in parliament (no figures for civil service) 	<ol style="list-style-type: none"> 1. 0% (by 2030) 2. 24% (by 2020) 3. no stunting 4. no deforestation 5. The proportion of women in the civil service and in the National Parliament will have reached at least one third (2020) 	<p>SOP Reports</p> <p>http://databank.worldbank.org/data/download/poverty/33LFD3BB-9722-4AE?ABC7-AA2972DG8AFE/Global_POVEQ_TLS.pdf</p> <p>https://www.imf.org/en/Publications/CR/Issues/2017/12/07/Democratic-Republic-of-Timor-Leste-2017-Article-IV-Consultation-Press-Release-and-Staff-45447</p> <p>https://unstats.un.org/sdgs/indicators/Globa%20Indicator%20Framework_A_RES.71.31%20Annex.pdf</p>	
Specific objective: Outcomes	To increase the effectiveness of NAO services in delivering the EU - Timor-Leste development cooperation.	<ol style="list-style-type: none"> 1. Formulation and approval of contracts of the ongoing projects in accordance with agreed work plan 2. % of projects with positive ROM outcomes 3. Number of articles and TV news in which EU - Timor-Leste cooperation is featured. 	<ol style="list-style-type: none"> 1. 12 contracts implemented during the CSF1 operational phase 2. 10 projects during the CSF1 operational phase positive ROM 3. 48 articles and 67 TV news in which EU - Timor-Leste cooperation is featured during the CSF operational phase 	<ol style="list-style-type: none"> 1. 100% of the foreseen contracts formulated and approved by the end of the CSFII operational phase in accordance with agreed work plan. 2. 75% of projects with positive ROM outcome (a or b) by end of the CSF operational phase 3. 70 articles and news published by the end of the CSF operational phase 	<ol style="list-style-type: none"> 1. Signed contracts, agreed work plan and progress reports. 2. ROM reports 3. Press and Information Officer/PE Report 	Socio-political stability will be maintained

Outputs:	<p>Output 1 - Improved capacity of the NAO service to oversee programming, identification and evaluation of programme and projects</p>	<p>1.1 Annual commitment and disbursement rates of all EU funded programs in Timor-Leste</p> <p>1.2 % of NAO staff who said their training met their needs to a high degree (disaggregated by sex)</p> <p>1.3 Number of NAO staff trained (disaggregated by sex) on operational and contractual and financial procedures, and EDF regulations</p>	<p>1.1 92 % total amount of contracts signed, and 56% total amount disbursed during CSF 1 (EUR 3.5 M)</p> <p>1.2 Measure not in use currently</p> <p>1.3 total for CSF1: 88 staff trained (50 men and 38 women)</p>	<p>1.1 100% annual commitment and disbursement rates of all EU funded programs in Timor-Leste in accordance with yearly Forecast</p> <p>1.2 90% satisfaction with training delivered</p> <p>1.3 For CSF2: 100 people trained (50 men, 50 women) on operational and contractual and financial procedures, and EDF regulations</p>	<p>1.1 Financing agreements and Contract documents</p> <p>1.2 Training evaluation database</p> <p>1.3 Training participants database (disaggregated by sex)</p>	<p>NAO office will remain fully staffed and retain strategic location at Prime Minister's office</p> <p>NAO staff trained by this Action will remain in their posts and have an opportunity to apply what they have learned in their jobs.</p>
	<p>Output 2 – Improved capacity for programme implementation of line ministries and other stakeholders in focal sectors in line with EU policies and strategies</p>	<p>2.1 Number of beneficiaries trained by the action relating to priorities of the ACP-EU Partnership Agreement,</p> <p>2.2 Percentage of attendees (data disaggregated by sex) who express satisfaction with training delivered.</p>	<p>2.1 total for CSF1: 75 persons (40 men and 35 women)</p> <p>2.2 no data collected in the past</p>	<p>2.1 90 beneficiaries trained (45 men and 45 women);</p> <p>2.2 90% satisfaction rate with the training delivered</p>	<p>2.1 Database of training participants (disaggregated by sex)</p> <p>2.2 Training evaluation database</p>	<p>Relationships with line ministries continue at good levels.</p> <p>Ministry staff trained by this Action will remain in their posts and have an opportunity to apply what they have learned in their jobs.</p>
	<p>Output 3 - Increased visibility of the EU - Timor-Leste cooperation and greater awareness on EU and its Member States' fundamental values, history and culture.</p>	<p>3.1 Number of social media likes;</p> <p>3.2 number of visibility items distributed to stakeholders, brochures,</p> <p>3.3 Number of press releases,</p> <p>3.4 number of site visits by media representatives,</p> <p>3.5 Number of visibility events, including project related ceremonies</p>	<p>total for CSF1:</p> <p>3.1. 6,600 likes</p> <p>3.2. 30,000 (note pad, pen, calendar, brochures, posters, bags, umbrella, T-Shirts, Flags, etc.)</p> <p>3.3. 14 press releases</p> <p>3.4. 18 site visits</p> <p>3.5. 9 events</p>	<p>3.1 8000 social media likes</p> <p>3.2. 30,000 visibility items distributed to stakeholders,</p> <p>3.3 15 press releases,</p> <p>3.4 20 site visits by media representatives,</p> <p>3.5. 9 visibility events, including project related ceremonies</p>	<p>3.1. Social media posts made by the Action</p> <p>3.2 Visibility items produced by the Action</p> <p>3.3 Press releases</p> <p>3.4 Site visit reports</p> <p>3.5 Event reports</p>	<p>Continued high professional performance of staff dealing with visibility</p>

ANNEX VII: THE EVALUATION CRITERIA

The definition and the number of the DAC evaluation criteria has changed following the release (10 December 2019) of the document "Evaluation Criteria: Adapted Definitions and Principles for Use" (DCD/DAC(2019)58/FINAL).

The evaluators will ensure that their analysis will respect the new definitions of these criteria and their explanatory notes. Reference and guidance documents are being developed and can be found here: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Unless otherwise specified in the chapter 2.2.1, the evaluation will assess the Intervention using the six standard DAC evaluation criteria and the EU added value, which is a specific EU evaluation criterion. Their definitions are reported below:

DAC CRITERIA

- **Relevance:** the "extent to which the intervention objectives and design respond to beneficiaries", global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change."
- **Coherence:** the "compatibility of the intervention with other interventions in a country, sector or institution."
- **Effectiveness:** the "extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups."
- **Efficiency:** the "extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way."
- **Impact:** the "extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects."
- **Sustainability:** the "extent to which the net benefits of the intervention continue or are likely to continue."

TERMS OF REFERENCE – PART B

BACKGROUND INFORMATION

1. Benefitting Zone

Timor-Leste

2. Contracting authority

The European Union, represented by the European Commission, B-1049 Brussels, Belgium.

3. Contract language

English

LOCATION AND DURATION

4. Location

- Normal place of posting of the specific assignment: Home based (See attached ToR)
- Mission(s) outside the normal place of posting and duration(s): Dili - Timor Leste

5. Start date and period of implementation

The indicative start date is 21/11/2021 and the period of implementation of the contract will be 60 days from this date (indicative end date: 20/01/2022).

REQUIREMENTS

6. Expertise

The minimum requirements covered by the team of experts as a whole are detailed below:

- Qualifications and skills required for the team: See attached ToR
- General professional experience of the team: See attached ToR
- Specific professional experience of the team: See attached ToR
- Language skills of the team: See attached ToR

Additional expertise requirements for the team composition:

Position	Expert category	Minimum requirements	Minimum number of working days	Additional information
Expert	Cat. I (>12 years of experience)	At least 12 years of relevant experience in formulating, management	35	Also maximum quantity estimated

ToR template OPSYS – part B

Page 1 of 3

Position	Expert category	Minimum requirements	Minimum number of working days	Additional information
		and/or evaluation development cooperation programmes in developing countries		

7. Incidental expenditure

No incidental expenditure provided for in this contract.

8. Lump sums

No lump sums provided for in this contract.

9. Expenditure verification

No expenditure verification report is required.

10. Other details

1 - Translation costs

Minimum quantity (if applicable): 900

2 - per diems

Minimum quantity (if applicable): 18

3 - 1 Air flights to and from Timor Leste

Minimum quantity (if applicable): 3500

REPORTS AND DELIVERABLES

11. Reports and deliverables requirements

Title	Content	Language	Submission timing or deadline
Inception report	- Initial document/ data collection / background analysis - Stakeholder analysis - Intervention logic - Inception interviews, if relevant - Methodology for the evaluation, incl.: - Evaluation Matrix: Evaluation Questions,	English	Within 5 Day(s) After the project start

ToR template OPSYS – part B

Page 2 of 3

Title	Content	Language	Submission timing or deadline
	with judgement criteria and indicators, and data analysis and collection methods - Consultation strategy - Field visit approach - Analysis of risks related to the evaluation methodology and mitigation measures - Work plan		
Progress report	- Activities and key findings from the field phase, including difficulties encountered during the field phase and mitigation measures adopted - Key preliminary findings - Draft results chain for the next CSF-support program	English	Within 15 Day(s) After the project start
Draft final report	See attached ToR	English	Within 25 Day(s) After the project start
Final report	See attached ToR	English	Within 3 Day(s) Before the project end

Annex 3a LogFrame of Financing Agreement

ANNEX VI: LOGICAL FRAMEWORK MATRIX (LOGFRAME) OF THE EVALUATED ACTION(S)

Results chain	Indicators	Baselines (incl. reference 2015 - 18) CSF I	Targets (incl. reference 2019 - 21) CSF II	Sources and means of verification	Assumptions
Overall objective: Impact Promote inclusive and sustainable socio-economic development of Timor-Leste.	<ol style="list-style-type: none"> 1. Proportion of population living below \$1.25 (PPP) per day**, disaggregated by sex. 2. Domestic revenue mobilisation as a percentage of GDP over the last three years** 3. Prevalence of stunting (moderate and severe) of children aged below five years** 4. Rate of net forest cover change** 5. Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population (modified MDG Indicator) 	<ol style="list-style-type: none"> 1. 30.4% (30% men, 31% women) (2014) 2. 8% (2017) 3. 45% (2014) 4. -1.7% (2016) 5. 38% women in parliament (no figures for civil service) 	<ol style="list-style-type: none"> 1. 0% (by 2030) 2. 24% (by 2020) 3. no stunting 4. no deforestation 5. The proportion of women in the civil service and in the National Parliament will have reached at least one third (2020) 	<p>SDP Reports</p> <p>http://databank.worldbank.org/data/download/poverty/33EF03BA-9722-4AE2-ABC7-AA2072068AFE/Global_POVEQ_ILS.pdf</p> <p>https://www.imf.org/en/Publications/CR/Issues/2017/12/07/Democratic-Republic-of-Timor-Leste-2017-Article-IV-Consultation-Press-Release-and-Staff-45447</p> <p>https://unstats.un.org/sdgs/indicators/Globa%20Indicators%20framework_AR_ES.71.13%20Annex.pdf</p>	
Specific objective: Outcomes To increase the effectiveness of NAO services in delivering the EU - Timor-Leste development cooperation	<ol style="list-style-type: none"> 1. Formulation and approval of contracts of the ongoing projects in accordance with agreed work plan 2. % of projects with positive ROM outcomes 3. Number of articles and TV news in which EU - Timor-Leste cooperation is featured. 	<ol style="list-style-type: none"> 1. 12 contracts implemented during the CSF1 operational phase 2. 30 projects during the CSF1 operational phase positive ROM 3. 48 articles and 67 TV news in which EU - Timor-Leste cooperation is featured during the CSF operational phase 	<ol style="list-style-type: none"> 1. 100% of the foreseen contracts formulated and approved by the end of the CSFII operational phase in accordance with agreed work plan. 2. 75% of projects with positive ROM outcome (a or b) by end of the CSF operational phase 3. 70 articles and news published by the end of the CSF operational phase 	<ol style="list-style-type: none"> 1. Signed contracts, agreed work plan and progress reports. 2. ROM reports 3. Press and Information Officer/PE Report 	Socio-political stability will be maintained
Outputs: Output 1 - Improved capacity of the NAO service to oversee programming, identification and evaluation of programme and projects.	<ol style="list-style-type: none"> 1.1 Annual commitment and disbursement rates of all EU funded programs in Timor-Leste 1.2 % of NAO staff who said their training met their needs to a high degree (disaggregated by sex) 1.3 Number of NAO staff trained (disaggregated by sex) on operational and contractual and financial procedures, and EDF regulations 	<ol style="list-style-type: none"> 1.1 92 % total amount of contracts signed, and 66% total amount disbursed during CSF 1 (EUR 3,5 M) 1.2 Measure not in use currently 1.3 total for CSF1: 88 staff trained (50 men and 38 women) 	<ol style="list-style-type: none"> 1.1 100% annual commitment and disbursement rates of all EU funded programs in Timor-Leste in accordance with yearly Forecast 1.2 90% satisfaction with training delivered 1.3 For CSF2: 100 people trained (50 men, 50 women) on operational and contractual and financial procedures, and EDF regulations 	<ol style="list-style-type: none"> 1.1 Financing agreements and Contract documents 1.2 Training evaluation database 1.3 Training participants database (disaggregated by sex) 	<p>NAO office will remain fully staffed and retain strategic location at Prime Minister's office</p> <p>NAO staff trained by this Action will remain in their posts and have an opportunity to apply what they have learned in their jobs.</p>
Output 2 - Improved capacity for programme implementation of line ministries and other stakeholders in focal sectors in line with EU policies and strategies.	<ol style="list-style-type: none"> 2.1 Number of beneficiaries trained by the action relating to priorities of the ACP-EU Partnership Agreement. 2.2 Percentage of attendees (data disaggregated by sex) who express satisfaction with training delivered. 	<ol style="list-style-type: none"> 2.1 total for CSF1: 75 persons (40 men and 35 women) 2.2 no data collected in the past. 	<ol style="list-style-type: none"> 2.1 90 beneficiaries trained (45 men and 45 women); 2.2 90% satisfaction rate with the training delivered 	<ol style="list-style-type: none"> 2.1 Database of training participants (disaggregated by sex) 2.2 Training evaluation database 	<p>Relationships with line ministries continue at good levels.</p> <p>Ministry staff trained by this Action will remain in their posts and have an opportunity to apply what they have learned in their jobs.</p>
Output 3 - Increased visibility of the EU - Timor-Leste cooperation and greater awareness on EU and its Member States' fundamental values, history and culture.	<ol style="list-style-type: none"> 3.1 Number of social media likes; 3.2 number of visibility items distributed to stakeholders, brochures; 3.3 Number of press releases. 3.4 number of site visits by media representatives, 3.5 Number of visibility events, including project-related ceremonies 	<ol style="list-style-type: none"> total for CSF1: 3.1 5,500 likes 3.2 30,000 (note pad, pen, calendar, brochures, posters, bags, umbrella, T-Shirts, Flags, etc.) 3.3 14 press releases 3.4 18 site visits 3.5 9 events 	<ol style="list-style-type: none"> 3.1 8000 social media likes 3.2 30,000 visibility items distributed to stakeholders, 3.3 15 press releases. 3.4 20 site visits by media representatives, 3.5 9 visibility events, including project-related ceremonies 	<ol style="list-style-type: none"> 3.1 Social media posts made by the Action 3.2 Visibility items produced by the Action 3.3 Press releases 3.4 Site visit reports 3.5 Event reports 	Continued high professional performance of staff dealing with visibility

Annex 3b: Log Frame of Operating Grant

FED/2021/427-230

2.1.5. Logical framework

	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
<i>Impact (Overall objective)</i>	<i>To promote inclusive and sustainable socio-economic development of Timor-Leste.</i>	Proportion of population living below \$1.25 (PPP) per day, disaggregated by sex.	30.3% (30% men, 31% women) (2014)	0% (by 2030)		
		Domestic revenue mobilisation as a percentage of GDP over the last three years	6% (2017)	24% (by 2030)		
		Prevalence of stunting (moderate and severe) of children aged below five years	49% (2014)	No stunting (by 2030)	SDP reports http://databank.worldbank.org/ https://www.imf.org/en/ https://unstats.un.org/sdgs/	
		Rate of net forest cover change	-1.7% (2016)	No deforestation		
		Percentage of seats held by women and minorities in national parliament and/or sub-national elected office according to their respective share of the population (modified MDG indicator), etc.	38% women in parliament (no figures for civil service)	The proportion of women in the civil service and in the National Parliament will have reached at least one third (2030)		

AM AS

Outcome (s) (Specific objective(s))	To increase the effectiveness of NAO services in delivering the EU-Timor-Leste development cooperation	<p>Number of well organised and active participation in the Programme Steering Committee and project management or technical meetings according to the plan</p> <p>% of projects coordinated, monitored and supervised by the Programme Managers meet the targets.</p> <p>% of projects annual KPI assessment and ROM with positive outcomes</p>	<p>2 Steering Committee and 5 project management or technical meeting with high participation during 2019</p> <p>10 project field visits during the year 2019</p> <p>10 projects during the CSF1 operational phase positive ROM</p>	<p>3 Steering Committee annually, one NIP, two Sector Steering Committee meetings, one RON for PALOP-TL, one Pacific Regional Steering Committee and at least one BS Policy Dialogue, 2 management or technical meetings for every EU financed projects.</p> <p>75% of projects visited for monitoring, supervision and evaluations with good progress.</p> <p>75% of projects with positive ROM outcome (a or b) by end of the CSF II operational phase</p>	<p>Minutes of the Steering Committee meeting and technical meeting.</p> <p>Field mission reports</p> <p>KPI assessment and ROM reports</p>	» Socio-political stability will be maintained
	Outputs	Improved capacity of the NAO to oversee programming, identification and evaluation of programme and projects	<p>Annual disbursement rate of the NAO Operating Grant</p> <p>% of NAO staff who said their training met their needs to a high degree (disaggregated by sex)</p> <p>Number of NAO staff and line ministries trained and related line ministries (disaggregated by sex) on operational (RBM, PCM etc.) and contractual and financial procedures, and EDF regulations</p>	<p>85 % of total amount of 2019 Operating Grant budget disbursed</p> <p>Measure not in use currently</p> <p>Total for CSF1: 88 staff trained (50 men and 38 women)</p>	<p>100% annual commitment and disbursement rates of the NAO Operating Grant in accordance with yearly Forecasted</p> <p>90% satisfaction with training delivered</p> <p>For CSF2: 100 people trained (50 men, 50 women) on operational and contractual and financial procedures, and EDF regulations</p>	<p>Operating Grant Financing report</p> <p>Training evaluation database</p> <p>Training participants database (disaggregated by sex)</p>

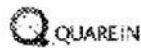


Activity matrix	Means	Assumptions
<p>A1. Support to the operations of the NAO. A1.1. Strengthening the NAO Services organizational structure under the Minister of Foreign Affairs and Cooperation (which enables the possibility of having different levels of decision-making - political, cross-cutting coordination and operational). A1.2. Contracting of local professionals, 1 NAO Services Programme Director, 1 Good Governance Programme Manager, 1 Rural Development Programme Manager, 1 Administration & Finance Manager, 1 General Service Administration Officer, and 1 Messenger and Driver. A1.3. NAO staff capacity development to enable maximising their own roles through local trainings to be provided by the NKEs and regional training.</p> <p>A2. Support to the representation of the NAO in the international fora. A2.1 Coordinate with DGAMR for Annual Political Dialogue. A2.2 Organize and coordinate participation of Timor-Leste in RON of PALOP-TL/EU and its political dialogue. A2.3. Coordinate with Pacific Islands Forum Secretariat on Regional Programmes and participate in the PACP meetings and Regional Steering meeting.</p> <p>A3. Coordination of the activities of the line Ministries and the other implementing agencies. A3.1. Organise and coordination project technical meetings. A3.2. Organize and coordinate sector Budget Support Policy Dialogues. A3.3. Organize and coordinate yearly National Indicative Programme sector steering committee meetings.</p> <p>A4. Preparation and implementation of project field monitoring and external evaluation missions. A4.1. Organize regular project field monitoring and supervision A4.2. Organize and coordinate for programme external monitoring in coordination with EUD. A4.3. Organize and coordinate for KPI annual assessment and ROM mission. A4.4. Coordinate with EUD for mid-term-review and final project evaluation</p> <p>A5. Preparation for new EU-TL cooperation programme under MIP 2021 – 2027 A5.1. Organize and coordinate with relevant line ministries to define new projects within the National Multiannual Indicative Programme A5.2 Coordinate with the EU Delegation to Design new Projects within the National Multiannual Indicative Programme</p>	<p>Organizational structure of the NAO Services under the Minister of Foreign Affairs and Cooperation enabling possibilities of having different levels of decision-making.</p> <p>Six local professionals (1 NAO Services Programme Director, 1 Good Governance Programme Manager, 1 Rural Development Programme Manager, 1 Administration & Finance Manager, 1 General Service Administration Officer, and 1 Messenger and Driver).</p> <p>Local office (including water and energy supply, and security services, to be provided by the Ministry of Foreign Affairs and Cooperation)</p> <p>One 4X4 vehicle and one small 2X2 vehicle, including fuel, maintenance, repairs, and consumables (tires, filters, bulbs)</p> <p>Vvisibility materials, such as pens, notebooks, mugs, umbrellas, banners, etc.</p> <p>Office supplies, stationery, courier service, announcement, meeting expenses, bank charges, etc</p> <p>Repairs and small maintenance of NAO Services office and equipment (including air conditioners)</p> <p>Costs</p> <p>Direct costs: EUR 183,266.00</p> <p>Human Resources: € 160,676.00 Travel: € 0.00 Equipment and Supplies: € 0.00 Local office: € 15,540.00 Other costs, services: € 7,050.00</p>	<p>The methodology and frequency of M&E missions is set up in advance and agreed upon the main stakeholders involved (EUD, line ministries and implementing agencies)</p> <p>The contractor efficiently selects trainers and short-term technical assistants, in accordance with the NAO's real needs</p> <p>The NAO staff is assigned the time needed to attend the thematic workshops, seminars and training</p> <p>The NAO staff provide all the information and assistance required to the successful achievement of the short-term TA activities</p>

EU - TIMOR-LESTE



	Result/Output	Indicator	Baseline (first reference 2011 - 1st CSF I)	Targets (second reference 2014 - 2nd CSF II)	Source and means of verification	Assumptions
			operations phase positive RO-4; 2. 48 articles and A/TV news in which EU - Timor-Leste cooperation featured during the CSF operational phase.	operations with agreed work plan; 2. 75% of projects with positive ROI* outcome (n = 4) by end of the CSF operational phase; 3. 70 articles and news published by the end of the CSF operational phase.	3. Press and Information Office (PIE) Report.	
Output 1	Improved capacity of the NAO service to oversee programming, diversification and implementation of programme and projects.	Annual commitments and disbursements of all EU funded programs in Timor-Leste; 2. % of NAO staff who said their training met their needs to a high degree (disaggregated by sex); 1.1 Number of NAO staff trained (disaggregated by sex) on operational and contractual and financial procedures and EDF regulations.	1. 90% total amount of contracts signed and 60% total amount disbursed during CSF I (EUR 35M); 1.2 Missed not in arrears currently; 1.3 total for CSF 88 staff trained (40 men and 30 women).	1.1 100% annual commitments and disbursements of all EU funded programs in Timor-Leste in accordance with yearly forecasts; 1.2 90% satisfaction with training delivered; 3 For CSF2 100 people trained (50 men, 50 women) on operations and contractual and financial	1.1 Financing agreements and Contract documents; 1.2 Training evaluation database; 1.3 Training participation database (disaggregated by sex).	NAO office will remain fully staffed and return strategic location at Bina Miseric's office; NAO staff trained by this Action will remain in their posts and have an opportunity to apply what they have learned in their jobs.

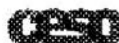


S-719

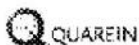
00000000



EU - TIMOR-LESTE



Result Area	Indicators	Measures (No. Activities 2018 - 20) CSF I	Targets (No. Activities 2019 - 21) CSF II	Source and means of verification	Assumptions
Output 2 Increased visibility of the EU - Timor-Leste cooperation and greater awareness on DU and its Member States' fundamental values, history and culture	2.1 Number of social media likes 2.2 Number of webinars distributed to stakeholders, brochures 2.3 Number of press releases 2.4 Number of site visits by media representatives 2.5 Number of visibility events, including project related ceremonies	Total for CSF I: 3.1 6 408 likes 3.2 30,000 (note: see, pen, calendar, brochures, posters, bags, umbrella T-shirts, tags etc.) 3.3 14 press releases 3.4 18 site visits 3.5 9 events	2.1 800 social media likes 2.2 20,000 visibility items distributed to stakeholders 2.3 15 press releases 2.4 20 site visits by media representatives 2.5 9 visibility events, including project related ceremonies	3.1 Social media posts made by the Action 3.2 Visibility items produced by the Action 3.3 Press releases 3.4 Site visit reports 3.5 Event reports	Continued high performance of staff dealing with visibility.



B-121



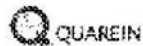
EU - TIMOR-LESTE

Cooperation Support Facility (CSF) II
 2020-2024, 408/2019/408-172 - The cooperation facility (CSF) II for the period 2020-2024



TA Activity Matrix

Activities for Result 0	Means	Assumptions
1. Set up the project office (incl. staff support structure) 2. Organise a kick-off meeting with the EU Delegation in Dili (EUD) 3. Establish initial contacts with other relevant stakeholders, namely the NAO services 4. Carry out any available additional information and carry out a SWOT analysis of existing situation 5. Prepare the five 6-monthly Work Programmes (WP) 6. Maintain regular and close communication with the EUD and the NAO services 7. Prepare Annually WP in close consultation with the NAO (and work to the EUD for endorsement) 8. Ensure timely availability of all necessary resources and backstopping for carrying out activities according to the approved WPs and ToR 9. Monitor and ensure the individual and general performance - quality, resources 10. Ensure the secretariat tasks of the Steering Committee meetings (if requested by the EUD) 11. Implement all reporting, coordination and management responsibilities vis-à-vis the EUD 12. Support coordination and communication between the NAO services, the beneficiaries and other stakeholders 13. Provide any necessary additional information or data needed (if requested by the EUD) 14. Define with the EUD and the NAO, the exit strategy for the TA 15. Disseminate and document the main achievements, lessons and learnings from the CSF II 16. Systematise all training contents developed under the TA and produce a comprehensive practical training guide	KEI NGE NGE - CIV Support staff and backstopping Incidental expenditure	<ul style="list-style-type: none"> The project management administrative procedures are timely approved The country will remain socially, politically and economically stable The cooperation between the EUD and Timor-Leste will continue to be carried out in the current spirit of partnership and mutual respect Relationships between the NAO services, beneficiaries and other stakeholders are good and conducive to a timely and appropriate CSF II implementation The Timorese Government will maintain its commitments to develop human resources through and encourage participation of civil servants in project activities - conferences, trainings and seminars - and other events not only with
Activities for Result 1 14. Identify support needs with the NAO services to be included in the Annually WP 15. Distribute ToR for the implementation of the approved WP and/or other advice requests (as relevant to the EUD for endorsement) 16. Identify and propose short-term expertise to implement the activities according to the approved WPs and ToR 17. Provide specialised TA and advisory services 18. Provide training on relevant topics	KEI NGE NGE Support staff and backstopping Incidental expenditure	



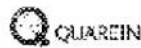
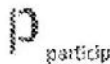
S-122

EU - TIMOR-LESTE

REGULACAO ACESSARIAL DO TRAFICO AEREO, MARITIMO E TERRESTRE DO PAIS DE DESTINO



<p>Activities for Result 1</p> <p>9. Identify support needs with the local Minister and other stakeholders involved in EU TL cooperation, to be included in the 6-monthly WP</p> <p>10. Draft specific ToR for the implementation of the approved WP and/or other ad-hoc requests (and submit to the EUD for endorsement)</p> <p>11. Identify and propose short-term expertise to implement the activities according to the approved WP and ToR</p> <p>12. Provide logistical services for the organization of events in Timor-Leste</p> <p>13. Support the participation of relevant stakeholders and working outside Timor</p> <p>14. Provide training on relevant topics</p> <p>15. Prepare thematic studies</p> <p>16. Provide specialist IA and visibility services</p>	<p>Means</p> <p>KEI NIKSE NIKJE Support staff and budgeting Incidental expenditure</p>	<p>foreign support, but also with national funds for assistance through the sectors concerned within the national HCDF</p>
<p>Activities for Result 2</p> <p>17. Identify support needs with the EUD, NAO Services and the Minister involved in EU TL cooperation to be included in the 6-monthly WP</p> <p>18. Draft specific ToR for the implementation of the approved WP and/or other ad-hoc requests (and submit to the EUD for endorsement)</p> <p>19. Identify and propose short-term expertise to implement the activities according to the approved WP and ToR</p> <p>20. Provide IA and logistic services for the organization of communication and visibility related activities</p> <p>21. Final CNP II visibility conference</p>	<p>Means</p> <p>KEI NIKSE NIKJE - C&V Support staff and budgeting Incidental expenditure</p>	



B-123



[Handwritten signature]

[Handwritten mark]

Annex 5: List of main documents received and consulted

Financing Agreement
Operating Grant 1 – Signed Contract
Operating Grant 1 – Addendum 1
Operating Grant 1 – Final Implementation Report
Operating Grant 1 – Expenditure Verification Report
Operating Grant 2 – Signed Contract
Operating Grant 2 – Addendum 1
Operating Grant 2 – Final Implementation Report
Operating Grant 2 – Expenditure Verification Report
Operating Grant 3 – Signed Contract
Operating Grant 3 – Final Implementation Report
Operating Grant 3 – Expenditure Verification Report
Operating Grant 4 – Signed Contract
Service Contract CESO – Signed Contract
Service Contract CESO – Addendum 1
Service Contract CESO – Addendum 2
Service Contract CESO – 1st Interim Progress Report
Service Contract CESO – 2nd Interim Progress Report
Service Contract CESO – 3rd Interim Progress Report
Service Contract CESO – 1st Expenditure Verification Report
Service Contract CESO – 2nd Expenditure Verification Report
Service Contract CESO – 3rd Expenditure Verification Report
CSF I – MTR-Final Report
PixelAsia – Terms of Reference
UNICEF – Country Office Annual Report 2021

Annex 7: Evaluation Matrix

Evaluation Question	Methods and sources for answering this question
<p>RELEVANCE</p> <ul style="list-style-type: none"> Is the CSF II well aligned with the development objectives, policies, strategies and related needs of the TL Government, and are they still valid? Was the design appropriate and are the envisaged outputs consistent with objectives, policies, strategies of the TL Government? Was the management structure overseeing the design and management of the CSF II appropriate and aligned with the objectives of the CSF II? What was the role of the Logical Framework Matrix in project design and implementation? 	<ul style="list-style-type: none"> Analyse if CSF II is in line with NIP and if CSF II has been designed to contribute to these objectives.
<p>EFFECTIVENESS</p> <ul style="list-style-type: none"> To what extent are the expected outputs of the CSF II achieved / likely to be achieved, and are the focal sectors effectively supported by CSF II implementation? To what extent have communication and visibility and the crosscutting issues of gender and climate played a role in CSF II supported actions? What are the major factors influencing the achievement or non-achievement of the outputs envisages? Are the proposed performance measurement and accountability systems adequate to support the effectiveness of the CSF II? To what extent did stakeholders participate in implementation and project management? 	<ul style="list-style-type: none"> Verification of achievement of OVs and their interpretation: <ul style="list-style-type: none"> Reports of NAO-SU and CESO Stakeholder interviews Analysis of secondary sources (e.g. reports from other donors and agencies).
<p>EFFICIENCY</p> <ul style="list-style-type: none"> Were the organisational and management structure, the procedures and the actual practices during the implementation of the CSF II conducive to achieving the expected project results and in line with the expected timing, the wider structure of the EU-TL development cooperation and the envisaged stakeholder participation? Is the choice of activities to be funded under the CSF II efficient and in line with the FA? Were the financial, administrative and M&E systems, tools and procedures in place conducive to appropriate management of and reporting on the CSF II? Were there specific circumstances that have influenced the efficiency at which the SF II performed the tasks assigned to it? To what extent have the activities been actually guided by the Logical Framework (cf. ToR)? Are there suggestions as to how the CSF II remit could be structured and operated once the NAO structure does no longer carry the EU-TL development cooperation? 	<ul style="list-style-type: none"> Analysis of provided inputs / resources (Reports of NAO Service Unit & CESO. Analysis of timing for CSF II activities Stakeholder interviews Evaluation of reporting under CSF II
<p>IMPACT</p>	

Evaluation Question	Methods and sources for answering this question
<ul style="list-style-type: none"> • To what extent are the CSF II and the activities funded through it expected to contribute to the successful implementation of the EDF programme? • Were there wider impacts? • Did the CSF II actions strengthen the NAO system? • Were there specific circumstances that have influenced the impact of the CSF II supported actions? 	<ul style="list-style-type: none"> • Analysis of provided reports of NAO SU & CESO. • Stakeholder interviews
<p>SUSTAINABILITY</p> <ul style="list-style-type: none"> • To what extent are the benefits of implementing the CSF II likely to continue after the end of the programme? • Are the actions embedded in local institutional structures and are these structures capable of continuing the flow of benefits of the action after the actions ends? • What are the major factors which influence the achievement or non-achievement of sustainability in this respect? 	<ul style="list-style-type: none"> • Verify if relevant institutions are sustainable: <ul style="list-style-type: none"> ○ Staff, ○ Financials. • Stakeholder interviews and comment on likelihood of demand for supported services.

Annex 8: Answers to Evaluation Questions

Evaluation Question	Answers to Evaluation Questions
<p><i>RELEVANCE</i></p> <ul style="list-style-type: none"> • Is the CSF II well aligned with the development objectives, policies, strategies and related needs of the TL Government, and are they still valid? • Was the design appropriate and are the envisaged outputs consistent with objectives, policies, strategies of the TL Government? • Was the management structure overseeing the design and management of the CSF II appropriate and aligned with the objectives of the CSF II? • What was the role of the Logical Framework Matrix in project design and implementation? 	<ul style="list-style-type: none"> • The CSF II is well aligned with the development objectives, policies, strategies and related needs of the TL Government. • The overall design and the two implementation modalities (service contracts & operating grants) are appropriate. • The management structure overseeing the CSF II appropriate and aligned with the objectives of the CSF II. • The original LogFrame design and its minor adaptations are adequate.
<p><i>EFFECTIVENESS</i></p> <ul style="list-style-type: none"> • To what extent are the expected outputs of the CSF II achieved / likely to be achieved, and are the focal sectors effectively supported by CSF II implementation? • To what extent have communication and visibility and the crosscutting issues of gender and climate played a role in CSF II supported actions? • What are the major factors influencing the achievement or non-achievement of the outputs envisages? • Are the proposed performance measurement and accountability systems adequate to support the effectiveness of the CSF II? • To what extent did stakeholders participate in implementation and project management? 	<ul style="list-style-type: none"> • The OVIs for output I (Improved Capacity of the NAO Services) and output III (increased Visibility & Greater Awareness) will be widely achieved, while the OVIs for output III (Improved Capacity of Line Ministries) are highly unlikely to be achieved. • Covid-19 related travel restrictions have extremely limited the originally foreseen training activities for output I and especially for output II. • -Stakeholders' participation in implementation and project management is appropriate.
<p><i>EFFICIENCY</i></p> <ul style="list-style-type: none"> • Were the organisational and management structure, the procedures and the actual practices during the implementation of the CSF II conducive to achieving the expected project results and in line with the expected timing, the wider structure of the EU-TL development cooperation and the envisaged stakeholder participation? • Is the choice of activities to be funded under the CSF II efficient and in line with the FA? • Were the financial, administrative and M&E systems, tools and procedures in place conducive to appropriate management of and reporting on the CSF II? • Were there specific circumstances that have influenced the efficiency at which the SF II performed the tasks assigned to it? 	<ul style="list-style-type: none"> • Activities are consequently guided by the LogFrames, and the activities funded are fully in line with the FA. • Reporting has been appropriate and in time, except for the 5th report of the service contract. • Internal monitoring and reporting against the OVIs has been appropriate. • NAO-SU's monitoring of EDF projects is highly appreciated for its qualitative inputs. However, the originally foreseen monitoring tool is still not implemented. • Covid-19 related restrictions have significantly limited the (timely) implementation of originally foreseen training activities. • Were the organisational and management structure, the procedures and the actual practices during the implementation of the CSF II are conducive to achieving the

Evaluation Question	Answers to Evaluation Questions
<ul style="list-style-type: none"> To what extent have the activities been actually guided by the Logical Framework (cf. ToR)? Are there suggestions as to how the CSF II remit could be structured and operated once the NAO structure does no longer carry the EU-TL development cooperation? 	<p>expected project results and they are in line with the wider structure of the EU-TL development cooperation and the envisaged stakeholder participation?</p> <ul style="list-style-type: none"> Suggestions as to how the CSF II remit could be structured and operated once the NAO structure does no longer carry the EU-TL development cooperation are presented further below in Section 4.
<p><i>IMPACT</i></p> <ul style="list-style-type: none"> To what extent are the CSF II and the activities funded through it expected to contribute to the successful implementation of the EDF programme? Were there wider impacts? Did the CSF II actions strengthen the NAO system? Were there specific circumstances that have influenced the impact of the CSF II supported actions? 	<ul style="list-style-type: none"> The CSF II and the activities funded through it contribute to the successful implementation of the EDF programme. The CSF II actions strengthen the NAO system. An indirect, wider ranging impact lays in the sensitisation of Timorese Government institutions towards the benefits of a consensus based and well-coordinated (between donors, beneficiaries and Implementing Agencies / Partners) development approach. This also prepares the terrain for a policy towards further application of good governance principles. Covid-19 related restrictions have negatively influenced the expected impact as regards the capacity improvement of line ministries.
<p><i>SUSTAINABILITY</i></p> <ul style="list-style-type: none"> To what extent are the benefits of implementing the CSF II likely to continue after the end of the programme? Are the actions embedded in local institutional structures and are these structures capable of continuing the flow of benefits of the action after the actions ends? What are the major factors which influence the achievement or non-achievement of sustainability in this respect? 	<ul style="list-style-type: none"> The effectiveness and efficiency of the NAO-SU / EUD / Line Ministries relationships has been increased during CSF II, and it can be expected that this “spirit” will remain beyond CSF II. The sustainability of the NAO SU’s successful contribution to a consensus based development cooperation is to a large part depending on the continuity of its professional staff, which will require a seamless continuation of international donor support.

