

**Final Evaluation  
Democracy and Development in Action through  
Media and Empowerment  
(DAME)  
2012-2014**

**Search for Common Ground - Timor-Leste**

**Report**

**Welmoed E. Koekebakker**





Photograph: CNJTL Youth @ Welmoed Koekebakker

**Final Evaluation**  
**Democracy and Development in Action through Media and Empowerment (DAME)**  
**Search for Common Ground - Timor-Leste**  
**Report**  
**Welmoed Koekebakker**  
**February 2015**



## Table of Contents

<b>Acronyms and local terms</b>	<b>v</b>
<b>Executive Summary</b>	<b>vii</b>
<b>1. Introduction</b>	<b>1</b>
<b>2. Methodology</b>	<b>3</b>
<b>3. Findings</b>	<b>5</b>
1. <i>Relevance</i>	5
2. <i>Effectiveness: Outputs and outcomes of the DAME project</i>	7
Table 1: Summary of Outputs and Outcome of the DAME program	7
ER1: Strengthened capacities of NSA and NSA networks	8
1. Development of Organizational Development and Conflict Transformation TOT toolkit	8
2. Trainings of Trainers (ToTs) on Organizational Development and Conflict Transformation	8
3. Discussion-Oriented Organizational Self-Assessments, Network Capacity Assessment	9
4. Trainings on organizational development; conflict and gender-sensitive community development	10
5. Conflict Sensitive Development Initiatives Grants	10
6. Youth Entrepreneurship Service (YES) Grants	11
ER2: Increased capacity, mechanisms for NSA and govt. to collaborate via dialogue, partnership	13
1. Issue Identification/Research (Policy Briefs)	13
2. Regional trainings for government officials to Engage Effectively with NSA	13
3. NSA-Government Dialogues/Coordination Meetings	14
4. Youth Forums at National and District levels	14
5. Civic Education Seminars, National University Debates, and Panel Discussions	16
6. Civic Leadership Trainings	16
ER3: Better informed population about NSA, democratization, conflict sensitive development	17
1. Trainings on 'Common Ground' Media	18
2. Media for Democracy and Conflict Sensitive Development: POSA, talkshows, televised dialogue	19
3. Televised panel discussions	20
3. <i>Outcomes of the DAME project revisited</i>	20
Layers and levels of outcome and impact	20
1. Increased Capacities in Conflict Transformation?	20
2. Increased Capacities in Organizational Development? "We all learned!"	20
3. Empowerment	21
4. Youth Leadership in the development process	22
5. Contribution to collaboration of youth, NSAs and GoTL on development issues?	23
6. Linking citizens, NSA, conflict sensitive development	23
7. Promoting common ground journalism - media & peacebuilding	24
8. Factors contributing to (non-)achievement	24
9. Unintended outcomes	24
4. <i>Intermediate Impact</i>	25
1. Strengthening democratic process	25

2. A Culture of dialogue and collaboration NSAs-GOTL on development & peacebuilding	26
3. Promoting conflict sensitive and non-adversarial culture: media?	26
4. Sustainability	27
5. NSA capacities – peacebuilding	28
6. Did DAME media programs cause a shift in attitude among Timorese people?	28
5. <i>Coordination and partnerships</i>	29
SFCG and DAME Consortium Partners	29
Collaboration with EU and NAO	30
Monitoring Output and Outcome:	31
6. <i>Women's participation and gender perspective</i>	31
7. <i>Visibility</i>	32
<b>4. Conclusions</b>	<b>33</b>
0. <i>Overall and specific objectives</i>	33
1. <i>On Relevance</i>	33
2. <i>On Effectiveness</i>	33
3. <i>On Outcomes</i>	33
0. Levels and Layers of outcome and impact	34
1. Increased Capacities in Conflict Transformation	34
2. Increased Capacities in Organizational Development	34
3. Empowerment	34
4. Youth Leadership in the development process	35
5. Contribution to collaboration of youth, NSAs and GoTL on development issues	35
6. Linking citizens, NSA, conflict sensitive development	35
7. Promoting common ground journalism - media & peacebuilding	35
8. Factors contributing to (non-)achievement	35
9. Unintended outcomes	35
4. <i>On Intermediate Impact</i>	36
1. Strengthening democratic process	36
2. A Culture of dialogue and collaboration NSAs-GoTL on development & peacebuilding?	36
3. Promoting conflict sensitive and non-adversarial culture: media?	36
4. Sustainability and sustainability mechanisms	36
5. NSA capacities – peacebuilding	37
6. Did DAME media programs cause a shift in attitude among Timorese people?	37
5. <i>On Coordination</i>	37
SFCG and DAME implementation partners	37
Collaboration with EU and NAO	37
Monitoring	37
6. <i>On Women and Gender</i>	38
7. <i>On Visibility</i>	38
<b>5. Recommendations</b>	<b>38</b>
<b>6. ANNEXES</b>	<b>40</b>
1. <i>Terms of Reference</i>	40
2. <i>List of Interviewees and persons met</i>	45
3. <i>Field visit schedule</i>	47
5. <i>List of documents analysed</i>	51
6. <i>Attendants Evaluation Workshop</i>	56
7. <i>Biography Welmoed Koekebakker</i>	57

## Acronyms and local terms

AJTL	Association of Journalists Timor-Leste
ARKTL	Community Radio Association of Timor-Leste
ASH	Acordo Serviso Hamutuk - Mutual Service Agreement
Belun	'Friend', 'Partner'
CBO	Community-Based Organization
CfP	Call for Proposals
CJD	District Youth Council
CLS	Civic Leadership School
CLT	Civic Leadership Training
CNJTL	National Youth Council of Timor-Leste
CPRN	Conflict Prevention and Response Network
CR	Community Radio
CRC	Community Radio Center
CSDI	Conflict Sensitive Development Initiative
CSO	Civil Society Organization
CSP	Country Strategic Paper
DA	District Administrator
DAME	Democracy and Development in Action through Media and Empowerment
Dame	Peace
DDO	District Development Officer
DHPKS	Department of Peacebuilding and Social Cohesion
DLO	District Liaison Officer
DM&E	Design, Monitoring and Evaluation
DNPCK	National Directorate for Community Conflict Prevention
DOSA	Discussion-Oriented Organizational Self-Assessments
DRTL	Democratic Republic of Timor-Leste
DYC	District Youth Council
DYF	District Youth Forum
EC	European Commission
EDF	European Development Fund
EIDHR	European Instrument for Democracy and Human Rights
ER	Expected Results
EUD	Delegation of the European Union
ETAN	East Timor Action Network
EWER	Early Warning Early Response
F-FDTL	Falintil-Forsas Defesa Timor-Lorosa'e / Defence Forces Timor-Leste
FONGTIL	Forum of Non-Governmental Organizations in Timor-Leste
FTM	Forum Tau Matan, 'Watch With Care'-Forum
GoTL	Government of Timor-Leste
HASATIL	Hadomi Sustentabilidade Agrikultura Timor-Leste – NGO platform on sustainable agriculture
HRM	Human resource management
IADE	Instituto de Apoio ao Desenvolvimento Empresarial, Inst. For Business Support
IfS	Instrument for Stability
IGA	Income Generating Activities
ILT	Institutional Learning Team
JC	Judgement Criteria
KDD	Karau Dikur ba Dame - Buffalo Horn for Peace – radio drama series
LA	Local Authorities
Lisan	Customary practice
MAG	Martial Arts Group
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MOCA	Organizational Capacity Assessment of Member Organizations of FONGTIL
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MSC	Most Significant Change
MSS	Ministry of Social Solidarity

MTR	Mid Term Report
NAO	National Authorising Officer
NSA	Non-State Actor
NCA	Network Capacity Assessment
NCAT	Network Capacity Assessment Tool
NDP	National Development Plan
NGO	Non-Governmental Organization
NGOCAT	NGO Capacity Assessment Tool
OC	Organizational Capacity
OCAT	Organizational Capacity Assessment Tool
OD	Organizational Development
OD&CT	Organizational Development and Conflict Transformation
PIME	planning monitoring implementation and evaluation
PME	planning monitoring and evaluation
POSA	Public Outreach Service Announcement
PTNL	Polícia Nacional Timor Lorosa'e – National Police of Timor-Leste
ROM	Results Oriented Monitoring
RTL	Radio Timor-Leste
RTTL	Radio-Television Timor-Leste
SA	State Actor
SECOM	Secretaria Estado Comunicacao Social / State Secretariat for Communications
SEJD	Secretaria da Estado de Joventude e Desporto / State Secretariat for Youth and Sports
SEMA	Secretary of State for Environment
SEPFOP	Secretary of State for Professional Training and Employment
SEPI	Secretary of State for the Promotion of Equality
SFCG	Search for Common Ground
Suco	village
Tara bandu	Traditional practice for reconciliation and conflict prevention
TL	Timor-Leste
TLMDC	Timor-Leste Media Development Centre
ToT	Trainings of Trainers
UN-SCR 1325	The United Nations Security Council Resolution Agenda on Women, Peace and Security
UNMIT	United Nations Integrated Mission in Timor-Leste
UNTL	National University of Timor-Leste
USAID	United States Agency for International Development
YEPS	Youth Engagement to Promote Stability
YES	Youth Entrepreneurship Service
YR4PB	Youth Radio for Peace Building
Xefe	Leader

## Executive Summary

This report presents the results of the Final Evaluation of the ‘Democracy and Development in Action through Media and Empowerment (DAME)’ project implemented by Search for Common Ground-Timor-Leste in collaboration with partners Belun, FONGTIL, CNJTL and FTM in the period 2012-2014, with funding from the European Commission - Contracting Authority: the National Authorizing Office (NAO) of Timor-Leste. The main conclusions of the evaluation are:

1. The DAME project has contributed to its overall objective of ‘strengthening the democratization process in Timor-Leste’ and to its **specific objective** of ‘enhanced engagement between NSAs, State authorities and their constituencies’ in the development process.
2. Most effective were the activities strengthening youth leadership (Youth Forums and Civic Leadership trainings). Some 2500 youth all over Timor-Leste learned about the very skills needed for democracy. This is a **promising contribution to strengthening the democratic process**.
3. **Core elements** of the DAME approach - inclusiveness, NSA-SA collaboration, conflict prevention, and a consistent focus on youth and women - are **highly relevant** in view of the social, political and post-conflict context in Timor-Leste, in particular by contributing to (and complementing) current government approaches.
4. However, the Action was **over-ambitious** in terms of objectives, partners with mixed capacities, activities, and target groups, covering all districts, and as a consequence some Action components suffered from insufficient in-depth development of quality, follow-up, coherence and cross-fertilization.
5. Activities with **strong methodologies** were effectively contributing to outcome; they are also best documented. Activities with weaker methodologies were less effective and are less well documented (e.g., the government-NSA dialogues). Some activities were implemented in a hurried way just before the end of the project thus limiting potential contribution to outcome.
6. The DAME project contributed to strengthened relationships between **Civil Society organizations, Youth and Government representatives** on development issues in Timor-Leste. Government-NSA dialogues were relevant; however, they lacked a robust dialogue methodology; many were not genuine dialogues.
7. Capacity Building was a crucial component of the Action. The combination of formal and informal (on-the-ground) capacity building (Community Radio stations, Youth groups, Youth entrepreneurs) has been particularly effective.
8. The SFCG-TL **coordination** of the project was good. Coordination mechanisms were appropriate. SFCG-TL faced challenges in particular in view of lack of capacity and commitment of some of the partners; most of these were solved but they resulted in delays in implementation.
9. The **monitoring** system is good and in some aspects excellent, however with insufficient integration of qualitative indicators. It is recommended that SFCG-TL strengthen its capacity to develop qualitative monitoring tools and indicators.
10. Several project outcomes are **likely to be sustainable** after the life of the project: 1. Strengthened organizational capacities; 2. Empowerment and leadership capacities of youth and women; 3. Dialogues and collaboration between Local Authorities and Non-State Actors; and 4. Youth entrepreneurship.
11. Critical **success factors** identified through the DAME project are: Focus on youth empowerment; learning approach; appreciative communication; ‘common ground approach’; inclusiveness; high participation of girls; and good working relations with partners and government representatives.
12. The role of **EU and NAO** has been primarily one of providing financial support rather than support as a strategic partner. It is recommended that DAME consortium partners, EU and NAO engage in a dialogue on democratization and peacebuilding in Timor-Leste, on lessons learned from the DAME project.
13. The Action has generated a **wealth of experience**. It is recommended that SFCG-TL and Consortium partners further identify, consolidate and document strategic lessons learned and success-and-failure factors with stakeholders as a critical contribution to a successful follow-up Action on democratization and peacebuilding in Timor-Leste.

# 1. Introduction

This report presents the results of the Final Evaluation of the ‘Democracy and Development in Action through Media and Empowerment (DAME)’ project implemented by Search for Common Ground in collaboration with partners Belun, FONGTIL, CNJTL and FTM in the period 2012-2014, with funding from the European Commission through the Contracting Authority of the National Authorising Office (NAO) of Timor-Leste.

The DAME project is the result of the Call for Proposals on Support to Non-State Actors<sup>1</sup> launched by the NAO in 2011. A contract was signed between NAO and SFCG on 22 August 2012. Total project budget: 2,298,417 USD<sup>2</sup>. Project duration: 23 August 2012 – 23 December 2014.

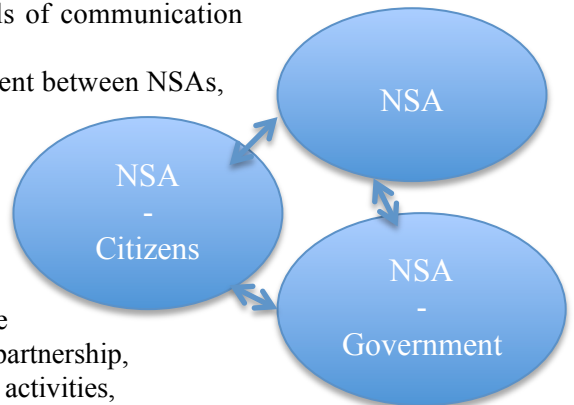
Search for Common Ground is an international, non-governmental organization whose mission is to “transform the way the world deals with conflict: away from adversarial approaches, toward cooperative solutions”, with programming in 35 countries in Asia, Africa, Eastern Europe and the USA. SFCG began work in Timor-Leste in April 2010.

### Context:

The Democratic Republic of Timor-Leste (TL) stands at a critical juncture in its development, with the security and political environment remaining exceptionally fragile. Since the peaceful elections in 2012 the country has become more stable, owing in part to increasing oil revenues, and the importance of donor support has declined significantly. While this has catapulted the country into “low-middle income country” status, fragility, tensions and severe capacity problems persist.

The DAME project was developed to address these challenges through its overall and specific objectives:

- The **overall objective** of the Democracy and Development in Action through Media and Empowerment (DAME) project is to strengthen the democratization process in Timor-Leste and further stabilize the country by building NSA capacities and improving channels of communication between citizens and decision-makers.
- The **specific objective** is enhanced effectiveness of engagement between NSAs, state authorities (SAs), and their constituencies in the development process, through:
  - **NSA:** Strengthened operational, technical and financial capabilities for NSAs and NSA networks, as well as media and youth organizations,
  - **NSA-Government:** Increased capacity and mechanisms for NSAs and local and national government to collaborate more effectively via inclusive dialogue, coordination and partnership,
  - **Population-NSA:** Better-informed population about NSA activities, democratization, policy-making, and conflict sensitive development processes.



The project seeks to improve channels of communication between citizens and decision-makers and strengthen NSA including Timorese Youth organizations and Media organizations: activities that have appeared to be even more relevant in the course of the project implementation period in view of recent challenges in the area of media, the legal framework and democratization in Timor-Leste<sup>3</sup>.

**This Final Evaluation** seeks to answer some of the key questions:

*Are we doing the right things? Are we doing things right?*

<sup>1</sup> EuropeAid/131316/M/ACT/TL, € 3.45 million

<sup>2</sup> Budget DAME project: 2,298,417 USD of which EU contribution: USD 1,838,733. Project duration: 24 month plus 4 months extension.

<sup>3</sup> Susan Marx: Draft Media Bill Threatens Press Freedom in Timor-Leste, 190314, internet; and ETAN <http://www.etan.org/news/2014/05tlmedia.htm>



**Key Findings of the Evaluation are summarized below:**

**Key findings of the Final Evaluation of the DAME project, Timor-Leste, 2012-2014**

1. The DAME project has contributed to its overall objective of strengthening the democratization process in Timor-Leste and to its specific objective of strengthening the “NSA-Government-Citizens triangle” in the development process.
2. Most effective were the activities strengthening youth leadership (Youth Forums, and Civic Leadership trainings). Core elements of the DAME approach are highly relevant in view of the post-conflict context in Timor-Leste.
3. Youth and women’s participation in the project was high. This is one of the project’s success factors.
4. However, the Action was (too) ambitious. Activities where the methodologies were best developed were most effectively contributing to outcome and ‘intermediate impact’; they are also best documented.
5. The project strengthened relationships between Civil Society Organizations, Youth and Government representatives. The Government-NSA dialogues were relevant, but they lacked a robust dialogue methodology.
6. Capacity Building was a crucial and effective component of the Action.
7. The SFCG-TL coordination of the project was good. The monitoring system is good, however with insufficient integration of qualitative indicators.
8. Several project outcomes are likely to be sustainable after the life of the project.
9. The role of EU and NAO has been primarily one of providing financial support rather than support as a strategic partner. This is a missed opportunity.
10. The Action has generated a wealth of experience that can be further documented and shared as a critical contribution to a successful follow-up Civil Society Action on democratization and peacebuilding in Timor-Leste.

The Evaluation Report is structured according to the Key Evaluation Questions developed by SFCG-TL. The evaluation is carried out in line with the Guidelines of the European Commission.

**Acknowledgements**

I wish to thank Jose Francisco de Sousa, Country Director of SFGC-Timor-Leste, for organizing this evaluation. A special word of gratitude goes to Ursula de Almeida, Director of Programs, SFCG-TL, for her overall support. I would like to thank all staff of SFCG; and in particular I wish to mention Delfina de Jesus, DM&E Coordinator, for her great commitment to the DAME project, and for accompanying me during field visits to the districts.

I would also like to thank the Consortium partners: Luis Ximenes, Director of Belun, and the enthusiastic staff of Belun; Arsenio da Silva Perreira, Executive Director of FONGTIL, and all dedicated FONGTIL staff; Leovigildo Hornai, President of the National Youth Council Timor-Leste (CNJTL), and Ana Paula Sequeira, Executive Director, Forum Tau Matan.

I am grateful to the project partners in the field – in particular for the time and confidence they have given me and for sharing their perceptions, their histories and their hopes.

Dili-Amsterdam, February 2015

Welmoed E. Koekebakker  
[welmoedk@gmail.com](mailto:welmoedk@gmail.com)

## 2. Methodology

The evaluation was carried out over 2.5 months between 1 December 2014 and February 2015 and was divided into a desk, fieldwork and synthesis phase. The field mission took place from 6 to 17 December 2014. The evaluation is structured around 5 Evaluation Criteria and 22 Evaluation Questions developed by SFCG (see ToR) plus 2 additional Evaluation Questions. Data collection included a comprehensive literature review, interviews, focus group discussions, 2 concise perception surveys and field visits to 4 districts. A contribution approach was used to understand the causality linking the intervention to change towards outcome. The draft report was sent to SFCG and comments were integrated.

### **Evaluation Methodology: outcome, contribution, attribution**

The evaluation made use of established methods for evaluation in the field of Peacebuilding, Civil Society Support and Democratization. The evaluation applied an Outcome / Contribution<sup>4</sup> Approach. Evaluation of Democratization / Peacebuilding programmes generally focus on *Outcome* in the results-chain ‘input-output-outcome-impact’. A focus on outcomes and contributions catches credible linkages between the action and the eventual effect in a relatively short timeframe.

Output assessments are typically suitable for project evaluation purposes but their scope is limited to ‘tangible’ outputs that are governed by SMART indicators. Impact assessment is only meaningful once a certain period of time has passed since the finalisation of the programme and requires a more ambitious evaluation approach; this evaluation however includes reflections on the likeliness of sustained impact.

Peacebuilding and democratization projects aim at non-tangible outcomes that can be achieved only in interaction with other development interventions and in collaboration with other actors - interventions with large components of advocacy, capacity building, organization building and partnership building.

For Outcome Evaluations of peacebuilding programmes a methodological approach to address the attribution factor is required. Outcome Evaluation ‘works backwards from the outcome’: it takes the outcome as its point of departure and then assesses:

- whether (to what extent) the outcome has been achieved or progress made towards it,
- how the outcome has been achieved (factors affecting outcome),
- the contribution of the project to the achievement of the outcome, including its partnership strategy,
- an assessment of the wider context (enabling / counteracting factors).
- conclusion: to what extent is it justified to conclude that the outcome can be attributed to the project.

### **Levels and layers of outcome and impact**

Outcomes of interventions in the field of Democratization and Peacebuilding must be assessed at different levels. There are levels and layers of outcome and impact and a meaningful assessment requires a deep understanding of the dynamics and interrelatedness of processes at a personal, collective, societal, systemic level. Outcome is a dynamic process. Outcome of the DAME project is seen at an individual level, a collective level, at an institutional level and at the nation-wide level of a democratic, peaceful Timor-Leste.

**Mix of quantitative and qualitative methods:** The evaluation used a combination of qualitative and quantitative methods. This evaluation anticipated making use of the baseline/endline surveys and other surveys undertaken by SFCG, however, due to underlying methodological problems identified (like the high degree of questions not answered – see below) limited use could be made of these data.

**Triangulation,** cross-checking and validation of data was secured through the use of different methods and sources: Desk study (documents provided by SFCG), Analysis and review of monitoring data; Interviews with key informants; Observations during field visits; Focus groups discussions (FGD); Properties of indicators were SMART or SPICED depending on what was most appropriate<sup>5</sup>; Case studies using most significant approach (MSC) (however less than anticipated due to lack of time – see below); Different types of sources

---

<sup>4</sup> Mayne, J. (2008) Contribution Analysis: An approach to exploring cause and effect, ILAC

<sup>5</sup> In the discourse on Outcome Evaluation of Peacebuilding/Governance projects different properties of indicators are used (SMART, SPICED e.a.).

(program management, SFCG partners and (former) project associates- BELUN, FTM, CNJTL, CPRN, TLMDC, GOTL officials and targeted youth groups and community radio stations).

**Stepwise approach: The Evaluation followed a rigorous and systematic approach** to assess the DAME project output and contribution to outcome:

- 1: Desk phase: study of documents,
- 2: Field phase in Timor-Leste,
- 3: Desk phase: in-depth study of the project documents and data collected during field phase. Due to limited time made available for the field phase, the desk phase had to be more extensive than anticipated.
- 4: A Summary overview of Outputs and Outcome was established for each project component (Table 1),
- 5: Critical analysis of outputs and contributing/disabling factors,
- 6: Establishment of wider outcomes, in line with Key Evaluation Questions,
- 7: Establishment of intermediate impact, in line with Key Evaluation Questions.

### **Context and Limitations of this Evaluation**

This Evaluation was carried out under time pressure due to the fact that limited time was made available. This reduced considerably the possibility to make use of qualitative methods like MSC and Contribution analysis. Interviews arranged by SFCG-TL did not always work out well as some informants were not available. A flexible schedule made it possible to meet additional people. The evaluation mission consulted a large number of primary sources like reports of sub-activities to compensate for the fact that consolidated qualitative reports of clusters of activities were hardly available. The evaluation report makes reference to all sources consulted in view of methodological transparency.

**Language:** During the Field phase, interviews were generally held in Bahasa Indonesia. Project documents were sometimes only available in Tetum in which case translation was organized.

**Appreciative approach:** The evaluation followed an *appreciative, empowering* approach. Appreciative Inquiry, Focus on Most Significant Change. On a personal level: Paying respect to the “*the story behind the story*” (in particular w.r.t. the independence struggle), understanding ‘meaning’ in the context of life histories, giving credit to ‘agency’, acknowledging capacities. In a wider sense, appreciative evaluation focuses on the positive elements of organizations to foster constructive change. It does not negate the problematic aspects of an organization but reframes these in a constructive way.

**Cross-cutting methodological perspectives:** In addition to a systematic outcome/contribution assessment this evaluation used a combination of methodological approaches that have each of them in a different way proven to be valid in the evaluation of interventions in the field of democratization and peacebuilding:

- Flexibility in methods during sometimes unpredictable field visit conditions, depending on possibilities and (changing) circumstances. “Being 100% prepared and 100% prepared to change”.
- Gender perspective: The evaluation integrated a gender perspective
- Perception Surveys: The evaluation undertook 2 brief informal perception surveys during Focus Group discussions with partners, staff and beneficiaries to give a maximum number of attendants a chance to participate, and to better grasp the diversity of perceptions.
- Partners’ perspective, rights holders’ perspective: what is the outcome in the perceptions of “those who matter most”. Efforts to include perceptions of beneficiaries so as to “make their voices heard”.
- Visual tools were integrated in the evaluation methodology. Visual sources of verification are included as outcome indicators.
- Norms, Standards: Adherence to the Core humanitarian standard<sup>6</sup> and anthropological ethical frameworks.
- The Evaluation was carried out in line with the Guidelines of the European Commission.

---

<sup>6</sup> The Core Humanitarian Standard (December, 2014) intends to incorporate all other standards in humanitarian action, like ALNAP Evaluation Principles, UNEG Guidelines, see <http://www.corehumanitarianstandard.org/the-standard>

### 3. Findings

The Evaluation follows the evaluation criteria and key evaluation questions developed by SFCG-TL.

#### 1. Relevance

##### 1. To what extent the objectives of the intervention were consistent with the needs of the beneficiaries, partners, donor's policies, and GoTL's strategic plan (2010-2020)?

The intervention is consistent with the **GoTL's strategic plan (2010-2020)**<sup>7</sup>. The project objective is to strengthen **peacebuilding and the democratic process** in Timor-Leste. Strengthening the foundations of the nascent democracy in Timor-Leste is **relevant** in view of the need to enhance **resilience** against internal or external anti-democratic challenges.<sup>8</sup> The project proposal was written with a sense of urgency in view of the upcoming 2012 elections that were concluded in peaceful conditions but the security environment is still **fragile** and the risk of an eventual return to conflict imminent<sup>9</sup>; and as such the objective of "contributing to peace-building" has not lost any of its relevance.

**The relevance of the role of CSOs in the peace and security agenda** is widely acknowledged but not yet articulated by the GoTL. GoTL acknowledges the relevance of Non-State Actors, sees Civil Society as instrumental for service delivery<sup>10</sup>, has created mechanisms for support to Civil Society, but has not (yet) issued a comprehensive GoTL vision on Civil Society.<sup>11</sup>

**The project interventions are consistent with GoTL approaches** like the Decentralization policy via the Ministry of State Administration and Local Government, the Peacebuilding and Social Cohesion approaches under the Ministry of Social Solidarity, and the Community Conflict Prevention approaches via the Secretary of State (SoS) for Security. The project is in line with the Government Strategy 2020 'From Poverty to Prosperity' on **peace building**. The project supports several sector policies including on Youth via the Secretariat of State (SoS) for Youth and Sports and via the SoS for Vocational Training and Employment. The project's pilot approach to create inclusive **youth employment** (the YES initiatives) is an immediate response to articulated needs of beneficiaries and is relevant, if not in terms of numbers then in creating role models.

**EU and donor policies:** The project objectives are **consistent** with the Timor-Leste-EU Country Strategy Paper<sup>12</sup>; with the objectives of the 10<sup>th</sup> EDF; and with the 3 components of Government and Development Partners (DP) in the New Deal for Engagement in Fragile States.<sup>13</sup> The project is in line with the EU's approach to engage with Civil Society Organizations. The project focus on Capacity Building is in line with strategic priorities of the 10<sup>th</sup> EDF. The strategic project focus on Policy Dialogue is congruent with the priorities of the 10<sup>th</sup> and 11<sup>th</sup> EDF and with a wider EU policy to support multi-stakeholder dialogues.<sup>14</sup>

##### 2. How relevant was the methodology and approach given the social, political and conflict context in Timor-Leste?

Core elements of the DAME methodology are: Inclusiveness and bottom-up approach, maximization of collaboration and networking, openness and cross-fertilisations, demand driven, conflict prevention, gender

<sup>7</sup> Timor-Leste Strategic Development Plan 2011-2030 – Version submitted to the National Parliament; Government of Timor-Leste: Program of the Fifth Constitutional Government 2012-2017 Legislature, Dili, 26 August 2012; p 23: Youth and Sports; p 29-30: Media – Diversity and Independence.

<sup>8</sup> Rui Graca Feijo: Timor-Leste: Challenges to the consolidation of Democracy. In brief, 2014/5 Australian National University; UN News Centre: Timor-Leste: Challenges to the Consolidation of Democracy. Timor-Leste: Security Council commends country's progress towards democracy, December 2012; Valuing the collective sacrifice of independence in the consolidation of democracy in Timor-Leste. National Working Group Report on the priority issue of Individual and Party Interests over the National Interest CEPAD, Interpeace, Dili, 2012;

<sup>9</sup> International Crisis Group – Work To Prevent Conflict Worldwide: Stability at what cost? Asia Report no 246, 8 May 2013, p ii

<sup>10</sup> "Our National Vision – Timor-Leste", n.p., n.d.

<sup>11</sup> See Timor-Leste Strategic Development Plan 2011-2030 – Version submitted to the National Parliament: the Plan mentions the term 'civil society' five times; twice in the context of developing national planning (education, economic policy); three times in the context of national defence policy - as a synonym for 'people'; but nowhere as an active force 'in its own right'.

<sup>12</sup> Timor-Leste - EU Country Strategy Paper 2008-2013;

<sup>13</sup> In particular with the Peacebuilding and Statebuilding Goals (PSGs) (e.g., Legitimate and Inclusive Politics); FOCUS (Support Political Dialogue); and TRUST (Strengthen Capacities). See G7+, New Deal & Fragility Assessment in Timor-Leste, Update to the Informal Donors Meeting, Feb. 2013.

<sup>14</sup> e.g., in European Commission: The Roots of Democracy and Sustainable Development: Europe's engagement with Civil Society in external relations. Communication from the European Commission to the European Parliament, 2012, p 7.

and rights perspective. As evidenced during this Evaluation, these key methodological approaches were highly important in view of the social, political and conflict context in Timor-Leste, partly to complement current government approaches like the decentralization policy. Main elements of the project approach are a consistent focus on youth and in particular women – this is highly relevant in the context of Timor-Leste, as confirmed in government publications and evaluation interviews.

The Government–NSA dialogues are highly relevant mechanisms towards inclusive policy making, empowerment and building democracy. They are also crucial stepping-stones for the peace and security agenda.<sup>15</sup> Another core feature of the DAME approach is to substantiate the interventions with action research. The Policy Briefs – one on the Dynamics of Martial Arts related violence and the role of youth, the other on Conflict Transformation in Timor-Leste, are relevant in view of the need for a deeper understanding of conflicts that incorporates a youth and gender perspective as a condition for appropriate response addressing root causes rather than symptoms. The approach to strengthen to common ground media approaches with community radio stations is relevant as radio is an appropriate mechanism to share information: affordable, accessible, and effective.<sup>16</sup>

### **3. How relevant are the project strategies and activities as perceived by the beneficiaries and other community stakeholders?**

Beneficiaries perceive DAME strategies and activities as relevant – as can be concluded from Evaluation interviews and project monitoring tools (pre-post tests, reports). For example, recommendations by youth in District Youth Forums essentially confirm the relevance of the intervention logic of the DAME project: seek collaboration between Civil Society actors, in particular local leaders and youth leaders, with government departments and local government representatives (see below, section on District Youth Forums).

### **4. What, if any, are the project’s unique contributions to NSA and media empowerment in Timor-Leste that were not previously being provided?**

The project’s “*unique contributions to NSA and media empowerment that were not previously provided*” are limited. The Common Ground emphasis on experiential learning can be seen as quite innovative in the Timor-Leste context. Also, the consistent focus on strengthening Community Radio stations through Common Ground media approaches is an added value of SFCG’s outreach strategies.

---

<sup>15</sup> See also: The Roots of Democracy and Sustainable Development: Europe's engagement with Civil Society in external relations. Communication from the European Commission to the European Parliament, 2012, p 7.

<sup>16</sup> Whereas the majority of Timorese do not have access to TV or computers, most have access to radio, also in remote areas. Two National Media Surveys, conducted in 2006 and 2010 respectively (the latter, INSIGHT/UNMIT, published after the writing of the DAME project proposal) concluded that radio was and still is the most important source of information in Timor-Leste - radio still has the highest reach of any individual medium. As such, it can be concluded that the project focus on (capacity building of) radio is highly relevant. “Most have access to radio - more than 50% of households have radios”. DAME-Description of the Action p 17 quoting Soares, Eduardo, and Graham Mytton. “Timor-Leste National Media Survey Final Report, May 2007.” Fondation Hirondelle. However, see below, par. 3.2.ER3. UNMIT: Timor-Leste Communication and Media Survey 2011; Narrative report written by Eduardo Soares and Dicky Dooradi, INSIGHT Timor-Leste, Independent Research Agency. Figures based on a survey in 2010. “Radio still has the highest reach of any individual medium, although television is catching up. 70% of the population have now listened to the radio at some point in time – increased from 65% in 2006”.

## 2. Effectiveness: Outputs and outcomes of the DAME project

The evaluation undertook an in-depth assessment of DAME Outputs & Outcomes: see Summary Table below.

**Table 1: Summary of Outputs and Outcome of the DAME program**

	Done +/-	Activities, Remarks and specific outcome	Report
<b>1. Strengthening Capacities of Non-State Actors and NSA-networks including media and youth organizations</b>			
<b>Outcome: Strengthened capacity of partners, NSA network, Youth Councils, CPRN, youth entrepreneurs, community radios</b>			
1. Toolkits	+	2 toolkits; <b>Outcome</b> insufficient (distribution not yet happened)	+
2. ToTs	+	No ToT, IP training, innovative methodology, <b>Outcome:</b> 'below expectation'	+
3. NCA, DOSA, MOCA	+	Belun: 43 NCA for CPRN FONGTIL: 34 MOCA for member organizations SFCG/CNJTL: 12 DOSA with DYCs; SFCG/CR: 16 DOSA with Community Radio stations. <b>Outcome:</b> Specific capacity building needs assessments; Consensus to strengthen CR and DYC in all districts through SA-NSA collaboration; Categorization on 5-level parameter; ToR for Organizational Capacity Building Training	+ - + +
4. Trainings OD, Conflict Sensitive Development	+/-	- Belun: 43 trainings for CPRNs, 665 members - SFCG: 3 trainings; 1 for DYCs and 1 for CR's, 1 for board members - FONGTIL: 4 finance trainings for member NGOs; financial training YES grantees. <b>Outcome:</b> mixed picture: for CPRNs: useful but some do not match activities; for CR: needs oriented; for YES entrepreneurs: appropriate, useful; some n.a.	+/- + -
5. Small grants: CSDI	+	27 implemented; <b>Outcome:</b> increased NSA capacities and to some extent increased collaboration CPRN-Govt	-
6. Small grants: YES	+	31 implemented; <b>Outcome:</b> IGA projects; youth leadership development, youth confidence, increased collaboration Govt-Youth	+/-
<b>2. Collaboration – Dialogue, Coordination, Partnership Government - Non-State Actors</b>			
<b>Outcome: 1. Experience (neg/pos) with Govt-NSA dialogue; 2. NSA-Govt. contacts, collaboration, Govt. support to NSAs; 3. Youth understanding issues faced by other youth, 4. Youth demonstrate skills, enthusiasm and confidence to initiate dialogue with Govt., 5. Youth leadership, women leadership, 6. Personal transformation, 7. Cross-fertilisation DAME partners</b>			
1. Policy briefs	+	Belun, 2 policy briefs: 1. Martial Arts, 2. Conflict Prevention. <b>Outcome:</b> used in NSA- Govt. Peace Building WG and NSA-Govt. seminars e.a.	+
2. Trainings Govt. officials	-	FONGTIL- trainings cancelled wrt. overlap with Govt. action. Belun training CDOs <b>Outcome:</b> missed opportunity to engage with Govt. officials.	-
3. NSA-Govt. dialogues	+	FONGTIL 26 Govt-NSA dialogues District level; FONGTIL 1 Govt-NSA dialogue National level (planned 2) <b>Outcome:</b> NSA-Govt collaboration; Follow-up not evident; more robust dialogue methodology is needed for more effective outcome.	+/-
4. Youth Forums	++	SFCG/CNJTL: 2 NYF, 26 DYF; participants 1239 (planned 1040) <b>Outcome:</b> 1. Personal level: enormous enthusiasm, empowerment; 2. Learning on Conflict Transformation, 3. Organizational: numerous lessons learned; 4. Connecting and collaboration around youth issues; 5. Strengthened collaboration between partners (SFCG-CNJTL); 6. Government-NSA connections and dialogue.	+
5. Univers. debates/ panel	+/-	FTM, 4 debates (planned 5); No follow-up. <b>Outcome:</b> positive and negative	(+) -
6. Civic Leadership Trainings	++	7 CLT, impl. exceeds planning. Women's participation over 50%. <b>Outcome:</b> 1. training concept of experiential learning; 2. Personal transformation, skills incl. CT, knowledge; 3. Youth/women leadership; 4. Linkages SFCG-CNJTL- Youth-Youth Forums-Govt.; 5. Cross-fertilisations DAME-components and partners	++
<b>3. Media/Outreach, Better informed population about NSA, Democratization, Conflict sensitive development</b>			
<b>Outcome: 1. CB, 2. Skills, ownership, Community Radios capable of producing POSA, talkshows, 3. Partnerships CR, 4. Sustained Common Ground perspective, 5. Limited nr. of listeners better informed / can not yet be measured.</b>			
1. Trainings Common Ground Media	+	SFCG, 2-3 (planned 4): Rumour management, <b>outcome</b> limited; talkshow training: <b>Outcome:</b> 1. CR are able to produce, 2. Skills and ownership	+
2. Media/ Democr/ CSD / POSA, talkshows, televised dialogue event	+/-	Output/ <b>Outcome:</b> POSA produced and broadcasted (44/48); talkshows produced and broadcasted (149/288). Televised dialogue n.a. and outcome negligible. <b>Outcome</b> not documented	+/-
3. Televised panel disc.	-	TLMDC: Planned 4, implemented 3	-
<b>4. Baseline – Endline Survey</b>			
<b>Outcome: 1. Base/Endline Survey inadequate measurement tool; 2. Limited use of Base/Endline data.</b>			
Baseline-Endline Survey	+/-	Baseline-Endline Survey implemented; baseline assessment done, assessment of baseline survey versus endline survey not done; critical assessment of the baseline/endline survey tool: not done. <b>Outcome:</b> limited	+/-



## ER1: Strengthened capacities of NSA and NSA networks

The expected result of the first cluster of activities is “verifiably strengthened operational, technical and financial capabilities for national and local NSAs and NSA networks, as well as media and youth organizations involved in the project”.

**Outcome as evidenced during the Evaluation:** Strengthened capacities of consortium partners, NSA networks, Youth Councils, the Conflict Prevention and Response Network, Youth entrepreneurs and Community radios.

### 1. Development of Organizational Development and Conflict Transformation TOT toolkit

The DAME project developed one Toolkit on Organizational Development (OD) and one on Conflict Transformation (CT)<sup>17</sup>. Belun drafted and pilot-tested the CT Toolkit<sup>18</sup>. FONGTIL ‘had an existing toolkit which was updated’: the Finance Training Toolkit.<sup>19</sup>

**The content** of the toolkits is quite general, with little specific reference to the Timor-Leste context<sup>20</sup>. This is a missed opportunity.

**Outcome: Distribution of the Toolkits** had not yet happened at the time of the evaluation<sup>21</sup>.

### 2. Trainings of Trainers (ToTs) on Organizational Development and Conflict Transformation

SFCG organised 2 ToT on OD/CT for 25 staff from consortium members<sup>22</sup>, not led by expert trainers from SFCG’s HQ as originally planned but by a local training company, Invest People (IP). Themes: Leadership, Team Building, Effective Communication<sup>23</sup>.

#### Outcome:

- The proposal foresees a ToT, but partners decided that ‘Belun and FONGTIL do not need a ToT’<sup>24</sup>.
- Trainees validated the trainings as positive. However, according to the ‘pre- and post-tests’, results of the training were “*far below expectation*”<sup>25</sup>.
- IP proposed 4 training phases, however, SFCG decided to take the first part only. Should SFCG opt for 2-phased (longer-term) trainings in future in view of maximizing training impact?
- There is a question as to whether the content of the training is in line with the values of SFCG. When working with outside trainers, is there a risk that core SFCG values may be diluted<sup>26</sup>?
- Innovative methodology is likely to have contributed to increased outcome<sup>27</sup>,
- The content of the trainings was different compared to what was originally planned: to provide trainers with “skills necessary to conduct organizational and network capacity assessments (DOSAs and NCATs), and deliver OD/CT trainings to NSAs”? **In the process of implementation the powerful interconnection and mutual strengthening** between the activities (toolkits, ToT, DOSA/NCA/MOCA) designed to strengthen the capacities of NSA and NSA networks **has got significantly reduced**.

<sup>17</sup> The consortium developed 2 separate toolkits instead of one, as was originally foreseen; and not ToT toolkits but training kits. See SFCG response to questions raised by EUD, Ruth Jorge, 26 December, 2013, DAME Mid-Term Report

<sup>18</sup> Belun: Instrumentu Transformasaun Konfliktu. Toolkit Conflict Transformation. April 2014.

<sup>19</sup> FONGTIL: Materia Trainamento Manual Financas Ba ONG Regional Leste, Weste, Rai klaran, Dili no Oecusse, 2014, by J.Freitas and L.Tito.

<sup>20</sup> no handouts or tools specifically developed for Timor-Leste and illustrations do not depict Timorese reality. There are a few references to the TL context: e.g., mentioning martial arts groups

<sup>21</sup> The toolkits were expected to benefit SFCG and consortium partners as well as other development partners; intended dissemination through government, I/NGOs, universities; through all consortium partner and associates’ websites and the East Timor Action Network (ETAN) mailing list; and 500 copies to be distributed across Timor-Leste. By December, 2014 this had not happened.

<sup>22</sup> DAME: Description of the Action. “The first year’s ToT will provide trainers with the skills necessary to conduct (..) DOSAs and NCATs, and deliver organizational development conflict transformation trainings to NSAs.”

<sup>23</sup> Invest People: Training Proposal: Leadership and Team Building, Effective Communication, 2013 Invest People: Training Report: Leadership and Team Building, Effective Communication, 2013. Interviews with training participants. Attended by 19x2 participants, key staff from SFCG and partner organizations FONGTIL, Belun, Juventude Nacional (not FTM and TLMDC).

<sup>24</sup> Cf. SFCG response to questions raised by EUD, Ruth Jorge, 26 December 2013, DAME Mid-Term Report

<sup>25</sup> Pre- and post-test conducted for each module showed “progress from 59% to 65%”. IP: “The group shows enormous curiosity and interest. In view of their engagement, the results of post-test were far below expectation”. IP when analyzing the disappointing results concludes that “there are some fragilities in text interpretation and, as a future leaders, the trainees need to be more focused and more analytical when reading a written document.” (IP Training Report p 10). The explanations given by the training institution address only the attitude of the participants, not the quality of the training.

<sup>26</sup> The report emphasizes Leadership Competencies such as: “rigorous self-management, discipline, effective communication, ability in solve conflicts and to take decisions. These are the key for successful leadership” (p.7). “Have a leader’s profile, know their role, are experts in business”. What about listening capacity, gender sensitivity etc.?

<sup>27</sup> e.g., contribution of a cultural artist on how to promote an interdisciplinary perspective in learning, break creativity blocks, and stimulate critical and creative thinking through art by using right and left side of the brain. Source: IP training report.

### 3. Discussion-Oriented Organizational Self-Assessments, Network Capacity Assessment

DAME partners conducted organizational capacity assessments for 106 participating NSAs<sup>28</sup> to ‘enable them to measure the impact of their activities’. Existing assessments were harmonized. Implemented by December 2014:

- Belun: 43 NCA for CPRNs established as part of Belun’s EWER project<sup>29</sup>.
- FONGTIL: 34 MOCA with strategically identified member organizations across all 13 districts<sup>30</sup>,
- CNJTL with SFCG’s supervision: DOSA with 12 out of 13 District Youth Councils,
- SFCG: DOSA with 16 Community Radio stations<sup>31</sup>.

SFCG and Belun used **empowering** methods like FGD and group interviews, with trained facilitators<sup>32</sup>.

There are detailed reports on the DOSA/NCA (not on MOCA), but there is no consolidated report on the most salient outcomes and **no critical assessment** of the appropriateness of all DOSA as a tool to ‘measure impact’ and setting organizational benchmarks. What *new* insights did it generate? Is the outcome worth the investment? Is the process of DOSA empowering for those who are involved?

The **methodology** of the Capacity Assessments raises questions. Questions are not always well designed, too long, not understood, multi-interpretable, not always relevant<sup>33</sup>. Some questions may be disempowering.<sup>34</sup> Questions focus on ‘technical capacity’ not including aspects of OD related to Learning Organization, Creativity. Compartmentalizing ‘capacity’ may jeopardize coherence in capacity building activities. It is not clear whether the assessments generate *new* insights or whether these insights could have been obtained through more empowering methods or with a better cost-benefit balance.

**SFCG:** The report on DOSA concludes that the majority of NSAs needs capacity building and recommends that all pertinent network organizations and government institutions collaborate to strengthen the organizational capacity of each CR station and DYC across 13 districts. SFCG designed a ‘standard for ideal operational capacities’ for RCs and YCs.

**Belun:** The NCA report<sup>35</sup> identifies capacity building needs and concludes that half the CPRN members have the minimum organizational capacity needed to be an effective member of the network<sup>36</sup>; 4 CPRNs lack basic capacities. One of the lessons learned was that “through the CPRN formation and discussion with the communities and action plans, the number of (...) conflicts in the community was reduced”.<sup>37</sup>

**FONGTIL:** There is a highly critical report on the MOCA methodology<sup>38</sup>.

#### Outcome:

1. Consensus to strengthen YC and CR in 13 districts through Capacity Building for CR and YC,
2. Categorization according to capacity on a 5 level-parameter. “Participants move up the OD level.”
3. ToRs for OD trainings, for DYCs, CR representatives and CR board members.<sup>39</sup>

<sup>28</sup> Assessment on 6 critical OD areas: Strategic & Financial management, HRM, Organizational learning, Service delivery, External rel.

<sup>29</sup> The assessment involved 647 CPRN members: 522 male, 125 female. Source: DAME tracker

<sup>30</sup> List of 34 strategically chosen NSAs: See TOR FONGTIL Financial training, 2014. (FONGTIL to complete data of NSA members).

<sup>31</sup> Discussion Oriented Self-Assessment (DOSA) of Partner Radio and District Youth Councils Report, Search for Common Ground – Timor Leste, September 1, 2014. Delays due to TLMDC lacking HR, so carried out by SFCG.

<sup>32</sup> See Belun’s report with pictures of FGDs, reflecting methodology and women’s participation.

<sup>33</sup> For example: in the CR DOSA, questions on ‘formal’ HR policy are only partly appropriate as most CR workers are volunteers. “...which indicates that most staff at community radio stations and youth councils are volunteers. (...) 10 of 16 community radio stations do not have any recruitment processes, which seems to indicate that a majority of community radio stations rely on volunteers for staffing”.

<sup>34</sup> e.g., for volunteers. The DOSA for the CR stations: Q2 only speaks about formal staff; no question related to volunteers, whereas CR work mainly with volunteers; this may not give the volunteers a feeling that they matter. Community Radio & Youth Organizational Capacity Self-Assessment Questionnaire, SFCG, 2014. Volunteers are not mentioned in the recommendations; the OD training curriculum, however, does address volunteers. Organizations were categorized according to capacity on a 5 level-parameter - this may be perceived as disempowering as all CR ‘score’ low.

<sup>35</sup> Belun: Relatório Avaliaçao Kapasidade Rede, Rede Prevençao no Responde Konfliktu (RPRK) (Report of the Network Capacity Assessment of the Conflict Prevention and Response Network), February, 2014.

<sup>36</sup> Capacity gaps identified: Belun, Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network, 2014, p 12 ff.

<sup>37</sup> Belun: Relatório Avaliaçao Kapasidade Rede, Rede Prevençao no Responde Konfliktu (RPRK) (Report of the Network Capacity Assessment of the Conflict Prevention and Response Network), February, 2014, p.6. This conclusion is not ‘measured’.

<sup>38</sup> FONGTIL Members’ Organizational Capacity Assessment MOCA, Analytical Report, By Eduardo Soares - Kiera Zen, Dec. 2013 – Jan. 2014. Funded by EC grant “Baseline Organizational Capacity Assessment of FONGTIL Secretariat and Member-Organizations: ensuring active civil society participation in the development processes in Timor-Leste”. There is synergy with the DAME project. The report has strong critique on the methodology: “Questions were not well designed, there are many double barrel questions and impertinent questions, NGOs reported that they did not understand many questions and that it was too long”. Obstacles for MOCA assessment are also briefly identified in the FONGTIL Annual Narrative Report. FONGTIL – Relatório Annual Atividades FONGTIL janeiro-desembru 2013 – febreiru 2014, p 12



#### 4. Trainings on organizational development; conflict and gender-sensitive community development

Consortium partners delivered **trainings** to most of the 106 target NSAs and NSA-networks.

##### **An assessment of Outcome of the OD/CT trainings gives a mixed picture:**

- Belun conducted 43 trainings on Conflict Transformation skills and Network Management to CPRNs<sup>40</sup>, a.o. on leadership<sup>41</sup>. **Outcome:** Feedback from CPRNs indicates that the Belun/DAME trainings are perceived as **useful** to build capacities on conflict resolution<sup>42</sup>. However, in its analysis of the CPRN-support, Belun concludes: “Trainings provided **do not match with activities** to be implemented. In Vemasse, participants declared that they have received various trainings but are unable to implement the learnings as they do not have relevant activities”<sup>43</sup>.
- SFCG implemented 3 trainings for District Youth Councils<sup>44</sup>, Community Radio stations and CR board members. This evaluation observed some of these trainings and concludes that 1. Training subjects and methods were **needs-oriented**, 2. Facilitators were highly skilled, and 3. Participants are enthusiastic.
- FONGTIL provided 4 regional trainings to 34 strategic NSAs<sup>45</sup> in addition to DYC and CR in developing finance manuals.
- NSAs were to develop “**action plans** on organizational development ...responding to conflict prevention needs”. These action plans were to some extent realized, as observed during the Evaluation mission.

#### 5. Conflict Sensitive Development Initiatives Grants

The small grants programme for CPRN members was inherently linked to the DAME intervention logic. Belun had conducted capacity assessments of the EWER network members and then trained them; the small grants programme was an additional opportunity to strengthen their capacities through Conflict Sensitive Development Initiatives. Belun set up a solid procedure for this programme<sup>46</sup>. 27 CPRNs implemented action plans<sup>47</sup> on issues like community dialogue, Tarabandu, conflict prevention, domestic violence, the law of land & property, and decentralisation<sup>48</sup>. Participants are connected with the CPRN network. In terms of **output indicators** the small grants programme is successful<sup>49</sup>.

**Outcome:** Reports on the initiatives are not available to the evaluation mission.<sup>50</sup> The Evaluation Mission had planned to visit one of the initiatives but the visit was cancelled due to inefficient communication. There is no overarching report assessing how the activities address conflict issues or strengthen capacities of CPRN members. **An in-depth qualitative outcome assessment is not made. This is a missed opportunity.**<sup>51</sup> Belun published an analysis of the CPRN and the CSDI as one of the Policy Briefs in the context of the DAME

---

<sup>39</sup> SFCG: Terms of Reference - Organizational Development Training Curriculum, 2014, and SFCG: Terms of Reference - Training to DOSA participants; Trainings December 2014, using experiential learning as a methodology.

<sup>40</sup> See CPRN Leadership Training Module: Belun: Modul Treinamentu ba Rede Prevensaun no Responde Konflikto (RPRK).

<sup>41</sup> Remarkably, there is no reference to gender sensitivity

<sup>42</sup> Quoted in: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), Belun 2014 p.13

<sup>43</sup> Belun, Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), 2014 p 14: “more peaceful activities, such as CSDI, would be an advantage to implement the learnings from the trainings”.

<sup>44</sup> focusing on basic PCM, as low levels of organizational capacity were anticipated.

<sup>45</sup> EU response to SFCG MTR: “Nothing is referred to regarding this activity. Has nothing been done?” SFCG: “...dependent on FONGTIL and the development of their toolkit.” According to the SFCG monitoring system, FONGTIL trainings to 34 NSA were not yet implemented (‘ongoing process’). Trainings were to include data collection, analysis, reporting, advocacy, communication, proposal writing, fundraising, strategy development.

<sup>46</sup> A coordination mechanism, consortium panel, guidelines, a CfP, a rigorous proposal vetting process, etc). Short-listed organizations were categorized according to DAME’s 5-level-parameter; 27 initiatives were selected; grant agreements and SoWs - *Acordo Serviso Hamutuk* (ASH) - were prepared; Field staff as well as SFCG’s DM&E Coordinator monitored performance.

<sup>47</sup> The latest documentation available for this evaluation mission reported that one CPRN still remained to be implemented; information to be updated. The activities involved 7300 persons (of which 35% women) (SFCG system tracker).

<sup>48</sup> See list of CSDI’s: Informasaun detail kona ba fundus ki’ik CSDI.

<sup>49</sup> Output indicators: criteria developed, procedures manual, solicitations, applications, proposals, grants agreements, 27 CSDIs implemented

<sup>50</sup> There are activity reports from district coordinators. Implementation of DAME small grants (CSDI) in Aileu Villa Lahe: Evaluation on the implementation of Tara Bandu, an activity report from district coordinator, March 2014”, quoted in: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network, Belun 2014, p 10

<sup>51</sup> EUD, in response to DAME Narrative Report, December 2013: “More details on the proposals approved are necessary in order to understand how the events ...will support communities to address underlying concerns ...”. Underlying objectives: Strengthening the CPRN-member organizations in their OC to deliver services; ‘moving up the ladder’ of OC; as a leverage for capturing alternate sources of funding; small grants can serve as a catalyst for action; originally – strengthening CSDI during 2012 elections. The project started after elections so this objective was ‘outdated’.

project.<sup>52</sup> The report does not refer to the “Network Capacity Assessments” and it does not clarify why not.<sup>53</sup> The report does not involve a specific analysis of the small grants, **but it mentions evident examples of impact of the small grants initiatives.**

#### **Incidental examples of Outcome of CSDI grants:**

“In Passabe, based on the district coordinator’s observations and participants’ declarations, Tara Bandu to protect spring water made environment greener, mutual respect between community members became stronger, and the quantity of water available increases”.<sup>54</sup> The report mentions some lessons learned. For example: financial support with a focus on tangible results rather than on participatory governance may jeopardize a Conflict Prevention network.

Participants in the trainings mentioned that they learn from implementing the Small Grants on Conflict Prevention. The CSDI are perceived as activities where capacities are built.<sup>55</sup>

### **6. Youth Entrepreneurship Service (YES) Grants**

The Youth Entrepreneurship Service (YES) grant programme was also inherently linked to the DAME intervention logic, and SFCG-TL regards the YES programme as a crucial component of the DAME project.

SFCG implemented the YES grants in collaboration with CNJT<sup>56</sup>. District Youth Council (CJD) coordinators were engaged. When the first batch of proposals came, many did not fit the criteria. SFCG realized that there is a need for more outreach activities and it sought advice from outside experts (IADE and SFCG-Nepal). To gain a deeper understanding of the capacity problem SFCG conducted DOSAs with each CJD.

There was a delay in project implementation.<sup>57</sup> SFCG organized a training on OD<sup>58</sup> and Business Trainings for all participants.<sup>59</sup> Pre- and post-training tests indicated that almost all participants had **increased their capacities; participants reported that they built confidence.** The trainings provided recommendations including: further training on managing financial resources, and SFCG to give hand-on capacity support. SFCG arranged special assistance for groups that don’t meet the conditions but do have potential. FONGTIL provided training to YES grant recipients in business planning and basic bookkeeping; recipients refer to these trainings as **appropriate and beneficial for the implementation of the youth income generating activities.**<sup>60</sup> This is an example of flexibility and process approach in the DAME project contributing to increased outcome.

The way SFCG dealt with the challenges of the Small Grants programme reflects SFCG’s **learning approach and flexibility** and its commitment to make sure the project is **accessible for the disenfranchised, marginalized sections among the youth.**

#### **Outcome and likeliness of Sustainability**

SFCG concludes that the YES grants programme has been an effective instrument providing marginalized youth across Timor-Leste a place in their country’s economy and a stake in its future. Based on documents, interviews and field visits, this Evaluation can subscribe to the above qualification<sup>61</sup>.

Key objectively verifiable, tangible, measurable achievements of the YES grants are:

- 31 projects implemented<sup>62</sup>, involving 350 youth, including 40-45% girls<sup>63</sup>,

<sup>52</sup> Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), Belun 2014. This is a qualitative report with some elements of outcome analysis on the CPRN, and “in addition” on the 27 small grants.

<sup>53</sup> The figure on ‘peace activities conducted by CPRN’ (figure 4, p 19) is in all likeliness based on the NCA.

<sup>54</sup> Fallo, Simon (2014). “A narrative report on Passabe CPRN’s Tara Bandu activity”, Oecusse, 2014, quoted in Belun, 2014, p 13.

<sup>55</sup> Quoted in: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), Belun 2014 p. 14

<sup>56</sup> SFCG DAME Narrative report Dec. 2013 p 6; R. Zimmermann: Youth Entrepreneurship Service Grant Program Recommendations, SFCG, 2014

<sup>57</sup> Partly due to delay in cash transfers – Communication, SFCG. “After submitting their application, many applicants were not contacted by SFCG for 2-5 months ...largely due to the fact that communication between SFCG and NAO was difficult, and the disbursement of DAME funds to SFCG was delayed.” R. Zimmermann: Youth Entrepreneurship Service Grant Program Recommendations, SFCG, 2014 p.13

<sup>58</sup> PMC, basic concepts, methodologies, techniques, best practices

<sup>59</sup> A first Business Training was conducted in 2014 for 14 youth groups (28 participants – 45% women). See: Manuel Soares, Antonio da C. Soares: Small business support training, Report for Search For Common Ground, One MCA Business Consultancy, Dili, 2014

<sup>60</sup> Communication during evaluation field visits.

<sup>61</sup> SFCG: YES-case study – YES-grants p.1

- new youth leaders stepped forward (see the par. on intermediate impact),
- 62 group leaders trained in business development,
- 70% of the groups have achieved a monthly income in excess of USD 75,
- Relations strengthened with Youth Council District Coordinators, and local government representatives.

**This Evaluation visited 2 YES-initiatives, in Manatuto and Liquica. There is evidence that both projects are successful.**

**YES grant initiative: photocopy shop in Lalea, Manatuto<sup>64</sup>**

It was late afternoon when we visited the photocopy shop in Lalea, district Manatuto. The shop was very crowded with lots of kids buying school supplies and women arranging photocopies.

Petronil Aniceto de Sousa, coordinator of the YES grant project tells us: “We are very happy with this grant. The grant was USD 1697; this enabled us to buy a printer, a scanner, stationary and a camera. Many people make use of our facilities, it is always busy here. Unfortunately our photocopy machine is out of order now, so instead of making photocopies I scan and print it. People pay 5 cent per page - our profit is maximum 10 USD per day”. “From that profit, do you think you will be able to buy a new photocopy machine?” Petronil does not know. But he thinks that the project will be able to sustain itself. He does not earn from the project, he is a volunteer. “I also attended a management training, and a small business training, in April 2014. The training was very good, we learned bookkeeping; we were a group of 30 people all starting economic activities”. Petronil shows us the signboard with logos of EU, NAO, SFCG and CNJTL.

Bertha de Souza is waiting for her scan to be ready. “I am happy with this project, yes, we can make copies and buy school supplies like pens here. Previously we had to travel to Manatuto, which takes a lot of time. We used to travel during evening time because I have to work on the fields; and transport is expensive. So this is win-win for everybody!”

The photocopy shop initiative in Lalea is carried by an active and committed group of youth volunteers (5 members, of which 2 women<sup>65</sup>). The initiators have received appropriate training and coaching which is appreciated by the trainees and has built their capacities. Many beneficiaries make use of the initiative and they are very happy with it; it reduces the workload of women and saves them travel costs and travel time during evening hours which is also perceived as not safe. The project is likely to be socially sustainable but the project holders are not clear about its financial sustainability.

**YES grant initiative: Mangrove seedlings growing in Ulmera, Liquica<sup>66</sup>:**

In Liquica we visited the Cooperative Multisectoral Bundahanra (Tibar), implemented in good cooperation between SFCG and the CNJTL, the National Youth Forum. The Cooperative is situated between the coastal road and the coast, just at the shore, at 1 kilometre distance from a large-scale government mangrove project. A signboard at the roadside gives information on the stakeholders, including EU, NAO, SFCG and CNJTL, and carries their logos. The project site looks very organized: there is a small seedling plantation and a one-room bamboo house with thatched roof.

Rehabilitation of the mangrove ecosystem in Timor-Leste is a matter of concern. Mangroves have been destroyed by the Indonesian occupying forces as potential hiding spaces for guerillas; in recent years mangrove forests have been exploited for fuel causing Timor-Leste’s mangrove cover to decrease significantly. As a consequence coastal areas are increasingly vulnerable to erosion and sea level rise.

João Martins Alves, 26, proudly shows us the mangrove seedling nursery. The youth group has sought collaboration with the government and has successfully applied for a government contract for their mangrove seedlings. “I have a contract with the Department of Agriculture to grow 1000 seedlings by 2015, which will be planted as part of a program to rebuild coastal mangrove forests to protect against erosion. I have 9 employees, all youth from my village, and I plan to recruit more as my business grows.”<sup>67</sup>

<sup>62</sup> see SFCG list of 31 small grant initiatives

<sup>63</sup> See Report Manuel Soares and Antonio da Soares, August 2014

<sup>64</sup> Laleia, Manatuto: Sentru Treinamentu Joventude – Photocopy project; Petronil Aniceto de Sousa, coordinator of the YES grant project; Berta de Souza and others: beneficiaries of the YES grant project: field visit 10.12.2014

<sup>65</sup> SFCG: Small Grants Database, n.y.

<sup>66</sup> Ulmera, Liquica: Grupo Cooperativa (Cooperative) Multisectoral Bundahanra (Tibar): Mr. João Martins Alves, YES grantee mangrove seedling nursery. Field visit 13.12.2014

<sup>67</sup> Evaluation visit, and SFCG: Yes case study –YES grants, p 1

Obviously, the Bundahanra project is managed by an active youth group. It consists of ten members, of which 3 women. The coordinator has leadership qualities and a vision on how the project can grow and create employment for unemployed youth. He is successful in arranging partnerships with the government. The perspective of the project to be financially, socially and environmentally sustainable looks promising.<sup>68</sup>

**Challenges:** The small grants programme met a number of **challenges**, to some extent inherent in mini-grants programmes. There is a considerable amount of expertise and experience in Timor-Leste on small grants and stakeholders shared a number of challenges<sup>69</sup>. There are many examples of small-scale entrepreneurial trainings or income generating projects, successful and unsuccessful, in Timor-Leste.<sup>70</sup> **Partnerships for mutual support and mutual learning are a *sine qua non*** for success and sustainability.

## ER2: Increased capacity, mechanisms for NSA and govt. to collaborate via dialogue, partnership

The **expected result in the second ‘cluster of activities’** is: “Increased capacity and mechanisms for NSA and local and national government to collaborate more effectively via improved inclusive dialogue, coordination and partnership”.

**Outcome as evidenced during the Evaluation:** 1. Experience with Govt-NSA dialogue, including how *not* to hold dialogues; 2. NSA-Govt. contacts, collaboration, Govt. support to NSAs; 3. Youth understanding issues faced by other youth, 4. Youth demonstrate skills, enthusiasm and confidence to initiate dialogue with Govt., 5. Youth leadership, women leadership, 6. Personal transformation, 7. Cross-fertilisation between DAME partners

### 1. Issue Identification/Research (Policy Briefs)

Belun produced two policy briefs on conflict issues, causes and prevention mechanisms. Topics were identified by partners in consultation with Youth Forums and CPRNs.<sup>71</sup>

One **Policy Brief** is on the Dynamics of **Martial Arts** related conflict and violence and the role of youth.<sup>72</sup> The report is highly **relevant** in view of the need for an in-depth understanding of martial arts related conflicts that incorporates a youth perspective.<sup>73</sup>

The **Second Policy Brief** is an analysis of Belun’s work on **Conflict Prevention and Response**<sup>74</sup>.

**Outcome:** The briefs have been used at NSA-Government platforms.<sup>75</sup>

### 2. Regional trainings for government officials to Engage Effectively with NSA

The project had foreseen 5 regional trainings by FONGTIL for local/national government actors to enhance their capacity to engage with NSA and as an opportunity to reflect on NSA-LA interactions (in CPRNs and YES) ‘and breaking the cycle of recriminations of ‘us’ and ‘them’.<sup>76</sup> The implementation of this project

<sup>68</sup> Evaluation field visit 13.12.2014 and SFCG: Yes case study –YES grants, p 1

<sup>69</sup> Challenges communicated to SFCG: Transportation and temporal monitoring costs are high and cause limited access to grantees, Working in remote areas. Low capacity of grantee organizations. Without prior training, receiving quality reports is a challenge. All groups work with government ministries to help implement their programs.

<sup>70</sup> Communication with 1. EU, 2. Belun, 3. UNDP. See list at Zimmerman.

<sup>71</sup> SFCG suggested to integrate research on the CPRNs. SFCG Response to EUD’s questions on DAME Narrative Report, Dec. 2013.

<sup>72</sup> Belun: Dynamics of martial arts related conflict and violence in Timor-Leste. Policy Brief, 2014. The report is based on qualitative field research all over Timor-Leste using consultations and FGDs with youth, community members and local SA and NSA. The number of women interviewed was low. Belun has a track record in policy oriented research and advocacy, see its policy brief about Tara Bandu: Tara Bandu: Its Role and Use in Community Conflict Prevention in Timor-Leste. Belun, The Asia Foundation, 2013. The Asia Foundation also conducted a nationwide survey to capture the perceptions of the citizens of Timor-Leste of their justice system: see “Timor-Leste Law & Justice Survey 2013”, The Asia Foundation, 2013.

<sup>73</sup> A 2013 report by the International Crisis Group concluded that “violence between rival martial arts groups remains the most persistent source of internal disturbance.” International Crisis Group: Work To Prevent Conflict Worldwide, Stability at What Cost? Asia Report 246, 2013, page 17

<sup>74</sup> Belun: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), Belun, 2014. This is a qualitative report with elements of outcome/impact analysis on the CPRN and to some extent on the CSDI grants. It draws conclusions on the results of the Network Capacity Assessments (NCA) and on the impact of the trainings (see before, ER1, the par. on trainings). The report analyses community participation in traditional and formal/legal mechanisms for conflict prevention. Capacity to access funding is seen as crucial for the conflict prevention networks; this aspect is addressed in some of the DAME trainings. The report mentions a few success stories. The main recommendation is that Government, (I)NGOs, CPRN networks, and the donor community should (continue to) work together in conflict prevention – which is the underlying rationale of the DAME project. One of the conclusions of the report is that in the current situation in Timor-Leste a mix of traditional (Tara Bandu) and formal justice mechanisms is appropriate. The report however also quotes respondents referring to the fact that some conflicts can’t be solved through either traditional or formal justice mechanisms at the level of the community. This is valid for a wide variety of conflict issues.

<sup>75</sup> The SoS Youth and Sports joined the launch of the Martial Arts Policy brief. The Martial Arts brief was used in the NSA-Government-INGO Peace Building Working Group 2014 as a reference for advocacy strategy, and government officers from NDPCC (Secretary of State for Security) and DPBSC (Ministry of Social Solidarity) used it to analyze the ongoing conflicts linked to Martial Arts. Source: Letter from Belun 1 April 2015.

<sup>76</sup> Description of the Action p 14: “This is the essence of SFCG’s methodology the world over”.

component was first delayed<sup>77</sup> and finally cancelled when SFCG realized that the Secretary of State for Institutional Strengthening already implemented a similar programme.<sup>78</sup> SFCG and Belun then agreed that Belun hold a conflict resolution training for targeted sub-districts in the field (held December 2014).

**Outcome:** the partial and delayed implementation of this project component is a missed opportunity for the collaboration between DAME and government officials. The trainings were expected to be instrumental in strengthening NSA-SA relations.

### 3. NSA-Government Dialogues/Coordination Meetings

FONGTIL organized 1 national level NSA-Government dialogue<sup>79</sup> and 26 district level dialogues, bringing together NGOs, CBOs, youth, traditional leaders, government officials, and community decision-makers.

#### Outcome and follow-up:

Prior to the district dialogues, FONGTIL's District Liaison Officers (DLOs) had been brought together to socialize on the need to prepare ToT for each District Dialogue, based on the needs of the district. While monitoring the Maubara dialogue, SFCG had "found that the 'dialogue' was more a meeting with lengthy presentations and audience asking questions" than a **genuine dialogue**. So, SFCG decided to organize trainings for all DLOs on dialogue facilitation with FONGTIL.

FONGTIL wrote a brief activity report on the dialogues.<sup>80</sup> In 2013 more than half of the dialogues was on 'decentralisation' (and the role of Civil Society, Youth); 2 on land conflicts; the others on national security, the judicial system and legal assistance, and impact of natural disaster on the community. The report has limitations (no process documentation on the dialogues, no analysis of problems and needs brought forward by CS participants; no evaluation of the quality of the dialogue; to what extent have objectives been achieved and lessons learned; no information on wider outcomes of the dialogues and follow up). There is no report on the dialogues in 2014 that reportedly focused in majority on land conflicts<sup>81</sup>. FONGTIL is flagging the limited reporting capacity at the level of the District Liaison Officers<sup>82</sup> but obviously there is a wider problem of limited organizational capacity in monitoring and (financial and) narrative report writing that needs to be addressed **in view of accountability as well as sustainability of the project results**.

### 4. Youth Forums at National and District levels

The SFCG-TL Youth Community Peace Building Team organized 2 National Youth Forums in accordance with the plan and 26 District Youth Forums (13 per year) with 1400 active youth participating.<sup>83</sup> The Forums provided youth the opportunity for discussing, connecting and coordinating around issues affecting youth.<sup>84</sup> A specific objective of the Forums was to provide youth an "Open Space" or "Dahur Timor"<sup>85</sup> to discuss challenges in their daily life. Participants first attended a panel discussion organized by SFCG with district

---

<sup>77</sup> MTR mentions that this activity is delayed because 1. it depends on toolkits and DOSA analysis, 2. GoTL engaged in decentralization program. SFCG answer to EUD ROM report: "...delays on the part of FONGTIL... team also took into consideration the Government's socialisation of decentralisation program.... The team is planning to meet with the Min. of State Administration and develop a workplan.."

<sup>78</sup> SFCG management: "because of overlap: the Secretary of State for Institutional Strengthening did it already".

<sup>79</sup> National level dialogue on Decentralisation, see FONGTIL: Relatorio Annual Atividades FONGTIL Jan-Des 2013- Feb 2014 page 3-4; see list of (12) dialogues in Fongtil report; Monitoring tracker. The plan had been that SFCG and Belun will facilitate 2 national forums so as to disseminate lessons learned through Belun's published Policy Briefs. There was definite commitment from FONGTIL, e.g., participation of a.o. Exec. Director.

<sup>80</sup> FONGTIL – Relatorio Annual Atividades FONGTIL janeiro-desembru 2013 – febreiru 2014. Overview of the themes of the dialogues: Decentralisation: Aileu Kovalima Ainaro Manatuto Ermera; Liquica Role of Civil Society in decentralization proces; Oe-Cusse Participatory Spirit and Youth Involvement in the Decentralisation Process; Lospalos Stability and National Unity; Viqueque Natural Disasters and impact on the community; Baucau Judicial system, Legal assistance to the people; Manufahi Land Law; Maliana conflicts related to Land and Property. The national level dialogue was on land disputes. Mr. Jaime Xavier attended almost all of them. The report includes systematic visual documentation on the dialogues, and gender disaggregated participation: Mostly around 50-60 participants, approximately 12 women.

<sup>81</sup> Letter by SFCG 25 March 2015

<sup>82</sup> FONGTIL mentions the reporting problems (of the DLOs) in its report: FONGTIL – Relatorio Annual Atividades FONGTIL janeiro-desembru 2013 – febreiru 2014 page 12. This issue is also mentioned by FONGTIL – Communication Evaluation field visit – and SFCG.

<sup>83</sup> Communication with SFCG DM&E coordinator; SFCG Monitoring tracker. This action is cost-shared with YEPS. The District Youth Forums were a SFCG response to recommendations of earlier National Youth Forum; they mobilized youth to the district capitals (1239, of which 43% women). Kolaborasaun SFCG&CNJTL – Programa ba Foinsa'e, SFCG, 2014

<sup>84</sup> See SFCG-TL: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, 2014, draft, page 1

<sup>85</sup> SFCG-TL: Monitoring National Youth Forum (NYF) December 2013: Evaluation of National Youth Forum (NYF) Methodology, p 13; District Youth Forum - Matadalan Espasu Nakloke – SFCG-TL, 2014, n.p.



leaders, such as District Administrators and Chiefs of Police, and then spent the next days in groups raising issues they felt are currently important to their districts and discussing solutions and recommendations<sup>86</sup>.

When CNJTL appeared to not have the capacity to organise the Forums, the **SFCG Youth Team supported CNJTL** in organizing the Forums (2012); in 2014 the District Youth Councils organised the Forums following a training from SFCG<sup>87</sup>. The first 4 Forums were held straight after the Civic Leadership Trainings. Methodological approaches included: Open Space, Art of Hosting. “SFCG’s partnership with CNJTL worked well at national level in Dili, however at district level coordination was difficult as some District Youth Council coordinators were inactive; sub-District Youth Council coordinators were more active”<sup>88</sup>.

### Outcome of the Forums:

#### Summary: Outcome of the Youth Forums:

1. At personal level: enthusiasm, empowerment, personal transformation
2. Learning on conflict transformation
3. Organizational: many lessons learned<sup>89</sup>
4. Strengthened partnership SFCG-CNJTL
5. Connecting and collaboration around youth issues;
6. Government-NSA connections and dialogue (to limited extent – some case studies).

However: Follow-up to the Forums is still to be evolved. Some youth that attended the youth forums were involved in the national consultations for the revisions of the National Youth Policy. SFCG worked with the youth in the national youth conference in 2014 to further develop their ideas.

**Participants’ validations** of the National Youth Forums<sup>90</sup> and the District Youth Forums<sup>91</sup> demonstrate that the NYFs and DYFs were widely appreciated. The SFCG-TL “Monitoring and Lessons Learned” report concludes that “the feedback from the DYFs on all aspects of forum organization was ‘overwhelmingly positive.’”<sup>92</sup> The three monitoring reports are primarily quantitative assessments rather than qualitative analyses of the Forums. They contain limited information on new insights derived from the Forums, challenges brought forward by the youth, disagreements, context specific issues, or lessons learned.<sup>93</sup> Participants to the Youth Forum found the Open Space the most useful part of the Youth Forums (34%).<sup>94</sup>

Partly in response to this, SFCG wrote a **report** on the Youth Forums, including on the issues brought forward by the youth: “District Youth Forum Results: Issues Raised and Proposed Solutions”<sup>95</sup>. The report summarizes the most popular topics<sup>96</sup> and provides information on what participants listed as difficulties, possible solutions and recommendations. Priority concerns brought forward by the youth **essentially confirm the relevance of the intervention logic of the DAME project**: seek collaboration between Civil Society actors, in particular local leaders and youth leaders, and key government departments and local government

<sup>86</sup> SFCG: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, 2014, draft, page 1

<sup>87</sup> Factors included overestimating CNJTL capacities and under-budgeting (DYF budgeted 1800 USD, higher participation, expenditures up 150%).

<sup>88</sup> SFCG DAME Narrative report, December 2013 p. 8.

<sup>89</sup> On partnership development, coordination, partner capacity assessment, support by SFCG; need for coaching, budgeting; methodologies, reporting.

<sup>90</sup> SFCG: Monitoring National Youth Forum (NYF) December 2013: Evaluation of National Youth Forum (NYF) Methodology, n.d. Scores are nearly 100% positive for all validating questions. However, the questions are formulated in a way that makes a negative answer unlikely to happen.

<sup>91</sup> SFCG: Monitoring of District Youth Forum (DYF) December 2013: Evaluation of District Youth Forum (DYF) Methodology, n.d. The questions are identical to those for the NYF. The report includes recommendations, e.g., that “the YCPB team briefs presenters on presenting in a simple and in-depth way” (page 2); that in future DYFs may be held at the sub-district level. A matter of concern is that “A high degree of participant responses for all questions (in some cases, almost half of responses) were placed in the ‘N/A’ category. This may be a result of participants not understanding the questions they are required to answer.” (page 3) This is also discussed in the summary report: District Youth Forum Results: Issues Raised and Proposed Solutions, 2014, page 31. This report has several problematic data, e.g., p. 29-30: there is no congruence between the figures and the text. Based on the reports and the conclusions of the DM&E team SFCG formulated ‘lessons learned’ on the Forum methodology – see p. 31 ff.

<sup>92</sup> SFCG: Monitoring and lessons learned document, Civil Leadership Training and Youth Forum, FY2012/13. Participants: “speakers were relevant and informative, organization well done, and they were engaged in the open space discussions.” “This reflects the huge efforts put in to the organization process by the Youth Community Peace Building Team. The team should be very proud of itself for achieving such a fantastic result!” – p 26-27

<sup>93</sup> This is also the tenor of the EUD question: what are the challenges brought forward by the youth? EU response to DAME MTR, 2013: “the narrative report (...) fails to provide a summary of the discussions related to ... concerns faced by youths... Issues discussed ...are of particular interest for the EU Delegation as we do not want to finance those ... forums if we cannot learn from them”. SFCG responded that the team is working on a report detailing discussions held in each Youth Forum, referring to the Monitoring and lessons learned document, CLT and YF, FY, 2012/13.

<sup>94</sup> SFCG: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, Dili, July 2014, draft; for a summary of the analysis of the methods used in the Forums see page 31

<sup>95</sup> SFCG: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, Dili, July 2014, draft.

<sup>96</sup> The topics are, in order of the number of districts where the issues were raised: clean water, education, electricity, health, land disputes, unemployment, natural disasters, infrastructure, domestic violence, martial arts, sexual violence.

representatives. Reflections on the theme of ‘personal transformation and leadership’, also discussed during the Forums, are missing. The report concludes that “overall, feedback from DYFs was overwhelmingly positive”<sup>97</sup>. The report formulated several lessons learned with a view to make the DYF better next time<sup>98</sup>.

### 5. Civic Education Seminars, National University Debates, and Panel Discussions

Forum Tau Matan organized 4 university debates and panel discussions.<sup>99</sup> The action started with delay.<sup>100</sup> SFCG-TL realized that FTM needs support. SFCG-TL’s finance manager provided assistance in managing the budget and revising the workplan.

This action was the first in its kind and the implementing partner had to build up the approach and the contacts from zero. FTM took a process-oriented approach<sup>101</sup>: going to the districts, get buy-in from the government partners for collaboration; consultations at the universities, enabling ownership which requires time and skilled facilitation. For FTM working in the districts was a learning experience.<sup>102</sup> The action experienced challenges (methodological, organizational, logistical<sup>103</sup>) and lessons learned were identified.

**Outcome:** Follow-up to the actions was insufficient and still needs to be taken to a higher level.

This evaluation mission met participants of university debates. One of them is a young woman who participated in the university debates and panel discussions. She was disappointed about the lack of follow up.

This is a negative outcome. Lesson learned: if actions are organized without follow up, and the youth is mobilized but no follow up is organized, this may turn into adverse results: youth may feel instrumentalized and not taken serious.

There is no evidence that ‘results of the panel discussions have been documented, and handed over to parliament’, as foreseen in the action proposal – no information was provided to this evaluation<sup>104</sup>.

### 6. Civic Leadership Trainings

SFCG started the action with a ToT-Civic Leadership Training (CLT) led by an external SFCG-expert<sup>105</sup>, with participants from the SFCG-Youth team, CNJT, selected youth leaders and members of the Youth Parliament. The aim was sharpening the youth’s non-adversarial advocacy skills. This ToT was followed by a pilot-CLT in the district, with intense coaching. An informative report with lessons learned documents the training.<sup>106</sup>

#### Outcome of the Civic Leadership Trainings:

1. Training concept of experiential learning;
2. Personal transformation, skills, knowledge, energy; understanding and skills on Conflict Transformation;
3. Youth/ women leadership;
4. Collaboration / linkages SFCG-CNJTL-Youth-Youth Forums-Government.
5. Cross-fertilisations DAME-components and partners

The SFCG Youth and Community Peace Building Team completed 5 Civic Leadership Trainings (CLT) in 2013 and 2 in 2014<sup>107</sup>. The Civic Leadership Trainings are among the most dynamic components of the DAME programme. **Outcome:** Participation of **women was more than 50%. Government** was involved. The trainings generated knowledge, skills, and energy among the SFCG team, the CNJTL youth, National/District Youth Forums and Government. “There was much passion among the young people”<sup>108</sup>.

<sup>97</sup> SFCG: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, 2014, draft, p 31, and SFCG: Monitoring and lessons learned document, Civil Leadership Training and Youth Forum, FY, 2012, 2013

<sup>98</sup> SFCG: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, 2014, draft, p 32

<sup>99</sup> Monitoring system tracker: Participants: 157 (2013) + 112 (2014). This activity is cost-shared with YEPS.

<sup>100</sup> Delays were due to the resignation of the Exec. Dir. and the recruitment of the new Exec. Dir. and absence of a DAME programme manager.

<sup>101</sup> Communication with Forum Tau Matan

<sup>102</sup> Forum Tau Matan: Progress Report on Launching Student Public Debate and Panel Discussion, Programme Details, Sept-Oct 2013; Forum Tau Matan: Relatoriu Progresu, Periodu Janeiru-Marsu, 2014. EUD in response to the SFCG MTR, 2013, asked for more information.

<sup>103</sup> Misunderstandings regarding the budget, poor budgeting, resolved in good cooperation; Ineffective communications between FTM and institutions; Timings and attendance; accessibility, lack of transportation; e.a.

<sup>104</sup> DAME: Description of the Action p 15

<sup>105</sup> Shawn Dunning, dir. for SFCG’s Leadership Wisdom Initiative

<sup>106</sup> CLT Relatoriu 2013 – draft.

<sup>107</sup> Source: DAME Monitoring system tracker; Monitoring and lessons learned document, Civil Leadership Training and Youth Forum, 2012/13, p 4.

<sup>108</sup> Numbers in the CLT/DYF Monitoring report: 953 participants, of which 48% young women. CLT was cost-shared with the YEPS project.

<sup>108</sup> Communication, SFCG

SFCG's external expert introduced the Civic Leadership Training-approach (CLT) based on experiential learning, which essentially requires flexibility and an in-depth understanding of processes of personal transformation and empowerment<sup>109</sup>. The originally proposed static methodology was dismissed<sup>110</sup>: a successful example of **organizational learning**. The new method was definitely more **appropriate** for the Timor-Leste context and most importantly to the core objectives of the DAME project.

The Civic Leadership Training is one of the **best-documented** activities of the DAME project. Lessons learned are documented for each training including quantitative and qualitative assessments<sup>111</sup>. Significant learning outcomes are measured via pre- and post-tests, for example 'understanding what is leadership'. The CLT used 4 monitoring tools.<sup>112</sup> In addition, SFCG produced a "**CLT-DYF Monitoring and Lessons learned**" document for SFCG staff to be incorporated in future CLT and Youth Forums;<sup>113</sup> it is an output assessment of the CLT-DYF, based on a **critical assessment of the outcomes** of the monitoring tools and including a critical assessment of the monitoring tools themselves.<sup>114</sup>

For CNJTL the Civic Leadership Programme was a learning process, and during the second phase CNJTL trainers were more confident; the quality of their debriefings was better, and accountability increased. "There was a genuine buy-in with growing interest, mutual appreciation and commitment from CNJTL, also at the highest level: a relationship that developed into more than just partnership"<sup>115</sup>.

The CLT trainings created **linkages** (partners/staff/management, government, institutions, methods) between the different components of the DAME programme (YES grants, Youth Fora) and between the different DAME teams (Youth, Media). Such **cross-fertilisations** make the Civic Leadership programme an exemplary component of the DAME project. Examples:

- Cross-fertilisation with YES grants: CLT participants came from the districts, they helped disseminating information on the YES grant, some CLT and youth forum participants were awarded YES grants,
- Cross-fertilisation with FONGTIL: they were the leaders at district level, their staff helped identifying youth, they came to panel discussions;
- Cross-fertilization with Government: involved in dialogues; supportive to organizing CLT; involved in organising district consultations for revision of National Youth Policy.

### ER3: Better informed population about NSA, democratization, conflict sensitive development

The expected result in the third 'cluster of activities' is: "Better informed population about NSA activities as well as democratization, policy making, and conflict sensitive development processes".

**Outcome as evidenced during the Evaluation:** 1. Capacity building, contributing to: 2. skills and ownership: Community Radios are capable of producing POSA and talkshows, 3. Partnership between SFCG and the Community Radio stations, 4. The Community Radio stations learned a Common Ground perspective, 5. A limited number of people are better informed about civil society and conflict resolution perspectives.

The DAME support to Timor-Leste's media sector focused on radio. The focus on radio is highly **relevant**.<sup>116</sup>

<sup>109</sup> "which means that the facilitators need to be flexible and responsive to the real-time feedback they will receive in future training experiences in order to adapt to varying levels of comprehension." "Participants were encouraged to explore all aspects of leadership and team building. The purpose of the training is to help youth discover their untapped leadership potential and to encourage them to ...play a more meaningful role in their community" CLT Relatoriu 2013 – draft, p 6-7 and DAME MTR Narrative Report p 10

<sup>110</sup> Communication, SFCG staff; Originally proposed: Civic Leadership School. SFCG DAME: Description of the Action, p 16

<sup>111</sup> for example: SFCG: CLT Baucau Pre-Post Assessment, short report, final, 2013, SFCG: CLT Oecusse Pre-Post Assessment, short report, final, 2013

<sup>112</sup> a. Pre-post-test for CLT; b. Evaluation form for both CLT and all youth forums; c. Participants list; d. Field reports (by project team).

<sup>113</sup> See: Monitoring and lessons learned document, Civil Leadership Training and Youth Forum, FY, 2012/13. The activities of the CLT and NYF are joint activities of DAME and YEPS while DYF are under the DAME project only. Districts selected: Ainaro, Baucau, Ermera, Maubara and Oecussi.

<sup>114</sup> Recommendations were primarily on refining the monitoring tools. Limitations of the report: 1. The CLT and Regional and Youth Forum results are all put together, YEPS and DAME; 2. Number of responses is not clear. 3. "The percentage of participants with an understanding of 'authentic leadership' increased up 46.9 per cent, after training". 46,9 % suggests a level of preciseness that is not realistic. Do interviewees understand 'authentic leadership'? The overall outcome of the assessment is not clear, not 'translated'.

<sup>115</sup> Communication, management SFCG; communication, president of CNJTL

<sup>116</sup> See also Par 4.1. on Relevance. Radio is affordable and accessible, and effective in view of the high rates of illiteracy especially in rural areas. Whereas the majority of Timorese do not have access to TV or computers, most have access to radio, also in remote areas. Two National Media Surveys, conducted in 2006 and 2010 respectively (the latter published after the writing of the DAME project proposal) concluded that radio still is the most important source of information in Timor-Leste - radio has the highest reach of any individual medium. "More than 50% of households have radios": DAME-Description of the Action p 17 quoting Soares/Mytton "Timor-Leste National Media Survey Final Report, May 2007", Fondation



Particular advantages of working with radio include: cost-effectiveness; programs can be produced without expensive equipment allowing non-professional youth to participate; radio is an interactive medium.<sup>117</sup> The DAME media activities have synergy with SFCG activities supported by other donors<sup>118</sup>.

### **Start, challenges and how SFCG strategized to overcome challenges**

The DAME outreach programme had a slow start. A major challenge was the “lack of commitment” of partner organization Timor-Leste Media Development Centre (TLMDC).<sup>119</sup> SFCG stepped in and took responsibility for the gaps. SFCG has to be given credit for the way it managed to overcome the challenges encountered in the outreach programme to realize the DAME outreach objectives. A second obstacle was that the **capacity of the Community Radio** stations in the districts appeared lower than anticipated, as many CR stations encountered leadership and OD problems. SFCG realized that there is a need for trainings and coaching to some of the weaker Community Radio stations. Other challenges: Misinterpretations of MoUs; complaints about payments<sup>120</sup>; different working attitudes of local voluntary workers and urban professional workers.<sup>121</sup> The SFCG Media Team revised the talkshow/POSA planning, requesting selected radio stations to produce more while reducing quota with other CR; SFCG decided to produce talkshows ‘in-house’<sup>122</sup> and distribute them to the CR stations for them to broadcast. SFCG also decided to facilitate trainings (Common Ground Media trainings including talkshow trainings) and on-the-ground coaching.

#### **1. Trainings on ‘Common Ground’ Media**

SFCG organized trainings on “Common Ground” radio techniques for Community Radio stations across all 13 districts and youth journalists. Planned: 4 trainings, implemented 2.

1. A **training on Rumour Management**, led by expert trainers from SFCG<sup>123</sup> and with SFCG training methodologies.<sup>124</sup> The Secretary of State for Social Communication introduced the training. The **content** of the training, “how to report on issues with conflict potential while avoiding an incendiary approach”, is **highly relevant** in the context of “media for development and peacebuilding” in Timor-Leste. **Outcome:** According to the pre-post-tests, outcome of the training did **not meet expectations**: Only on less than 50% of the questions the participants scored a substantial improvement<sup>125</sup>. In the perceptions of training participants, the training was relevant and useful<sup>126</sup>. The training was covered by national press.<sup>127</sup>

2. A 3-day **talkshow Training** for 15 talkshow presenters, led by SFCG media team manager with speakers from CNJTL and AJTL, and a training manual from SFCG.<sup>128</sup> The training is **highly relevant** in the context of the need to build skills in non-adversarial journalism in Timor-Leste.

**Outcome:** This **Evaluation concludes** that the talkshow Training have successfully contributed to outcomes:

- CR managers and volunteers increased their technical capacity: Many CR representatives interviewed during the Evaluation mentioned that they learned a lot from the trainings, and that they are now **capable of producing talkshows by themselves**<sup>129</sup>.
- The SFCG-media team confirms that CR are now able of producing talkshows by themselves<sup>130</sup>.
- According to pre-post-tests 100 % of participants reported the training to be helpful<sup>131</sup>.

---

Hirondelle. In fact this source says: “Nearly half (47%) have a radio set at home. The weekly reach of radio is just under 50%”. Timor-Leste National Media Survey, Final Report by E.Soaes, INSIGHT Timor-Leste and G.Mytton, Fondation Hirondelle, Media for Peace and Human Dignity, 2007. See also UNMIT: Timor-Leste Communication and Media Survey 2011 - based on a survey in 2010.

<sup>117</sup> Description of the Action, page 18.

<sup>118</sup> Norwegian Ministry of Foreign Affairs (Herstory) and USAID (YEPS).

<sup>119</sup> “TLMDC was not committed” – Communication, SFCG. See SOW (Scope of Work) TLMDC specifying all activities and deliverables. TLMDC did not attend meetings, ToTs, did not have sufficient staff, and failed to implement the trainings, television programmes and other deliverables.

<sup>120</sup> SFCG paid 1 USD/minute; 25 USD fee for host, 150 USD for organizing talkshows and snacks. Information SFCG-TL Media team.

<sup>121</sup> Communication during Evaluation field visits

<sup>122</sup> A plan to set up a radio studio had to be abandoned for lack of funds.

<sup>123</sup> Nahrovi, SFCG Program manager from Indonesia and SFCG Media manager Rajkarnikar from Nepal. SFCG Interim Narrative Report DAME p 11

<sup>124</sup> SFCG, Radio for Peacebuilding Africa: Rumour Management: a training guide. The approach is defined as ‘providing balanced information on issues of local relevance with conflict potential avoiding an incendiary approach’. See also DAME Description of the Action p 18.

<sup>125</sup> See Pre- and post-test, Training on Rumour Management, October 2012, page 7. Training Results: Only less than half the questions the participants scored a substantial improvement. A 15% or greater improvement in respondents providing correct answers was seen post-test on 7 out of 15 questions. Substantial improvements were *not* seen for 8:15 questions.

<sup>126</sup> See Pre- and post-test, Training on Rumour Management, October 2012, p 7. Table 16 on participants’ perceptions gives the following results: enjoyment 41%, relevancy 32%, usefulness 36%, expectations met 45%, total 40%.

<sup>127</sup> Timor Post: Hamate Rumoris, Preven Konfliku, 28 October, 2013, quoted in Belun: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), NGO Belun Research Report, August 2014, p 11.

<sup>128</sup> SFCG and Radio for Peacebuilding Africa: Radio talkshows for Peacebuilding: a guide. By Ross Howart and Francis Rolt, 2005, n.p.

<sup>129</sup> as observed during Evaluation field visits in Baucau, Manututo, Liquica.

<sup>130</sup> Communication, SFCG-TL media team

- The trainings have been an **indispensable component** in the process of producing talkshows.
3. SFCG held a two-day training on POSA production, which included in-studio production.

**Recommendation:** This Evaluation recommends that SFCG organize **more “Common Ground” trainings** in future, on similar subjects focusing on capacity building and skill building for Community Radio stations and Youth journalists. It is recommended, if resources suffice, to select training methods in view of optimal effectiveness in accordance with internationally recognized standards (training in pairs from, 2-phase training, on the spot production-cum-training et cetera) for increased sustainability.

### **Training workshop on Community Radio – December 2013 – Charles Rice**

A conference plus **highly successful** 3-day training workshop for Community Radio stations across Timor-Leste was organized by Community Radio Centre in collaboration with SFCG – which was originally not part of the DAME project but is in synergy with the DAME project.<sup>132</sup>

## **2. Media for Democracy and Conflict Sensitive Development: POSA, talkshows, televised dialogue**

### **1. Public Outreach Service Announcements (POSA)**

The DAME project produced radio announcements on conflict issues with a peacebuilding message: “Conflicts can be resolved”. The production encountered challenges: CR stations lacked capacity, resources and access to information, and often didn’t have the confidence to meet stakeholders<sup>133</sup>. In response to these challenges SFCG organized training for all CR stations with presentations (analysis of conflict issues like corruption, domestic violence) and on-the-spot production<sup>134</sup>. SFCG sent a media expert from the Regional Program to assist the TL media team. The SFCG Media Team visited the CR stations, also in remote areas, to provide on-site trainings.<sup>135</sup> However, CR stations were still not capable of producing in accordance with MoUs. “Everything went different – many challenges”<sup>136</sup>. By the end of the project 44 POSAs<sup>137</sup> had been produced (planning: 48)<sup>138</sup>. The first POSAs were in relation to DAME actions: CSDI and YES grants.

### **2. Radio talkshows**

The SFCG Media Team facilitated trainings and on-the-ground coaching.<sup>139</sup> Guidelines and M&E systems were put in place.<sup>140</sup> **Output / Outcome:** The objective of 288 talkshows (produced and aired) was partially achieved: by December 2014 107 talkshows had been produced<sup>141</sup>, to a considerable extent by CR stations themselves, and partly by SFCG<sup>142</sup>. Subjects included: Martial Arts (impact on security, Government ban and alternatives for youth); Youth and Urban Migration; Youth and Employment; Decentralization.

### **3. Televised dialogue events**

This activity was partly materialized. DAME produced two events to be nationally televised, but the quality of footage and editing was partly too poor for broadcasting<sup>143</sup>. This is ‘work in progress’.

<sup>131</sup> talkshow Training pre- and post-tests.

<sup>132</sup> Report on Conference and Training Workshop, December 2013, Dili, Developing Radio Partners, Prepared by Charles S. Rice. Focus on ‘best practices’ in 8 main areas: community mapping, sustainability and mission, business models and strategic planning, leadership, community engagement/programming, managing staff, marketing/fundraising, role of the Board. 120 participants. Rice conducted a mini assessment on results. Conclusion: The training was seen as highly successful. Baseline and follow-up surveys were conducted. Percentage scores at pre-test 43%, post-test 69%. Overall, a 26% knowledge gain by participants by the end of the training. (page 8.)

<sup>133</sup> SFCG Interim Narrative Report p 12

<sup>134</sup> POSA Activity Report, YEPS project, September 2013, by Ana Sequeira and Longuinhos Leite. 3-days training; 2nd day identification of issues; the report does not mention actual production of POSA.

<sup>135</sup> Interview with Media Team coordinator, 11 December, 2014

<sup>136</sup> Communication SFCG-TL member of Media Team

<sup>137</sup> SFCG: Mid Term Media Monitoring Report, 2014, p 4

<sup>138</sup> Overview and number of POSAs: see POSA database 2014: list with topics and on-air-dates; 5 POSAs on ‘guiding principles’ were aired 2250 times end of December 2014. POSAs were broadcasted 3 times a day for 15 days. By contrast, the SFCG Mid Term Media Monitoring Report – draft – 2014 page 4 mentions 48 POSAs; this figure is not confirmed. An updated list of POSAs was not available to the Evaluation.

<sup>139</sup> for example training for 15 volunteers in Manufahe by Sandy Sequeira, including on Skills on facilitating discussion

<sup>140</sup> A format was developed for talk shows; and a monitoring system for the purpose of documenting and a checklist for evaluation and learning purposes. Radio Talk Show checklist - 2014

<sup>141</sup> SFCG-TL Media Team Coordinator Sandy Sequeira: appr. 107 were produced, 7 by SFCG and 100 by the CR. Different sources give **contradictory figures**: By the end of December, 2014, 149 talkshows had been produced: SFCG system tracker. by contrast the (draft) Mid Term Media Monitoring Report, 2014, draft – p 4 - mentions 258 talkshows – this figure is not confirmed.

<sup>142</sup> such as a live talkshow with the Secretary of State for Professional Training and Employment (SEPFPOPE), on the CR Conference and on the National Youth Forum. These talkshows were distributed to the CR stations to be broadcasted – Communication SFCG-TL.

<sup>143</sup> Planned: 2; needs to be re-edited. See System tracker.

### 3. Televised panel discussions

The DAME project envisaged that NSA-Government dialogues, National Youth Forums and University debates be televised for better outreach. The experience of video recording of the Oecusse district Youth Forum made clear that TLMDC lacked the capacity. SFCG then explored other solutions, which did not work out well. SFCG worked with FONGTIL to produce an interactive talkshow between civil society and government officials. Planned televised panel discussions: 4; implemented: 0.

## 3. Outcomes of the DAME project revisited

### Layers and levels of outcome and impact

Outcomes of interventions in the field of Democratization and Peacebuilding must be assessed at different levels. There are layers and levels of outcome and impact and a meaningful assessment requires a deep understanding of the dynamics and interrelatedness of processes at a personal, collective, societal, systemic level.<sup>144</sup> Outcome is a never-ending dynamic process. Outcome can be seen at an individual level: a girl, Lece, in the Leadership trainings, at first timid, gradually developing confidence, now herself a leader in her community, is tremendous impact. Or it can be at a collective level: hundreds of youth expressing that the Youth Forums contributed to empowerment. Collective outcome may result in the ‘critical mass’ leading to sustainable change. Or it could be systemic: a country effectively moving in the direction of strengthened Democracy, Peace and Stability.

### 1. Increased Capacities in Conflict Transformation?

To what extent has SFCG achieved its goal of **increasing the capacity**/skills of project partners, journalists, youth and local leaders **in conflict transformation** and conflict sensitive journalism?

As evidenced during this Evaluation Mission, the DAME project has contributed to the outcome of increased capacities of project partners, journalists, youth and local leaders **in conflict transformation** and conflict sensitive journalism. The Evaluation mission had several discussions with project partner Belun (management and DAME staff) about key conflict issues and strategies of Peace Building in Timor-Leste (youth perspectives of peace building; Martial Arts; Impunity). Belun is one of the pre-eminent NGOs in Timor-Leste with expertise on conflict transformation. Strictly spoken, *to what extent* the project has contributed to their capacities is difficult to assess, but the DAME staff – a very enthusiast and qualified team – confirmed that they have learned from participating in the project. Of the other project partners, the National Youth Council (CNJTL) has learned most from the DAME project: both in terms of lessons learned on conflict sensitive development as in terms of organizational capacities. See next paragraph.

The Evaluation mission spoke with journalists from several Community Radio stations and listened to some of their outreach messages and it is evident that the DAME project increased their capacities in conflict sensitive journalism. Most effective were the dialogues and debates, the CSDI small grants (and to some extent the CPRN trainings), the CR trainings, and most of all the Forums, and the Leadership trainings generating young local leaders - women and men - trained in conflict transformation.

### 2. Increased Capacities in Organizational Development? “We all learned!”

The project has contributed to enhancing the capacity of its partner organizations in various aspects of **organizational capacity development**. However, this could have been much more successful if an appropriate assessment had been made of the partner capacities. SFCG-TL had assumed higher partner capacity of the consortium partners<sup>145</sup>, and several partners at different stages of the project (FONGTIL, FTM, TLMDC) appeared to **lack the capacities crucially required for the implementation of the DAME project** activities, e.g. dialogue follow up, televised panel discussion, university debate with follow up, production of POSA and talkshows; and **in general monitoring and reporting capacity** was problematic for all partners. This is particularly significant and surprising as so much emphasis of the project was on capacity assessment. Capacities of the ‘wider circle’ of partner organizations like CNJTL and the Community Radio stations were also insufficient to meet the targets. SFCG took a process approach and successfully integrated needs oriented capacity building as and where needs became evident, through formal and informal training and coaching.

---

<sup>144</sup> See chapter 2: Methodology

<sup>145</sup> See SFCG response to questions raised by EUD on SFCG MTR, Ruth Jorge, 26 December, 2014

Having said that, it is evident that all partner organizations did benefit from the organizational capacity development in the context of the DAME project, including SFCT-TL itself. The **‘inner circle’** partners mentioned that they learned a lot, including through the process of capacity assessments and OD trainings for their respective partner networks (Belun: its CPRN; SFCG: DYFs and CR; FONGTIL: its CSO member organizations). SFCG-TL DAME staff also mentioned benefitting from specific needs based trainings (f.e., DM&E coordinator - SFCG RO training). For the CR the DAME project offered significant capacity building opportunities on OD. When SFCG realized that their capacity was lower than anticipated, SFCG decided to facilitate **on-the-ground coaching for the weaker stations**. The trainings enhanced their capacities as is evidenced from pre-post tests and feedback during Evaluation interviews and Focus Group discussions, but most importantly from the strengthening of the organizational structures of (some of) the CR stations. Similarly, YES grantees when identified as having a low level of organizational capacity, were given finance trainings by FONGTIL<sup>146</sup> and special assistance by SFCG.

**The most significant example of growth of capacities** of partner organizations as a result of their collaboration within the DAME project is with the National Youth Council of Timor-Leste (CNJTL). CNJTL was involved in the DAME project right from the beginning. CNJTL identified two persons to be in charge of the CNJTL collaboration with the DAME project; these two were trained, they joined SFCG to the districts, to the District Youth Forums, co-facilitated Civic Leadership Trainings and ‘experiential learning trainings’; two others were involved in the YES grants panel - they all demonstrated a great commitment although they were volunteers. The three most dynamic components of the DAME programme are a result of CNJTL-SFCG collaboration. **CNJTL ‘grew’ with the DAME project**. And not only CNJTL: for both SFCG and CNJTL the collaboration was a **learning process**. **“We all learned”**<sup>147</sup>. The President of CNJTL<sup>148</sup> was highly committed to the programme. Good working relations were also established with government representatives.

So, while it is evident that the DAME project has *contributed* to enhancing the capacity of partners and staff, outcome can’t be *attributed* directly to the DAME project as there are more actors and factors that have impact on the (increased or stagnating) capabilities of the target groups<sup>149</sup>.

**Crucial success factors:** The collaboration between SFCG-TL and CNJTL is an excellent example highlighting crucial success factors. A crucial success factor in this process is: SFCG’s Learning Approach; and related to this: flexibility, process approach and appreciative communication. Other factors: an inclusive approach - including ‘those who are still learning’. High participation of girls and young women. And last but not least, good working relations with partners and government representatives.

### 3. Empowerment

The DAME project has contributed to **personal empowerment** throughout the project interventions. This conclusion is evidence by interviews and observations during the Evaluation mission and supported by qualitative and quantitative data. Several examples have been mentioned in this report. To mention one: Youth Forums have unmistakably contributed to youth empowerment. This evaluation visit had several interviews and one FGD with Youth Forum Participants and these youths confirmed with personal examples that they felt highly **empowered** through their participation in the Youth Forums.

The DM&E Team makes an effort to assess youth empowerment using quantitative data, relating the results of the Baseline survey to the results of the assessments of the District Youth Forums to “determine **how relevant the Forum was to participants’ lives**.”<sup>150</sup> From 601 youth surveyed in the Baseline survey (6 districts), youth involvement in activities that contributed to peaceful resolution of conflict was very low - only 16% of males and 6% of females.<sup>151</sup> Of the 253 youth forum participants in the same 6 districts<sup>152</sup> during

---

<sup>146</sup> management training, business training: proudly mentioned by the coordinator of the YES grant in Lalea

<sup>147</sup> Communication, management SFCG.

<sup>148</sup> Communication with the President of CNJTL, Mr. Levogildo Hornai; communication with SFCG management.

<sup>149</sup> CR are also receiving technical assistance from CRC (though currently only for equipment/software) under SECOM.

<sup>150</sup> SFCG: DM&E- SFCG Quarterly Bulletin, August, 2014, page 2

<sup>151</sup> In fact, these Baseline figures should be 30% boys compared to 13% girls, rather than 16%-6%; see Baseline Report 3.1.1. page 19 – however, the tenor of the comparison would remain the same.



the first year of DYF, 95% felt that they “now **have a voice** to identify youth issues in Timor-Leste and coordinate solutions with other youth and relevant leaders, as well as an understanding of applicable government procedures”. The DM&E team concludes that **Youth Forums have been highly empowering for participants**.<sup>153</sup> Although the data have to be used with caution as demonstrated elsewhere in the report, the tenor of the conclusions can be supported. One example:

One of the participants: “Participating in the Youth Forum has helped me to express my opinions, whereas before I felt like it was not worth it because there was no one there to hear them.”

Nilton Galuxo, Ermera District Youth Forum participant.<sup>154</sup>

Youth empowerment, women’s empowerment: self-confidence, energy, skills are evident with participants in DAME activities like the Leadership training, the Community radio, the ‘YES youth’.

SFCG-TL made sure that the DAME project reaches those who have limited capacity but have potential, and **SFCG-TL has to be given full credit** for that. An **empowerment approach** has been part of the integral approach of the DAME project. This is definitely one of the success factors of the project.

#### 4. Youth Leadership in the development process

A major outcome of the DAME project is that there are several instances of youth coming forward as leaders, organizing the Youth Forums, the YES grants, the University debates and panels, the Community Radios, the Conflict Preventions and Response Network, and in Civil Society organizations in the FONGTIL network. When speaking to these young leaders it is evident that some of the DAME actions have been inspiring and capacitating for them. A significant learning platform for young leaders has been the Civic Leadership Training (CLT). Identifying youth leaders and sharpening their leadership skills was a core objective of the Leadership Trainings. The trainings had powerful outcomes:

1. Many youth learned, for the first time, about the ‘experiential learning’-method.
2. Personal transformation, skills, knowledge; requires an in-depth understanding of processes of personal empowerment,
3. Participation of **women was more than 50%; boys and girls ‘learned’ to take up leadership**
4. Collaboration / linkages SFCG-CNJTL-Youth-Youth Forums-Government.
5. Cross-fertilisations between DAME-components and partners.

This is confirmed in ‘pre-post-training assessments’<sup>155</sup>.

In one of the CLT trainings a girl, Lece, cried as she felt overwhelmed by the ‘strong leaders’ around her in the training. In the training, gradually, she developed confidence. Now she is herself one of the leaders at community level. SFCG video-documented her ‘success story’.

Sancho, in Ermera, Civic Leadership Training.

Sancho used to have an authoritarian leadership style. Through ‘experiential learning’ methods and participatory Civic Leadership training, Sancho came to realize that his leadership style was ineffective and dismissive: that Leadership is not just about leading people, but about listening to people and involving them in the decision-making process.

*“This leadership training has helped me greatly to understand about values of success as a team. I learnt that differences are normal and success that has high quality is based on consideration of all individuals contributing to a process.*

*Today I made a reflection that in many things I have made mistakes in my organization. Many times I want my idea to be accepted by everyone and when there were ideas that contradicted mine I ignored that person in my organization. When I go back I will call them to improve my relationship with them.”*

One of the underlying **objectives** of the YES Small Grants Programme was to contribute to “**building a new generation of leaders**”<sup>156</sup> in Timor-Leste. Based on evidence collected during this Evaluation visit, it can be concluded that the YES programme succeeded in providing opportunities for youth for personal growth and development of leadership qualities. Several young people grasped these opportunities - in particular the District Youth Councils played a critical role in the success of the programme<sup>157</sup>.

<sup>152</sup> The DM&E team compares the Baseline data with QA9 of the DYF Monitoring report: 95% of all Forum participants agree that “I now feel I have a voice to identify youth issues, and coordinate solutions with other youth and leaders” – DYF Monitoring Report DYF 1012-1013, page 8.

<sup>153</sup> Other examples in SFCG DM&E-Quarterly Bulletin, page 2. Apolinario B., high school student from Turiscai, highly motivated, walked 8 hours from to attend the YF. SFCG. When buses were not running because of poor road conditions youth decided to walk. See also SFCG profile of Deliana.

<sup>154</sup> Nilton Galuxo, Ermera Scout Group member, DYF participant. DM&E-SFCG Quarterly Bulletin, Aug. 2014, page 3

<sup>155</sup> For example. the Baucau pre-post-training assessment concludes that there was a significant growth of capacities on ‘authentic leadership’, ‘leading with compassion’ and ‘good communication’. SFCG: CLT Baucau Pre-Post Assessment, short report, final, 2013: The 5 qualities of a leader.

<sup>156</sup> DAME: Description of the Action, page 12

<sup>157</sup> R. Zimmermann: Youth Entrepreneurship Service Grant Program Recommendations, SFCG. 2014, page 16.

## 5. Contribution to collaboration of youth, NSAs and GoTL on development issues?

Are there examples of collaboration between Youth, NSAs, local communities and (local or national) authorities on development issues or peacebuilding? Did the DAME project contribute to these?

**The DAME project has contributed** to strengthened relationships between Civil Society organizations and Government representatives in Timor-Leste, as observed by this Evaluation mission, but some of the expected outcomes are too ambitious<sup>158</sup>.

1. There are examples of *contacts established* between NSA and Government, *collaboration* between NSA and Government, and Government *support* to NSAs:

- A number of government representatives have a better *understanding of the issues faced by NSAs*<sup>159</sup>.
- Government representatives *collaborated* with Civil Society in DAME project interventions, and expressed that they *appreciate* this collaboration (SEJD providing motorbikes to CNJTL).
- Government representatives *attended* the Youth Forums at national and district level<sup>160</sup> and demonstrated a *high interest* in the Government-Civil Society Dialogues. A remarkable example is Secretary of State, Land and Property, Jaime Xavier Lopes who attended all 13 Government-NSA land dispute dialogues<sup>161</sup>.
- Government officials *support NSA initiatives*: Dialogues, Youth Forums, YES grants, the CPRN network, These contacts may lay the foundations for further future cooperation between NSA and Government.

2. There are examples of youth demonstrating skills and confidence to communicate with Government – learned in the process of Youth Forums, dialogues and YES grants.

One of the DYF participants: “Now I feel that I have an opportunity to engage directly in dialogue with the district administrator to express my opinions, which I used to keep to myself before.”  
Alcina Eco, Member of the DYC in Oecusse<sup>162</sup>.

**Successful example of Government-NSA collaboration: CNJTL-SEJD.** Good working relations were established with local and national level government representatives in the context of the Youth Forums, YES grants and Leadership Trainings. The Government appreciated the role of CNJTL: the SoS for Youth and Sports in 2014 decided to support CNJTL by providing motorbikes for the CNJTL District Coordinators. During the CLTs, SFCG observed increased NSA-LA interaction – a direct result of district youth forum<sup>163</sup>.

**Collaboration between SFCG-CRC-SECOM:** Community Radio stations are receiving technical assistance from the Community Radio Center (CRC) under the State Secretariat for Communications (SECOM). SFCG-TL, CRC and SECOM have now agreed to develop a Community Radio station capacity development plan based on DOSA results. The cooperation between SFCG, CRC and SECOM is an important outcome of the DAME project: **increased programmatic cooperation between Government, SFCG and key target groups (Community Radio stations) in strengthening capacities of Community Radio station staff to inform the population in the 13 districts on issues pertaining to democratization and conflict sensitive development.**

The report on DOSA concludes that the majority of NSAs needs capacity building. The report recommends that all pertinent **network organizations and government institutions** (SECOMS, CRC, SEJD, CNJTL, SFCG) **collaborate** to strengthen the organizational capacity of CR stations and DYC across 13 districts.

## 6. Linking citizens, NSA, conflict sensitive development

To what extent has the project has been able to link Timorese citizens with the work of NSAs and the conflict sensitive development process?

The project has connected people, in particular youth, with civil society organizations and conflict sensitive development. This report demonstrates **many examples**. Listeners to Community Radio have heard about conflict sensitive approaches through announcements ‘with a conflict resolution message’ and radio talks. The Youth Forums have brought more than 1000 youth together where they connected around youth issues, were motivated to join the activities of youth organizations, and learned about conflict sensitive approaches (see

<sup>158</sup> E.g., the interim report mentions: Collaboration between SA and NSA may “augment the programmatic reach, add to credibility with local communities, provide opportunities for mutual capacity-building, and spread burdens and risks”.

<sup>159</sup> This is mentioned as one of the expected outcomes in the Logframe for ER2

<sup>160</sup> source: interviews with government representatives, partners, NSAs and youths during field visits, and reports from SFCG

<sup>161</sup> Interview with Secretary of State, Land and Property, Mr. Jaime Xavier Lopes

<sup>162</sup> in: DM&E- SFCG Quarterly Bulletin, August, 2014, pag 3.

<sup>163</sup> Examples: Chief of Municipality Installation Ermera, strengthened relationship with PNTL and community police on youth-police issues; relationships with F-FDTL on border conflict-related issues. FONGTIL coordinated with SoS Land and Property on planning dialogues on land issues.

examples in the report). Panel discussions and University debates have brought citizens together around issues of concern. The Conflict Prevention Network was strengthened through NCA, OD trainings and small grants increasing their capability to connect with citizens and strengthen the Early Warning Early Response mechanism. More in-depth learning about conflict sensitive approaches in the Leadership Trainings attended by a select group of youth has ripple effects by building a pool of youth leaders that have interiorized non-adversarial approaches to development.

### 7. Promoting common ground journalism - media & peacebuilding

To what extent has the project contributed to promoting common ground journalism? Has there been any shift in media's role in promoting peacebuilding and conflict sensitive development in Timor-Leste?

As demonstrated in this report, the DAME project has contributed to Common Ground journalism in Timor-Leste. As observed during Evaluation field visits to the Community Radio stations in several districts, and 'proudly communicated' during interviews with staff, volunteers and board members, CR stations are now capable of producing talkshows and announcements 'with a conflict resolution message' on their own. This is a **tremendous achievement** that may contribute to a shift in the role of media in Timor-Leste. Community radio youth are aware of the role of community radio in peacebuilding. Key CR staff and volunteers have been trained in conflict sensitive development and Common Ground Journalism: they are now **capable of practicing non-adversarial and non-incendiary radio methods** (how to select conflict issues, how to facilitate talkshows, appreciative inquiry, giving a voice to people with different positions, challenging stigmatization, sharing hopes). The talkshow trainings in particular have contributed to this outcome.

### 8. Factors contributing to (non-)achievement

What are the major factors contributing to the achievement or non-achievement of the DAME objectives?

**A major outcome of the DAME project is the identification of crucial success factors.**

What were the most successful components of the DAME programme?

1. The Civic Leadership Trainings
2. The Youth Forums
3. The YES grants

What were the distinct success factors in the successful DAME components?

1. Youth empowerment,
2. High participation of women (sometimes over 50%); gender perspective, women's empowerment,
3. Flexibility, Learning approach,
4. Inclusive approach,
5. Good working relationships with partners and stakeholders including national and local government
6. Focus on transformative change and sustainability of project results;
7. Good monitoring and documenting (where applicable) (quantitative and qualitative).

These factors are often interrelated.

What were the least successful components of the DAME programme?

1. The Baseline/Endline surveys/assessments
2. The NSA-Government dialogues: not always genuine dialogue; insufficient documenting, follow-up
3. The televised events supposed to be implemented by TLMDC
4. The University debates and panels – insufficient follow up

What were the distinct factors contributing to lack of outcome or negative outcome in some DAME activities?

1. Emphasis on quantitative approach to progress measurement.
2. Lack of follow up, lack of focus on transformative change and sustainability of project results,
3. Limited documentation (no lessons learned)
4. Poor working relationships with partners and stakeholders including government partners,
5. Lack of capacity of some partners,
6. 'Project implementation mode' rather than a dynamic focus on transformative change,
7. Objectives being too ambitious.

These factors are also often interrelated.

### 9. Unintended outcomes

Are there any unintended positive or negative outcomes/consequences of this work in Timor-Leste?

**Negative unintended outcomes:**

1. Disappointment with some youth involved in activities where there was no follow up and poor communication or exclusion. This is a challenge to sustainability of project results.
2. A potentially negative outcome could happen if ‘Government-NSA dialogues’ are held in a way that does not give space and voice to Non-State Actors. This may not have happened but it is a risk.
3. Media messages with the intention to prevent violence may contribute to fear or even fascination with violence – there is a thin line between the two. This may not have happened but it is a risk.

**Positive unintended outcomes:**

1. An example of unintended positive outcome: the connection with the Climate Change programme – through YES grants (mangrove nursery).
2. An illiterate local lady, participant in the DAME project, became a woman leader, got awarded and became a national role model.
3. Some Government representatives took active interest. The most remarkable example is Mr. Jaime Xavier Lopes, SoS Land and Property, who attended *all* 13 district-level Government-NSA dialogues.

## 4. Intermediate Impact

### 1. Strengthening democratic process

What is the overall (direct and indirect) contribution of the project in strengthening the democratic process in Timor-Leste?

The DAME project is contributing to strengthening the democratic process in Timor-Leste at different levels: in terms of strengthening democratic values, democratic institutions, and ‘democratic resilience’.

**Youth have learned the skills and virtues needed for democracy.**

Some 2500 youth were directly involved in DAME project activities. They experienced and practised **inclusive informed decision-making**, open debates and collaborative action; they learned **enlightened self-interest**, empathy and appreciation; they learned technical and communicative skills. “**These are the very skills and virtues needed for democracy**”. **This is a promising contribution to strengthening the democratic process.** In the Civic Leadership Trainings youth have learned and practised ‘deserved’ **democratic leadership** qualities – the difference between democratic and authoritarian decision making – (with consensus and a support base). Youth established **relationships** based on common concerns with an approach of inclusion and non-discrimination - giving a voice to youth, women.

**Youth practiced democratic skills and virtues in the ‘local arena’.**

The project did not result in “strong networks” or institutionalized structures<sup>164</sup> but it did “enhance youth networking engagement” thus laying the foundations for coordinated action<sup>165</sup>. Youth practice their democratic skills in their local areas, exerting their agency, learning about power and empowerment. Democracy is learned in the ‘local arena’. The dialogues on decentralization are crucially important learning experiences. These actions broaden the horizons of the youth and provide them a democratic perspective.

**Local democratic NGOs were strengthened - building blocks of democracy.**

The project’s OD trainings focused at democratic organizational development (accountability, decision making). Unfortunately this was not part of the 5 level-parameter.

**Youth understand how to contribute to a culture of dialogue**

The project promoted a culture of dialogue, spreading the message that ‘conflicts can be solved’ (like land rights, via Tara Bandu). The rationale is that constructive conflict is part of development and empowerment, but violent conflict undermines democracy, and what counts is the virtue of conflict transformation.

**Non-State Actors and State Actors are called to listen to each other and collaborate.**

The project facilitated dialogues between the non-governmental sector and State Actors. The project enabled meaningful NSA-SA collaboration in development, of which there are so far only a few examples.

<sup>164</sup> as formulated in the DAME project objectives, SFCG: District Youth Forum Results: Issues Raised and Proposed Solutions, 2014, draft, page 1

<sup>165</sup> The quantitative Forum assessment supports this to the extent that at the closure of the Forum, 93% of participants said they have a future plan to collaborate with people they met at the forum on development and CT. Example: The CNJTL and the association of the youth parliament alumni.



## 2. A Culture of dialogue and collaboration NSAs-GOTL on development & peacebuilding

'Promoting inclusive dialogue' is an integral element of the DAME project. For example, "appreciative exchange"<sup>166</sup> is a key component of the Youth Forums and CLTs, as confirmed in Evaluation interviews<sup>167</sup>. Also the open space methodology and experiential learning are promoting a culture of dialogue. The Government-NSA dialogues have in a modest way contributed to the expected outcomes: Increased NSA-SA understanding and networking, confidence in communicating, and mechanisms to prevent conflicts<sup>168</sup>.

**The experience of a Government-NSA dialogue** is new for most of the 1400 citizens who attended the dialogues. The 26 Government-NSA dialogues have created a precedent and it is likely that district level dialogue will continue to be held in Timor-Leste in the future. The Government-NSA dialogues are relevant platforms enabling mutual understanding, relationships and initiatives for collaboration. They are **learning mechanisms** towards inclusive policy making, empowerment and shaping democracy. They are also essential for the peace and security agenda, particularly for conflict prevention and peace-building.<sup>169</sup>

However, the **dialogues were not an unqualified success**. They lacked a robust **dialogue methodology**. While monitoring the first dialogue, SFCG "found that the '**dialogue**' was more a meeting with lengthy presentations and audience asking questions" - SFCG identified fundamental shortcomings in dialogue methodology. SFCG stepped in with coaching to make sure the dialogues are aligned to the overall dialogue objectives. However, this **Evaluation mission found** that many of the dialogues did not sufficiently meet the dialogue objectives: no **genuine dialogues**<sup>170</sup>. Attitudes of government representatives were sometimes characterized as "confirming government authority" rather than "listening to understand".<sup>171</sup> **Lesson learned:** if dialogues are not organized with a carefully designed methodology (ToR, facilitation, venue, preparation of speakers and participants) they may turn into the opposite of what they are meant to be: **mechanisms of authority rather than mechanisms of empowerment**.

**An inclusive approach** means a consistent effort to target the most 'excluded' disenfranchised sections of society. For example, the YES grants: SFCG arranged special assistance for groups that didn't meet the conditions but do have potential. This reflects SFCG's commitment to make sure the project is accessible for the marginalized sections among the youth. The inclusive approach is reflected in the high participation of women in the project (CLT trainings over 50%) and the coverage of remote sub-districts. This **consistent inclusive approach is one of the strengths of the DAME project**.

DAME is not the only project supported by EU involving Dialogue between Government and NSA in Timor-Leste<sup>172</sup>. Recommendation: more collaboration with development partners on dialogue and decentralization.

## 3. Promoting conflict sensitive and non-adversarial culture: media?

What is the contribution of the project in **institutionalizing** the conflict sensitive and non-adversarial culture among journalists and media outlets in Timor-Leste?

This is an ambitious question. The DAME project covers only a limited part of the media sector. Moreover, "institutionalizing a culture" refers to evidence of impact that can't be expected to be achieved in a 2-year period. With these provisos it can be concluded that the project contributed to the 'institutionalized practice of a non-adversarial culture' through institutionalized Capacity Building and Civic Education.

The media components promoting a conflict sensitive culture were POSAs and talkshows. The outcome of televised panels and dialogues is negligible. However, there is some wider outcome of independent journalists

<sup>166</sup> DAME, Description of the Action, page 13. Youth Forums, CLT, policy briefs, CSDI trainings, University debate/panels, media outreach

<sup>167</sup> Small FGD with Forum participants in Manatuto.

<sup>168</sup> "Dialogues were meant to generate mechanisms to prevent conflicts, increase NSA-LA understanding, serving as a model for participatory development and democracy. (...) SFCG and FONGTIL will lay the groundwork for ensuring that this initiative will extend beyond the life of the project... aim at increasing the confidence of NSA and government stakeholders to participate in development and conflict transformation using a people-to-people approach". "...the Action seeks develop NSA and government networks..." DAME, Description of the Action, p 15

<sup>169</sup> EU: The Roots of Democracy 2012, p 7.

<sup>170</sup> With the exception of Maliana, possibly due to smaller number of participants and more intimate setting.

<sup>171</sup> Evidence from interviews with Government and CS participants; interview with Jaime Xavier Lopes, Secretary of State, Land and Property.

<sup>172</sup> FONGTIL coordinated with IMVF - Instituto Marques de Valle Flor Fundacao - on its Programme to strengthen HASATIL Network and CSOs in the field of Rural Development. Also: EU supported project IMVF: "Mais Cidadania, Mais Desenvolvimento", on CSOs-LA.

attending DAME trainings; CR journalists attended Youth Forums and dialogues and youth were invited to talkshows. The outcome of DAME interventions went beyond the project level input-output-outcome chain.

The major media project component is the **Capacity Building of the Community Radio stations**, through Capacity Assessments, tailor-made OD Trainings, Common Ground trainings on conflict sensitive and non-adversarial journalism, and *on-the ground coaching* of the weaker CR stations. The CB was perceived as contributing to **skill building and better management** as confirmed during evaluation interviews. There is evidence that the CR youth are now capable of **producing** POSAs and talkshows of good quality by themselves and also of **critically assessing their own work**<sup>173</sup>. POSA and talkshows were perceived as successful (though half the talkshow targets were achieved).

The DAME project contributed in a modest way to a sense of **ownership** among the CR stations. Given the enthusiasm demonstrated by the Community Radio-youth met during this Evaluation, the media activities are likely to result in ‘some kind of a **sustained** institutional practice’ of radio programmes with a Common Ground message: youth-and-gender-perspective, non-adversarial, civil society action perspective: the non-adversarial media programmes are now an essential part of the CR programming.

The Community Radio staff and volunteers interviewed during the Evaluation field visits are highly motivated, energetic, and self-confident young people, working effectively with limited equipment and often without salary, and with potentially a great impact on the awareness of Timor-Leste’s population on issues related to peacebuilding, democratization and women’s rights. The CR stations obviously attract young people with leadership potential who are eager to ‘make a difference’. The Community Radio stations are a **highly relevant target group** and SFCG made a **right choice** to connect to and build the capacities of this network. There is still a huge need for CR Capacity Building. This Evaluation **recommends** that SFCG be prepared to take the Capacity Building forward. Most of the CRs are to a significant extent carried by volunteers, which implies that there is a considerable degree of turnover (the success paradox).

Finally, the anticipated collaboration with SECOM may also give the value-based / common ground programming of the CR stations a further boost.

#### 4. Sustainability

Several project outcomes are likely to be sustained after the life of the project.

1. Capacities and skills– in particular Youth Councils, Community Radio, NSAs. Empowerment and Leadership capacities of youth having participated in Forums and Trainings,
2. Youth entrepreneurs: it is too early to say whether the economic foundations of the initiatives are solid enough i.e. whether they are likely to be sustained (e.g., the copyshop, the mangrove project),
3. Dialogues and cooperation between LA and NSA: by **establishing sustainable platforms for collaboration**. This synergy, at the core of the DAME action, is expected to be sustainable.

The major project mechanisms contributing to sustainability of initiatives are:

1. **Consistency of approach**: The project builds upon similar SFCG actions: the intervention reflects a consistent approach by SFCG-TL with DAME, Herstory and YEPS,
2. The OD trainings strengthened the **organizational base** including financial sustainability (e.g., CR funding strategies); it is too early to say whether this resulted in a stronger CR funding base,
3. **Strengthened collaboration and networking** with partners, including district youth councils and CR: Youth attending the Youth Forums were motivated to network with other youth met at the Forums<sup>174</sup>. Collaboration with government partners so far happened to a limited extent, but there are a few examples<sup>175</sup>.

**Follow-up strategies are needed as a sine qua non for sustainability of project results.** The Youth Forums have been highly successful, but for sustainability of the project results follow up strategies are needed. After the Youth Forums SFCG formulated lessons learned for future Forums including on follow-up at district level. SFCG planned to conduct a ‘wrap-up’, in which participants identify how they will use the insights and

---

<sup>173</sup> Source: attending one of the POSAs and discussion with Community Radio representatives.

<sup>174</sup> SFCG: DM&E- SFCG Quarterly Bulletin, August, 2014, page 3

<sup>175</sup> “The aim is to begin a process-oriented engagement whereby NSA and LA see the shared benefit of continuing collaboration beyond the life of the Action – true sustainability”. DAME Description of the Action page 13. CR stations are receiving technical assistance from CRC. For details see above.

lessons learned they have gained.<sup>176</sup> In Evaluation interviews Forum participants mention that they regret that there was no follow-up after the Forums<sup>177</sup> and they recommend that a follow-up to the Forums be organized. A consistent limitation throughout the project is **lack of participatory lessons learned and follow-up strategies**. This is due to 1. strategizing on follow up and lessons learned is missing as an integral project component in the project design (see full proposal), 2. Lack of capacities of partners (inadequate quality monitoring, documenting and reporting), and 3. This limitation is inherent in the project approach of the major Developments Partners including the EU.

### 5. NSA capacities – peacebuilding

Has the Organizational Capacity building of NSAs contributed to defining their role in Timor-Leste's peacebuilding process?

There is no evidence that NSAs are articulating their role in Timor-Leste's peace process more prominently than before. Also, there is no evidence that the Organizational Capacity Building of NSAs strengthened NSAs in defining their role in the peacebuilding process<sup>178</sup>. The 3 SFCG OD trainings (December 2014) reportedly did not cover the role of NSAs in the peacebuilding process. The DAME project trained the 43 EWER CPRN network members<sup>179</sup>, but in this context it is not possible to judge to what extent the CPRN network and its members are functioning as significant conflict prevention and response networks: for a proper assessment of the CPRN network there is a need for participatory indicators, and availability of a variety of sources which may include multi-annual logbooks on EWER activities. **Recommendation:** thorough participatory documenting of the CPRN network activities with innovative tools such as video documenting.

### 6. Did DAME media programs cause a shift in attitude among Timorese people?

The DAME project promoted a 'common ground' conflict sensitive media culture in Timor-Leste using community radio, with the aim to encourage people to actively engage in conflict sensitive activities, in other words: change of attitude<sup>180</sup>. How to 'measure' the effects of these interventions? One way to measure results of radio programming is through **listeners' surveys**.

The DAME Baseline Survey and Endline surveys included questions on listenership but no data related to change of attitude of listeners. The Endline survey has questions on 'remembering the messages of the public outreach announcements' but these are not sufficiently reliable in view of underlying methodological problems with the survey.<sup>181</sup>

Mid 2014 SFCG-TL conducted a Listenership Survey<sup>182</sup> throughout 12 districts of Timor-Leste to track listenership rates and reach and resonance of its four radio programs including the DAME POSA.<sup>183</sup> The survey found that 468 out of 660 respondents listened to radio (71%). The survey has a section on Attitude Change among Radio Listeners. However, there are serious problems with the methodology of the survey and the survey report, one of these being that the questions are highly complicated and likely to be misunderstood (see remarks made above about the Endline survey).<sup>184</sup>

<sup>176</sup> DM&E- SFCG Quarterly Bulletin, August, 2014, pag 4. At the present moment the possibility for follow-up is not yet known.

<sup>177</sup> FGD Manatuto with District Youth Forum, CLT participants

<sup>178</sup> except to a limited extent – articulating mission statements.

<sup>179</sup> training module - communication Belun

<sup>180</sup> The evaluation question refers also to impact of other project interventions on attitude change; this has been dealt with in previous chapters.

<sup>181</sup> Question 5.2: The survey asked those who listened to POSA (50% of the listeners): "can you remember the key messages"? 64% of the respondents answers that they do not remember any issue. This is a significant percentage considerably affecting the relevance of the remaining 36% of the responses. 1. Of the POSA issues that are recorded (or of which respondents say they record them) 66 times (9%) (out of total 368 times) respondents mentioned the issue of job requirement (2014). 2. However, job requirement was not a POSA issue. 3. This could signify either that people are 'pleasing' rather than answering – they feel shy to remain silent so they answer what they think the interviewer expects. Or they did not understand the question, or they are pre-occupied with unemployment ...or any other reason. This is an obvious example of a 'finding' that points at an underlying methodological problem with the surveys.

<sup>182</sup> SFCG: Mid Term Media Monitoring Report, draft, 2014

<sup>183</sup> The surveys evaluate reach and resonance of the SFCG-TL media programming. Part of the listenership survey was conducted through FGD with CR Stations in 12 districts (166 participants) to collect qualitative data. One set of questions was related to listenership: it was concluded that the radio programmes had good listenership rates, although listenership rates for POSAs was modest – 33%. A second set of questions was related to listeners' perceptions and possible shift in perceptions and behavior. For those who listened to the SFCG-DAME supported radio programmes it was found that "respondents are using the information from the radio programming in their daily lives".

<sup>184</sup> SFCG: Mid Term Media Monitoring Report, 2014 draft: Attitude changes among radio listeners - p 29.

The survey includes two questions related to attitude change: “What did you do after listening to the radio programmes?”<sup>185</sup> and “How much impact/influence of the radio programmes do you find to promote peace, harmony and reconciliation in TL?”<sup>186</sup> Referring to the second question the report concludes: “34% of the radio listeners said that radio programmes have a high influence in promoting peace ... through changing people’s mindsets”<sup>187</sup>; “31% said that the programmes have increased people’s awareness on solving local issues through dialogue”.<sup>188</sup> In fact, these are general statements not referring to change of attitude<sup>189</sup>. The report then compares these data with Baseline survey data indicating that “22% of youth have been involved in peacebuilding activities”.<sup>190</sup> The report concludes that “there has been an improvement in the impact (..) the radio programmes are creating among youth”, “an increase in youth’s participation in peaceful activities”, “relevancy and effectiveness of .. current strategies”, “good listenership rates”, “respondents are also benefitting from the radio programmes and are using the messages in their daily lives”.<sup>191</sup> The abovementioned conclusions are not substantiated in view of serious underlying methodological problems with the survey.

**Conclusion:** The SFCG Listener Surveys and Baseline-Endline surveys do not give evidence that the DAME media programs caused a shift in attitude among Timorese people. That is not to say that they did not cause a change of attitude, but with available data the conclusion that they contributed to change of attitude can’t be substantiated.

## 5. Coordination and partnerships

### SFCG and DAME Consortium Partners

#### 1. How has SFCG managed coordination among implementation partners?

SFCG-TL has managed the coordination among implementation partners very well, with great commitment, skills and responsibility. SFCG may not have sufficiently assessed the partner capacity at the time of the project design. This resulted in serious challenges in the implementation phase of the project. For every hurdle during the implementation process SFCG-TL managed to find a solution either in collaboration with partners or by taking up responsibilities previously attributed to partners.

The project was designed jointly by all implementing partners including CNJTL. Initially SFCG spent much time with partners on developing workplans and prepared SoW’s (Scope of Work) for all implementing partners. This could not prevent that some partners did not commit themselves to workplans jeopardizing important project components and challenging some of the very objectives of the process (outreach).<sup>192</sup>

SFCG used a wide range of effective and appropriate coordination mechanisms:

- Joint participatory design workshop, progress partner meetings, joint mid-project Reflection Meeting led by SFCG DM&E team,
- One-to-one partner meetings,
- SOW’s (Scope of Work) withal partners, specifying roles and responsibilities, timeframe, activity, activities to be attended (ToTs) and deliverables for each project component for every partner,
- Reporting guidelines (narrative, financial) for partners to SFCG (however see below),

<sup>185</sup> SFCG: Mid Term Media Monitoring Report, 2014 draft p 48. Respondents were given the opportunity to circle more than one of 11 options. From 337 respondents who listened to all 4 programmes (out of 660=51%), the draft report mentions that 45% of the respondents said they discussed the content with others; whereas 30% said it changed their perceptions on how conflict can be solved (= the two first options). Please note: The report probably means “45% of the issues mentioned” as respondents could give more than one response. The third option was “I participated or organized activities to precipitate the messages delivered by those programmes”. 4: “I became optimistic and positive towards peace, justice and development in our areas”. 8: “I became gender sensitive”. 13% said “it made me more aware of youth issues”. 11%: “can’t say”.

<sup>186</sup> SFCG: Mid Term Media Monitoring Report, 2014 p 44. Respondents could chose 1 out of 10 possible answers including “no impact”. The question are highly complicated and likely to be misunderstood or not understood, for example: 4: “Increased feeling of people that radio programs can play a role to identify the common ground among the people (different dividing lines)”.

<sup>187</sup> As such, the conclusion is not completely in line with the question raised

<sup>188</sup> SFCG: Mid Term Media Monitoring Report, 2014 page 5. The listener survey assesses the results of 3 SFCG-TL Community Radio interventions (Herstory, YEPS and DAME) at outcome level, that is, they can’t be attributed to single interventions.

<sup>189</sup> Also, they are about changing perceptions, not attitudes.

<sup>190</sup> SFCG: Youth, Democracy and Peacebuilding in Timor-Leste: a joint baseline survey, page 52

<sup>191</sup> SFCG: Mid Term Media Monitoring Report, 2014 draft p 31-32

<sup>192</sup> Collaboration with partner TLMDC did not work out well. TLMDC was in charge of the televised event in Oecuse, produced a draft video but did not finalize the editing; SFCG then decided that collaboration be discontinued.

- External communication (NAO) centralized by Lead Agent SFCG-TL,
- SFCG coaching to partners when needed.

SFCG must be given credit that it **stepped in** on several occasions when partner capacity was lacking; for example the Youth Forums were supposed to be organized by CNJTL but when CNJTL appeared to not have the capacity at district level, the SFCG Youth Team supported CNJTL in organizing the Fora<sup>193</sup>. FONGTIL experienced capacity-related challenges grappling with coordination and communication with field staff. Belun is equipped with many strong staff members and headed with strong leadership. FTM needed support in planning and implementation.

**The strength of the Lead Agent, SFCG-TL**, is based on huge commitment of the SFCG-TL DAME team, sustainability of staff, relevant partnerships and a good central M&E system (however, see below).

## 2. How do partners view the role of SFCG and vice versa?

Main partners (Belun, FONGTIL, CNJTL) appreciate the role of SFCG as a Lead Agent. Partner relations between SFCG and Belun, SFCG-FONGTIL and SFCG-CNJTL are good and reflect mutual respect. “CNJTL in particular at district level grew enormously during the project”. There have been ripples in partner relationships related to implementation issues, reporting, budget, financial management et cetera, and reportedly these were sometimes not solved timely. Relationships with TLMDC were discontinued by SFCG because of ‘lack of capacity and commitment’ (communication SFCG).

## 3. What were the major coordination challenges, if any? How did SFCG manage those challenges?

The major coordination challenge mentioned by SFCG was: lack of partner capacity and partner commitment, related to Poor management, Changes in partner management structures creating a management gap due to lack of proper transition (FONGTIL, Forum Tau Matan)<sup>194</sup>, Lack of capacity due to non-fulfillment of staff positions or late recruitment (FONGTIL, Belun), Lack of technical capacity with partners, Leadership issues (e.g., community radios), Partners involved in other priority activities; timing problems.<sup>195</sup> The lack of partner capacity is an indication that the design of the project proposal was based on over-optimistic perceptions of partner capacity; no proper partner capacity assessment at the phase of the project design.

Other coordination challenges include: Disappointing working relations with other key organizations such as AKRTL; Coming to agreement on activity protocol (FTM) or budgets (Belun); Inadequate budgeting (CNJTL, FTM, FONGTIL initial lack of funding for District Coordinators); Delayed money transfers, e.g., from SFCG Head office (E.g., in December 2014); Logistical problems, synchronization; Some partners (CNJTL) rely on volunteers – dedicated, but at times inconsistent in completing tasks and reliability.

## 4. How can the coordination among SFCG and implementing partners can be made more efficient and effective in the future?

### Recommendations (see par. on recommendations)

- Careful selection of partners, including on capacity,
- Solid, in-depth, partner capacity assessment, both jointly and with individual staff,
- Accurate and realistic budgeting,
- Capacity Building for the wider project staff. Mandatory.
- Activities to create a “DAME Consortium spirit”. This has happened but may be extended.
- Deliverables in the SOW more clearly defined.
- Strict reporting obligations (narrative, financial) to SFCG<sup>196</sup> (Tendency: too much quantitative reporting)
- Sharing in-depth lessons learned between **consortium partners**.
- For SFCG-HQ: to revise money transfer procedures so that project implementation is not affected.

### Collaboration with EU and NAO

- EU support has been primarily in terms of financial support. However, EU also took the role of a strategic partner, providing detailed comments to the DAME Mid Term report and a ROM report.

<sup>193</sup> Factors included overestimating CNJTL capacities, under-budgeting (DYF budgeted 1800 USD, higher participation, expenditures went up 150%).

<sup>194</sup> DAME Narrative Report p 15. E.g., FONGTIL and FTM had a new Director at/not long after the project start. The directors had to be re-briefed, and in the case of FTM, it was like starting over again. This resulted in a 4-month delay of the work plan.

<sup>195</sup> E.g., FONGTIL: logistical complications with the schedules of local government heads, particularly during decentralisation consultations.

<sup>196</sup> There have been issues about reporting and reporting requirements with CNJTL and FONGTIL – see also SFCG narrative report p 8, 2013



- EU and SFCG and Consortium partners may mutually learn and benefit from their expertise in the field of democratization and peacebuilding.
- NAO's support has been exclusively in terms of channelling financial support with no policy dialogue on the approach and strategy of the DAME project. As such the cooperation mechanism has not been optimally used. The DAME consortium partners would welcome a dialogue with NAO and EU on the DAME project on democratization and peacebuilding in Timor-Leste, the lessons learned from the DAME project and recommendations on the way forward.

#### Monitoring Output and Outcome:

- An overview of available reporting is given in the Outcome Summary Table, par. 3.2.
- Comprehensive monitoring of progress of the DAME programme was a huge task and SFCG has to be commended for the way it designed and implemented the project monitoring.
- The project maintains an advanced Result Tracking Monitoring System that meets international standards.
- The monitoring system is good, however with too much focus on quantitative indicators.
- M&E and reporting capacities of partners were un-even. Qualitative reporting from partners was lacking. This is a missed opportunity as valuable lessons learned on the wealth of experiences of the DAME project are not documented.
- The Action includes 3 project components each involving 3-6 activities; the assumption is that these activities are mutually strengthening; however the project has not found a modality to monitor this 'mutually strengthening'.

“Not everything that can be counted, counts, and not everything that counts can be counted” - Einstein

## 6. Women's participation and gender perspective

**The DAME project promoted women's participation throughout the project in its strategy, implementation and monitoring.** The DAME project made consistent efforts to 'mainstream gender in all activities'<sup>197</sup> with 'particular attention to overcoming obstacles to the participation of young women in forums, leadership development, trainings and media activities'.<sup>198</sup> A gender perspective was to some extent integrated in the project cycle, including gender-disaggregated data on beneficiaries in Baseline and Endline data. SFCG-TL has very well managed to **integrate a gender perspective in its organization** (staff, HRM, decision making, resources).

The project managed to obtain a high level of women's participation in almost all of its activities,

- Most SFCG activities (well documented) have 40-45% women's participation. Female participation in the Civic Leadership Training was over 50%. "SFCG put a lot of effort in identifying and inviting women".<sup>199</sup> The high level of women's participation in SFCG-TL pertains to internal staff, target groups, beneficiaries, trainers and youth leaders.
- The Civic Leadership Trainings are among the most dynamic components of the DAME programme; they are also the only activities where participation of women was more than 50%.
- The YES grants programme involved (at least) 350 youth in 31 projects<sup>200</sup>, of which 40-45% women; 62 group leaders were trained with 45% participation of women<sup>201</sup>.
- All partners have a gender equality approach in their activities. Activities of partners vary with 15-40% women's participation.<sup>202</sup> Women's participation in CPRNs is not strong (analysis by Belun<sup>203</sup>); but with a proactive approach Belun managed to increase women's participation in the Network.<sup>204</sup>

<sup>197</sup> DAME, Description of the action, p 6. "this action will specifically target vulnerable girls. Gender will be mainstreamed in all activities....The media programming will focus on the rights of girls and boys to equal opportunities..."

<sup>198</sup> DAME, Description of the Action, page 5, see also p 20, page 13, Page 7: "...the Action will provide a full range of support ..to NSAs that focus on the rights and priorities of women.... While the Action will mainstream gender ...in all components, specific components have been developed to directly address the needs of women and girls. These include skill development training, women's group formation..."

<sup>199</sup> Communication, Director of SFCG-TL

<sup>200</sup> see SFCG list of 31 small grant initiatives

<sup>201</sup> See Report Manuel Soares and Antonio da Soares, August 2014 .

<sup>202</sup> The CPRN trainings organized by Belun had 29% women's participation. 180 CPRN members in 5 districts have participated in the training; 52 were females (representing 29% of total participants) and 128 were males. Belun report DAME 7th quarterly report June 2014

<sup>203</sup> See Belun's analysis in: Conflict Transformation in Timor-Leste: 2014, the section on "women in conflict prevention". The methodology does not reflect a gender perspective throughout the report. It does not provide data on a gender perspective on conflict prevention; it does not address gender specific needs, perspectives or conflict transformation mechanisms. The proportion of women interviewed in the qualitative research was 14% (p 4).

<sup>204</sup> Interview with Belun staff

- The DAME project's emphasis is on women's participation, girls' empowerment, **not on gender** - the socially constructed roles, behaviour, activities, and attributes for men and women, and also not on gender specific needs, gender specific analysis of poverty, access to and control over resources, power, gender specific violence and gender analysis of violence in Timor-Leste. For example, the Martial Arts report does not refer to the relation with socially constructed perceptions of femininity and masculinity. It is **recommended that a follow up to the DAME project integrate a gender perspective** in all stages of the project cycle including the organizational development.
- For example: EWER registers violence but does not register gender specific violence such as domestic violence<sup>205</sup>. The report concludes that if conflict prevention efforts fail to integrate a gender perspective and if society fails to reach gender equality, conflict prevention will fail to be effective.
- SFCG and Belun<sup>206</sup> are among the key actors in the '1325 network' in Timor-Leste<sup>207</sup> and as such the DAME project<sup>208</sup> is institutionally connected to the Women, Peace and Security agenda. However the connection is not established throughout all activities and part of the staff is unaware of the '1325 agenda'<sup>209</sup>. This reflects a certain "compartmentalization" of '1325 activities' in Timor-Leste<sup>210</sup>.

## 7. Visibility

This evaluation concludes that SFCG-TL, in line with the Guidelines for Grant Applications, has taken "all necessary steps to publicise the fact that the European Union has financed the Action".<sup>211</sup> SFCG has implemented a thorough visibility strategy, including a visibility 'monitoring system', and the evaluation found that all activities observed and all documents -except one- comply with the EU visibility regulations<sup>212</sup>.

The DAME Mid-Term report states: "SFCG firmly believes that donor visibility should be coupled with humility as part of a low profile strategy that emphasizes the success of local partners over SFCG as the lead implementer (co-branding)". This evaluation supports the conclusions in the Mid Term Report: "That said, SFCG has strictly managed visibility of assets, including photos, success stories, press releases and radio programming content, with an eye towards increasing awareness of Timorese development needs, while also highlighting donor contributions. These successes have been documented specifically in the domestic news media. EU and NAO logos have been given prominence in all communication materials, including publications and reports, as well as at public events. All radio outputs, trainings, debates, panel discussions, OD activities have underscored EU / NAO support."

<sup>205</sup> Belun: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), 2014, footnote 78, p 24

<sup>206</sup> Communicated in interviews with SFCG-TL and interviews with Belun staff; letter SFCG 25 March 2015

<sup>207</sup> Stakeholders in Timor-Leste, including Government, selected NSA and Development Partners are developing a National Action Plan on 'Women, Peace and Security – UNSCR 1325 and 1820'. A National Coordination mechanism in place, led by SEPI. EU contributes to '1325' through a UNW/UNDP/EU programme on Women, Peace and Security. For EU's global strategy on '1325' see EU Comprehensive Approach to the Implementation of UNSCRs 1325 and 1820, 2008; for EU's strategy on 1325-Timor-Leste see EU Country Strategy on Implementation of the Comprehensive Approach to UNSCR 1325 and 1820 on Women, Peace and Security in Timor-Leste, 2013.

<sup>208</sup> The youth trainings, the CPRN networks, the Early Warning Early Response –EWER- system.

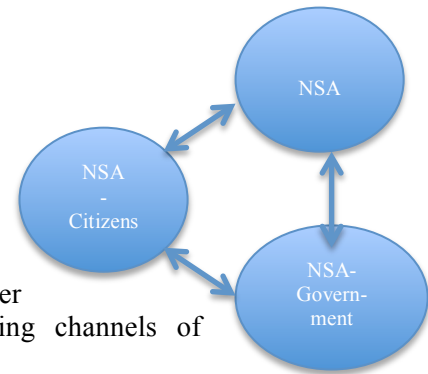
<sup>209</sup> Communicated in evaluation meetings with Belun staff. Belun's policy brief on Conflict Transformation mentions the importance of 'women in conflict prevention', but does not mention '1325'.

<sup>210</sup> Some other CSOs working on 'women's involvement in peacebuilding' are not related to the '1325 network'; the process is not yet inclusive. See: Evaluation of the European Union's Cooperation with Timor-Leste, 2015.

<sup>211</sup> in line with the Communication and Visibility Manual for EU External Actions.

<sup>212</sup> FONGTIL: Materia Trainamento Manual Financias Ba ONG Regional Leste, Weste, Rai klaran, Dili no Oecusse, 2014, as well as related slides.

## 4. Conclusions



### 0. Overall and specific objectives

1. The DAME project contributed to its **overall objective** of strengthening the democratization process in Timor-Leste and further stabilise the country by building NSA capacities and improving channels of communication between citizens and decision-makers.
2. The DAME project has contributed to its **specific objective** of strengthening effectiveness of engagement between Non-State Actors, State Authorities (SAs), and their constituencies in the development process – the “NSA-Government-Citizens triangle”.

### 1. On Relevance

1. The DAME project exemplifies the relevance of the role of **CSOs in the peace and security agenda**, particularly in conflict prevention, peacebuilding and statebuilding, in fragile and post-conflict contexts.
2. The DAME project interventions are **consistent with GoTL** national policies and with priority needs of the Timor-Leste population, contributing in particular to national policies such as the Decentralization policy via the Ministry of State Administration and Local Government, the Youth employment policy e.a.
3. **Core elements** of the DAME approach - inclusiveness, NSA-SA collaboration, conflict prevention, and a consistent focus on youth and women – are highly relevant in view of the social, political and post-conflict context in Timor-Leste, contributing to and complementing current government approaches.
4. The DAME Government–NSA **dialogues** are relevant mechanisms towards inclusive policy making and strengthening democracy. They are also relevant for the Timor-Leste peace and security agenda.
5. **Beneficiaries perceive** the DAME project strategies as relevant. The project provided unique contributions to Non-State Actors that were only to a limited extent provided previously, in particular the Common Ground approach to capacity building with an emphasis on experiential learning.

### 2. On Effectiveness

1. The overall effectiveness of the DAME project is good, in particular for the first two clusters of activities aiming at: 1) Strengthening capacities of NSA and NSA Networks, and 2) Collaboration and Dialogue between Government and NSA. The effectiveness of the third component (media/outreach) is mixed.
2. The effectiveness of the activities aiming at youth empowerment exceeds expectations.

### 3. On Outcomes

#### A: On project components:

1. Strengthening capacities of NSA and NSA Networks:
  - Youth, once a major force in the independence struggle, have been searching for new peace-time identities in post-independence Timor-Leste. The project has contributed to building a new, positive image of youth through empowering youth individually as well as collectively.
  - The DAME project activities have **effectively contributed** to strengthened capacity of partners, NSA-networks, Youth Councils, CPRN, youth entrepreneurs and community radio stations; some OD trainings and the YES projects have been particularly effective.
  - However the contribution of certain activities is limited: in particular those implemented just before closure of the project considerably, reducing the opportunity to contribute to expected outcome of the intervention. Some activities were implemented in a compartmentalized way considerably **reducing the overall coherence, consistency** and cross-fertilization of the programme; and in some cases lack of follow-up reduced the potential contribution to outcome.
2. Collaboration and Dialogue between Government – Non-State Actors:
  - The DAME project contributed to a number of **highly significant** outcomes: 1. Learning Experience (negative as well as positive) with Government-NSA dialogue; 2. NSA-Government contacts, collaboration, Government support to NSAs; 3. Youth demonstrate skills, enthusiasm and confidence to



initiate dialogue with Government, 4. Youth leadership, Women leadership, 6. Personal transformation, 7. Cross-fertilisation between DAME partners.

### 3. Media / Outreach:

- The DAME project activities contributed to several relevant Outcomes: 1. Lessons learned on Capacity Building, 2. Skills, ownership, Community Radios capable of producing POSA, talkshows, 3. Partnerships between SFCG and the Community Radios, Sustained Common Ground perspective,
- The contribution of the DAME project to the wider ‘outreach outcome’ of radio listeners being better informed (let alone the expected outcome of changing attitudes) is limited and can not adequately be measured with the methodological approach used by SFCG.

### 4. Baseline/Endline survey:

- The possible added value of the Baseline/Endline survey in contributing to the expected outcome of generating deeper insights in the “changes brought about by the project activities among Timorese youth, civil society and media” is reduced by a limited capacity of SFCG-TL to critically analyse 1. the possible outcomes of the Baseline/Endline surveys and 2. the appropriateness, shortcomings and cost-benefit of the Baseline/Endline Surveys.

## **B: On wider outcome**

### **0. Levels and Layers of outcome and impact**

Outcomes of interventions in the field of Democratization and Peacebuilding are assessed at different levels. There are **levels and layers of outcome and impact** and a meaningful assessment requires a deep understanding of the dynamics and interrelatedness of processes at a personal, collective, societal, systemic level. Outcome of the DAME project is seen at an individual level, a collective level, at an institutional level and at the nation-wide level of a democratic, peaceful Timor-Leste.

### **1. Increased Capacities in Conflict Transformation**

The DAME project has contributed to increased capacities of project partners, journalists, youth and local leaders **in conflict transformation** and conflict sensitive journalism. Effective were the CSDI small grants, community radio trainings, the Youth Forums and most of all the Leadership trainings generating young local leaders - women and men - trained in conflict transformation.

### **2. Increased Capacities in Organizational Development**

1. The project has increased the capacities of its partner organizations on OD. All partner organizations benefited, including SFCG-TL itself. However, this could have been more successful if an appropriate assessment had been made of the partner capacities at the start of the project.
2. SFCG took an inclusive approach with on-the-ground trainings for weaker partners.
3. The most significant example of growth of capacities of a partner organization within the DAME project is the National Youth Council of Timor-Leste (CNJTL).
4. The collaboration between SFCG-TL and CNJTL is an excellent example highlighting crucial success factors. **Crucial success factors** in this process are: SFCG’s Learning Approach; and related to this: flexibility, process approach and appreciative communication; an inclusive approach - including ‘those who are still learning’. High participation of girls. And good working relations with partners and government representatives.
5. The DAME project has *contributed* to partner capacities, but outcome can’t be *attributed* directly to the DAME project as there are more actors and factors that have impact on partner capabilities.

### **3. Empowerment**

The DAME project has contributed to **personal empowerment** throughout the project interventions. Youth empowerment, women’s empowerment: self-confidence and skills are evident with participants in DAME activities like the Leadership training, the Community radio, the ‘YES youth’. SFCG-TL ensured that the project reaches those who have currently limited capacity but have potential, and **SFCG-TL has to be given full credit** for that. An **empowerment approach** has been part of the integral approach of the DAME projects. This is definitely one of the success factors of the project.

#### 4. Youth Leadership in the development process

1. A major outcome to which the DAME project contributed is that there are numerous instances of youth taking up leadership roles.
2. A significant learning platform for young leaders has been the Civic Leadership Training (CLT).
3. There is evidence that the trainings, with **more than 50% women participation**, contributed to personal transformation and leadership qualities. They may have contributed to **a new generation of leaders**.

#### 5. Contribution to collaboration of youth, NSAs and GoTL on development issues

1. The DAME project has contributed to strengthened relationships between Civil Society organizations and Government representatives in Timor-Leste. There are many examples of *contacts established* between NSA and Government; *collaboration* between NSA and Government; Government *support* to NSAs,
2. There are also examples of youth feeling *confident to engage* in Government-NSA dialogue.

#### 6. Linking citizens, NSA, conflict sensitive development

1. The project has connected people, in particular youth, with civil society organizations and conflict sensitive development, all over the country. This report demonstrates several examples.
2. In-depth learning about conflict sensitive approaches in the Leadership Trainings may have ripple effects by building a pool of youth leaders that have interiorized non-adversarial approaches to development.

#### 7. Promoting common ground journalism - media & peacebuilding

1. The DAME project has contributed to Common Ground journalism in Timor-Leste. Key Community radio staff and volunteers have been trained in Common Ground Journalism: they are now capable of practicing non-adversarial and non-incendiary radio methods.
2. Community radios are now capable of producing talkshows and announcements ‘with a conflict resolution message’ on their own. This is an achievement that may in a modest way contribute to the overall promotion of ‘common ground journalism’ and a wider discourse on the role of media in Timor-Leste. The talkshow trainings and OD trainings have contributed to this outcome.

#### 8. Factors contributing to (non-)achievement

1. A major outcome of the DAME project is the **identification of crucial success factors**.
2. The most successful components of the DAME programme were: Civic Leadership Trainings, Youth Forums and YES grants.
3. Distinct success factors in the successful DAME components are: Youth empowerment, High participation of women (sometimes over 50%); women’s empowerment, Flexibility, Learning approach, Inclusive approach, Good working relationships with partners and stakeholders including government (but see below), Focusing on transformative change; Process approach, underlying qualitative context analysis, and Good monitoring and documenting (quantitative and qualitative). These factors are often interrelated.
4. The least successful components of the DAME programme were: the NSA-Government dialogues: not always genuine dialogue, insufficient documenting, follow-up; televised events; University debates, panels – insufficient follow up; the Baseline/Endline surveys.
5. Distinct factors contributing to lack of outcome or **negative outcome** in some DAME activities: Over-emphasis on quantitative approach to progress measurement, Lack of follow up, Lack of focus sustainability of project results, Limited documentation (on lessons learned), Poor working relationships with partners (but see above), Lack of capacity of some partners, ‘Project implementation mode’ rather than a focus on transformative change, Over-ambitious objectives. These factors are often interrelated.

#### 9. Unintended outcomes

The Action had some unintended outcomes, negative and positive:

1. Negative unintended outcomes include examples lack of follow-up, for example youth activities with no follow up, poor communication or exclusion. This is a challenge to sustainability of project results. A potentially negative outcome could happen if ‘Government-NSA dialogues’ are held in a way that does not give space and voice to Non-State Actors.
2. Positive unintended outcomes include examples of connection with major other international strategies of Agendas (like the Climate Change Programme), illiterate people becoming village leaders, or exceptionally active participation by government authorities.

## 4. On Intermediate Impact

### 1. Strengthening democratic process

The DAME project contributed to strengthening the democratic process in Timor-Leste at different levels: in terms of strengthening democratic values, democratic organizations, and ‘democratic resilience’.

- Youth have learned the skills and virtues needed for democracy. Some 2500 youth all over Timor-Leste learned about inclusive informed decision-making, the difference between democratic and authoritarian decision-making; they learned enlightened self-interest; and communicative skills. “These are the very *skills* and *virtues* needed for democracy”. **This is a promising contribution to strengthening the democratic process.**
- Youth practiced democratic skills and virtues in the ‘local arena’. The project enhanced youth networking engagement thus laying the foundations for further coordinated action around issues affecting youth. This is a good outcome reflecting the spirit of cooperation among participants.
- Local democratic non-governmental organizations were strengthened: the building blocks of democracy.
- The project promoted a non-adversarial culture of dialogue, spreading the message that ‘conflicts can be solved’ at local level (like land rights, via Tara Bandu).

### 2. A Culture of dialogue and collaboration NSAs-GoTL on development & peacebuilding?

- The DAME project has contributed to promoting a culture of inclusive dialogue and collaboration. ‘Promoting inclusive dialogue’ is an integral element of the DAME project.
- The experience of a Government-NSA dialogue is new for most of the 1400 citizens who attended the dialogues, they created a precedent; in more than half of the dialogues the topic to be discussed was “Decentralisation and the role of Youth / Civil Society”.
- The Government–NSA dialogues are essential learning mechanisms towards inclusive policy making and shaping democracy. They are also essential for the peace and security agenda.
- The dialogues were not an unqualified success. They lacked a robust dialogue methodology. Many of the dialogues were not genuine dialogues; some were “confirming government authority” rather than “mechanisms of mutual understanding and empowerment”.
- Civil Society in Timor-Leste may work out a clear vision on the role of Civil Society as an ‘independent entity in its own right’, and how to strengthen Government-NSA dialogue and collaboration.
- The inclusive approach in the DAME project is reflected in SFCG’s huge efforts to make the project accessible for marginalized sections of the youth; and in the high participation of women in the project (CLT trainings over 50%) and the coverage of remote sub-districts. This consistent inclusive approach is one of the strengths of the DAME project.

### 3. Promoting conflict sensitive and non-adversarial culture: media?

- The project contributed to promoting a conflict sensitive culture through institutionalized Capacity Building, Building of technical skills and Common Ground perspective, and Civic Education. However: the project covers only a limited part of the media sector, and “institutionalizing a culture” can’t be achieved in a 2-year period.
- The main media components explicitly promoting a conflict sensitive culture were the POSAs and talkshows. The outcome of the televised panels and dialogues is negligible.
- The Community Radio staff and volunteers are highly motivated young people, with potential impact on the awareness of Timor-Leste’s population on issues related to peacebuilding, democratization and women’s rights. The CRs attract young people with leadership potential who are eager to ‘make a difference’. The Community Radio stations are a **highly relevant target group** and SFCG made a **right choice** to build the capacities of this network.

### 4. Sustainability and sustainability mechanisms

- Several project outcomes are likely to be sustainable after the life of the project.
  - Strengthened organizational capacities (though an assessment of the increased capacities was beyond the scope of this evaluation),
  - Empowerment, leadership capacities and skills of youth, including young women,
  - Youth entrepreneurship; though it is too early to say whether they are likely to be sustained,

- Dialogues and cooperation between local authorities and NSA.
- The major project mechanisms contributing to sustainability of initiatives are:
  - Consistency of long-term approach (with earlier SFCG-TL interventions)
  - Strengthening organizational foundations including financial sustainability,
  - Strengthened collaboration with NSA partners and government partners.
- Follow-up strategies are needed as a condition for sustainability of project results.
  - A limitation was lack of lessons learned and follow-up strategies. This is due to lack of strategizing on follow up and lessons learned in the project design, and lack of capacities of partners (inadequate quality monitoring, documenting and reporting); moreover this limitation is inherent in the project approach of the major Developments Partners including the EU.

### 5. NSA capacities – peacebuilding

There is no evidence that NSAs are articulating their role in Timor-Leste’s peace process more prominently than before. Also, there is no evidence that the DAME NSA trainings helped NSAs in more clearly ‘defining their role in the peacebuilding process’.

### 6. Did DAME media programs cause a shift in attitude among Timorese people?

- The DAME programme promotes a ‘conflict sensitive media culture’ in Timor–Leste, with an aim to encourage people to engage in conflict sensitive activities, in other words: change of attitude.
- The DAME Baseline/Endline surveys included questions on listenership but no data related to change of attitude of listeners.
- A Listenership Survey undertaken by SFCG has a section on Attitude Change. However, there are problems with the methodology of the survey, one of these being that the questions are highly complicated and likely to be misunderstood. The Survey report concludes that “the survey showed an increase in youth’s participation in peaceful (...) activities.” These conclusions are not substantiated in view of underlying methodological problems with the survey.
- The evaluation can’t conclude that the DAME media programs caused a shift in attitude among Timorese people.

## 5. On Coordination

### SFCG and DAME implementation partners

- Leading partner SFCG-TL has managed the coordination among consortium partners well.
- The project was designed jointly by all implementing partners including CNJTL.
- The major coordination challenges are lack of capacity and commitment of some of the partners. The design of the project proposal was based on over-optimistic perceptions of partner capacity.
- SGCG must be given full credit that it stepped in when partner capacity was lacking.

### Collaboration with EU and NAO

- EU support has been primarily in financial support. EU undertook a Result Oriented Monitoring mission and provided detailed comments to the DAME Mid Term Report. EU and SFCG and consortium partners may mutually learn and benefit from their expertise in the field of democratization and peacebuilding.
- The NAO institutional setting and the office’s limited human resource capacity currently restrict its role in supporting civil society partners in the context of the EU-Timor-Leste cooperation. NAO’s support has been exclusively in terms of channelling financial support; strategic dialogue on the DAME project has been missing. As such the cooperation mechanism has not been optimally used.
- DAME consortium partners would welcome a dialogue with NAO on the DAME project on democratization and peacebuilding in Timor-Leste, the lessons learned from the DAME project and recommendations on the way forward.

### Monitoring

The monitoring system is good and monitoring is carried out by SFCG-TL in a competent way with help from the SFCG Regional Office. However, the monitoring team is insufficiently equipped for integrating qualitative tools and indicators.

## 6. On Women and Gender

The DAME project promoted women's participation in its strategy, implementation and monitoring and made consistent efforts to 'mainstream gender in all activities'. SFCG-TL has very well managed to integrate a gender perspective in its organization (staff, HRM, decision making, resources). The project managed to obtain a high level of women's participation in almost all of its activities, sometimes over 50%. The most dynamic components of the DAME project are the activities where participation of women was more than 50%. All Consortium partners have a gender equality approach in their activities.

## 7. On Visibility

SFCG-TL, in line with the EU Guidelines for Grant Applications, has taken "all necessary steps to publicise the fact that the European Union has financed the Action".

## 5. Recommendations

**On Coherence:** It is recommended to strengthen overall coherence and cross-fertilization of the project components in view of optimal outcome.

**On Success factors:** In the follow-up to the DAME project, incorporate 'success and failure factors' identified during DAME.

**On Sustainability mechanisms:** build in mechanisms (workshops, participatory assessments) aiming at a robust process of drawing and documenting lessons learned and designing follow-up strategies.

### **On Monitoring, documenting, reporting**

- The monitoring system is good, however with too much focus on quantitative indicators. It is recommended that SFCG-TL strengthen its capacity to develop qualitative indicators.
- Use a **mix of qualitative and quantitative approaches** to monitoring, documenting and reporting. Use a mix of qualitative and quantitative indicators. Organise training on qualitative impact assessment and qualitative indicators.
- Baseline/Endline Survey: It is recommended that SFCG critically analyse the appropriateness, shortcomings and cost-benefits of the Baseline/Endline Surveys.
- Organise training in narrative reporting and documenting in particular for district level sub-projects.
- Collect case studies, with photographs. Also on failures, for lessons learned.
- Make use of innovative participatory visual methodological tools for monitoring, assessment and documenting such as participatory video of the CPRN network activities.

### **On Gender and Peacebuilding:**

- SFCG-TL's women's participation in the organization and in the project cycle is very good. It is recommended to integrate a more comprehensive gender perspective for a deeper understanding of conflict and violence and more effective strategies on prevention.

### **On Dialogue between Non-State Actors and Government**

- More collaboration with relevant development partners on dialogue and decentralization.
- In-depth reflection on the Government-NSA dialogues, in view of lessons learned for future dialogues,
- Build partnerships with other NSA working on 'dialogue',
- Civil Society in Timor-Leste may work out a clear vision on the role of Civil Society and on strengthening Government-NSA collaboration. SFCG may provide crucial support in the process.
- Support Capacity Building at district level in strategizing, documenting, monitoring and reporting,
- Emphasis on "appreciative exchange" as an integral component of the DAME strategy.

### **On Capacity Building**

- The combination of formal and capacity building has been particularly effective. It is recommended that SFCG continue to build the capacities of the network.
- Youth entrepreneurs: in addition to entrepreneurial skills, assist the youth groups in reporting and learning lessons in view of strengthening sustainability of the Small Economic Grants programme,
- Promoting conflict sensitive media: there is still a need for Community Radio Capacity Building,
- Select training methods in view of increased sustainability.

### **On Strengthening Coordination among SFCG and implementing partners in future**

- Careful selection of partners; solid partner capacity assessment,

- Accurate and realistic budgeting,
- More strict reporting obligations (narrative, financial) from partners to SFCG; Capacity Building for the wider project staff on monitoring and reporting,
- In-depth sharing of lessons learned between consortium partners,

**On collaboration EU, NAO, DAME partners**

- EU: To take up a more prominent role in policy dialogue with Civil Society partners and establish a 'genuine' strategic partnership.
- EU and NAO: to facilitate Capacity Building on methods of Monitoring and Reporting (including qualitative methods) for CSOs in the context of the management of grants,
- NAO may strengthen its role as a strategic partner, engage in policy dialogue with Civil Society organisations, and take up a more comprehensive role in monitoring of projects supported through NAO.
- It is recommended that DAME partners and NAO explore possibilities of engaging in a dialogue on democratization and peacebuilding in Timor-Leste, the lessons learned from the DAME project and recommendations on the way forward.

**On lessons learned and follow-up**

- The Action has generated a wealth of experience. It is recommended that SFCG-TL and Consortium partners further identify, consolidate and document strategic lessons learned and success-and-failure factors with stakeholders as a critical contribution to a successful follow-up Action on democratization and peacebuilding in Timor-Leste.



## 6. ANNEXES

### 1. Terms of Reference

#### Terms of Reference Final Evaluation

#### “Democracy and Development in Action through Media and Empowerment” (DAME) Project

Search for Common Ground (SFCG-TL) Timor-Leste seeks qualified consultant(s) to conduct a Final Evaluation of its project “Democracy and development in Action through Media and Empowerment” being implemented in all 13 districts of Timor-Leste. For this consultancy, SFCG|TL seeks to procure the services of an independent, external consultant(s) to design, plan and conduct a high quality final evaluation covering at least six district among the 13 districts. The objective of the Evaluation is to assess and evaluate the project performance and achievement against the set goals, objectives and results as described in the logframe.

#### Introduction

Search for Common Ground ([www.sfcg.org](http://www.sfcg.org) SFCG) is an international, non-governmental organization whose mission is to “*transform the way the world deals with conflict: away from adversarial approaches, toward cooperative solutions.*” With programming in 35 countries in Asia, Africa, Eastern Europe and the USA, SFCG works with governments, the military, civil society, women, youth, and other relevant sectors in order to maximise its’ influence in the prevention of conflict.

SFCG began work in Timor-Leste (TL) in April 2010. In August 2012, SFCG began implementation of a two-year project entitled *Democracy and Development in Action through Media and Empowerment (DAME)*. The initiative was funded by the European Commission (EC) through the contracting authority of the National Authorising Office (NAO), under the Ministry of Foreign Affairs and Cooperation of Timor-Leste. The project aimed to strengthen the democratization process in Timor-Leste and further stabilise the country by building the capacities of non-state actors (NSAs) and improving channels of communication between citizens and decision-makers.

#### Background

The Democratic Republic of Timor-Leste (TL) stands at a critical juncture in its development, with the security and political environment remaining exceptionally fragile. The staggeringly high birth rate<sup>213</sup> and soaring youth unemployment<sup>214</sup>, coupled with feelings of disenfranchisement has resulted in tensions and higher likelihood of violent conflict. Youth, in particular, must be involved politically, economically, and socially, to become drivers of the country’s future. However, in a context where youth feel disenfranchised, risks of mobilisation and return to violent conflict are high.

While the Government of Timor-Leste (GoTL) and various NSAs have made substantial efforts toward improving the living standards of the Timorese people, it is generally agreed that development efforts need to be more coordinated and programming better implemented. Likewise, state and civil society capacity to deliver basic services and execute budgets is severely limited, with both segments of society beset by human resource challenges. By strengthening NSA voices, legitimacy, organizational strength, and relationships with government, the programme seeks to prevent the rise of tensions in Timor-Leste. This action will promote a participatory environment that stimulates information flow, nurtures NSA and youth involvement in peacebuilding and development, and builds relationships for future cooperation amongst NSA and youth, and between NSA, youth, and Timorese decision-makers. The programme will address huge gaps in media programming for youth, and create opportunities for two-way communication between youth and the government.

#### Project Objectives

The overall objective of the Democracy and Development in Action through Media and Empowerment (DAME) project is to strengthen the democratization process in Timor-Leste and further stabilise the country by building NSA capacities and improving channels of communication between citizens and decision-makers.

**The specific objective is** enhanced effectiveness of engagement between NSAs, state authorities (SAs), and their constituencies in the development process.

To achieve the aforementioned objectives, the project will seek to attain the following **expected results**:

<sup>213</sup> Total fertility rate = 6.95 – one of the highest fertility rates in the world (UNFPA Timor-Leste)

<sup>214</sup> For youth aged 15-24, the unemployment rate in 2007 was 18.4% (UNESCO, *Timor-Leste – Country Programming Document 2009-2013*, p.6).

- Verifiably strengthened operational, technical, and financial capabilities for national and local NSAs and NSA networks, as well as media and youth organizations involved in the project.
- Increased capacity and mechanisms for NSAs and local and national government to collaborate more effectively via improved inclusive dialogue, coordination and partnership.
- A better-informed population about NSA activities as well as democratization, policy-making, and conflict sensitive development processes.

The project target groups include:

- A) Staff from three national NGOs (30; SFCG-TL, BELUN, FOURM TAU MATAN, and three umbrella organizations 9CNJTL, FONGTIL, and Press Club).
- B) Local level NSA staff members (34\*10 = 340)
- C) National and local government actors (25\*5 = 125)
- D) Timorese Media Professional (60)
- E) Timorese youth leaders (approximately 350, aged 15-29) and Timorese youth (approximately 1040) (2275, 35 members in each of 65 sub-districts)
- F) EWER CPRN members

### **Evaluation Objectives and Key Evaluation Questions**

The overall objective of this final evaluation is to assess to what extent the project has contributed in strengthen democratization process in Timor-Leste and how has it improved the communication and dialogue between youth, NSAs and decision makers at various levels. SFCG wants to explore how the DAME project was implemented, to what extent the project objectives and results were achieved, as well as furnish recommendations for similar project interventions for the future.

In accordance with the OECD-DAC Criteria of evaluating Conflict Prevention and Peacebuilding Programming, SFCG sets the following criteria and key questions for the evaluation:

#### **1. Relevance**

- To what extents the objectives of the intervention were consistent with the needs of the beneficiaries, partners, donor's policies, and GoTL's strategic plan (2010-2020)?
- How relevant was the methodology and approach given the social, political and conflict context in Timor-Leste?
- How relevant are the project strategies and activities as perceived by the beneficiaries and other community stakeholders?
- What, if any, are the project's unique contributions to NSA and media empowerment in Timor-Leste that were not previously being provided?

#### **2. Effectiveness**

- What are the major outputs and outcomes of the project? How is the progress in comparison to the relevant baseline data?
- To what extent has the project contributed to enhancing the capacity of its partner organizations and their staff in various aspects of organizational capacity development?
- To what extent the project has contributed in improving relationships and cooperation/collaboration of youth, NSAs, local constituencies and decision makers/GOTL authorities in peacebuilding and development process?
- To what extent the project has been able to link Timorese citizen with the work of NSAs and the conflict sensitive development process?
- To what extent the project has contributed in promoting common ground journalism in Timor-Leste? Has there any shift in media's role in promoting peacebuilding and conflict sensitive development in Timor-Leste?
- What major factors are contributing to the achievement or non-achievement of objectives?
- Are there any unintended positive or negative outcomes/consequences of this work in Timor-Leste?

#### **3. Intermediate Impact**

- What is the overall (direct and indirect) contribution of the project in strengthening the democratic process in Timor-Leste?
- How has the project contributed in promoting culture of inclusive dialogue and collaboration among NSAs, youth and the decision makers? Are there abundance of examples constructive engagement of NSAs, Youth and GOTL institutions in promoting peacebuilding and development in the country?
- What is the contribution of the project in institutionalizing the conflict sensitive and non-adversarial culture among journalists and media outlets in Timor-Leste?
- What aspects of the project outcomes are likely to be sustained after the life of the project? Have there been any particular mechanisms in place to ensure sustainability of initiatives?

- How has the Organizational Capacity building of NSAs contributed in defining their role in Timor-Leste's peacebuilding process?
- What shift and attitude and behavior among the Timorese people caused because of the media programs and other project interventions targeting Timorese citizens?

#### 4. Coordination

- How has SFCG managed coordination among implementation partners?
- How do partners view the role of SFCG and vice versa?
- What were the major coordination challenges, if any? How SFCG did managed/overcome those challenges?
- How can the coordination among SFCG and implementing partners can be made more efficient and effective in the future?

#### Horizontal issues (EC Visibility)

The evaluation should look if necessary steps have been taken by SFCG to publicise the fact that The EU has financed the action / program, such measures must comply with the communication and visibility Manual for EU external actions laid down and published by the European commission<sup>215</sup>.

#### Evaluation Methodology

The evaluation is meant to produce information and make recommendations that are valid *and reliable based on actual data and analysis*. We expect that the methods to be used by the evaluator in completing this evaluation will include a mixed methods approach, including, but not necessarily limited to: document review, analysis and review of monitoring data, key informant interviews, focus group discussions (FGDs), surveys, case studies using most significant approach (MSC), observation, etc. The evaluator should employ "triangulation" between several methods of data gathering where attribution of a net change to a project intervention is difficult, by eliciting responses from several different types of sources (e.g., program management, key informants in community radio stations, SFCG's partners and project associates (BELUN, TLMDC, FTM, CNJTL, and Community Radio Centre (CRC), CPRN, GOTL officials and targeted youth groups including listeners groups).

The evaluator will be tasked with analysing both quantitative and qualitative data. Existing project documents, periodic reports and the ROM report along with other relevant documents will be shared with the evaluator. The evaluator is expected to carry out a quantitative survey (similar to the baseline but shorter one with specific focus on major outcome indicators and listenership of radio programs). S/he is expected to draft the questionnaires in consultation with the SFCG Team and get approval of the questionnaires before administering the survey. The consultant will calculate same size using scientific methods, identifies local researchers, trains them on data collection and administers the survey in target locations with the sample population.

Similarly, the consultant is expected to develop FGDs/KIIs guiding checklists for different set of stakeholders groups such as youth, NSAs, Government officials, radio producers/journalists etc. The SFCG team will review these checklists and needs approval before starting the field work. These data collection tools will be part of Inception report to be submitted by the consultant before starting the fieldwork for data collection. The consultant will conduct at least 5 KIIs and 2 FGDs in each of the districts and 2 stories collection using MSC approach.

#### Scope of Work and deliverables

This evaluation will take place in same five (5) districts as the baseline study (Manatuto; Baucau; Dili; Liquica and Emera) and one (1) district not covered in the baseline study (Bobonaro).

#### Deliverables

- Inception report to be submitted within five days of signing the contract. The inception report includes a brief introduction of the project, the evaluation objectives and final Key evaluation questions agreed with SFCG and the consultant, detailed evaluation methodology, including all required data collection tools (such as FGDs/KIIs checklists, survey questions, other tools) data analysis approach and the evaluation timeline from signing the contract to the submission of the final report. SFCG will provide a sample inception report for reference.
- Filed visit to all districts included in the evaluation plan.
- Draft report for review by the SFCG TL team and the Asia Regional DM&E Specialist.
- Final report after incorporating the comments and feedback from the SFCG Team and the Asia Regional DM&E Specialist. The report should be in English and no more than 30 pages in length and consist of;
  - Cover Page. SFCG will provide sample cover sheet for reference.
  - Table of contents, list of acronyms/abbreviations and list of tables and charts

<sup>215</sup> [http://ec.europa.eu/europeaid/work/visibility/documents/communication\\_and\\_visibility\\_manual\\_en.pdf](http://ec.europa.eu/europeaid/work/visibility/documents/communication_and_visibility_manual_en.pdf).

- Executive summary of key findings and recommendations – no more than 3 pages.
- Introduction: Context analysis, project description, evaluation methodology with clear explanation of sampling, survey methodology, FGDs/KIIs participant selection and data analysis approach.
- Evaluation findings, analysis, and conclusions with associated data presented per evaluation objective and per evaluation criteria, via a reasonable balance of narrative vs. graphs and charts (mandatory).
- Recommendations for future activities/intervention. The recommendations should be forward looking and should focus on program design, planning vs implementation, implementation methodology and approach, project monitoring and evaluation system, among others. The recommendations should also be frame according to eh evaluation criteria.
- Appendices, which include collected data, detailed description of the methodology with research instruments, list of interviewees, bibliography, and evaluator(s) brief biography.
- The evaluator should submit an electronic version of the report sent by email.
- Make a final presentation of the report with the SFCG Timor-Leste Team. However, this will be negotiated, if the consultant will be submitting the final report from Outside of TL.

The evaluator works closely at every stage with the SFCG DM&E Coordinator and the SFCG Asia Regional DM&E Specialist. The evaluation report will be credited to the consultant and will be placed in the public domain at the decision of SFCG.

### **Evaluation Team**

The evaluation team will include the evaluator, SFCG’s DM&E Coordinator, SFCG Asia DM&E Specialist. The evaluator will be under the direct supervision of the SFCG Country Director. SFCG’s DM&E Coordinator will be responsible for supervising the team and facilitating the needs of the consultant for the purpose of the evaluation.

### **Logistics**

SFCG will provide logistic support to the Evaluator. SFCG Timor-Leste’s DM&E Coordinator will assist the Evaluator in logistics, travel, translation (if required), accommodation, communications, and scheduling of meetings and appointments. She will also ensure that all required documentation is made available to the Evaluator as required.

### **Experience and Qualifications**

- A minimum of a Master’s degree in social science or other related subjects. Candidate with(Master’s degree peacebuilding, conflict transformation or international relations will be desirable);
- Between 5-10 years of DM&E experience required (experience in programme implementation preferred); experiences in conducting project evaluations in the following subject areas - governance, NSA, Youth, media and peacebuilding programs) would be an added advantage;
- Work experience in Timor-Leste is an advantage;
- Work experience in a post-conflict environments required;
- English required; Tetun and/or Bahasa Indonesia desirable;
- Excellent writing and speaking skills in English; and
- Able to work in challenging conditions, and
- Sensitive to cultural issues.

### **Remuneration**

The consultant will receive a daily rate for total of 27 working days; of which 20 days must be spent in Timor-Leste. SFCG will covers travel to and from home country; per diem and accommodation while in Timor-Leste; and local travel costs related to fieldwork.

The schedule of payment of the consultancy fee is as follows:

1. 40% will be paid upon signing the contract.
2. 60% will be paid upon completion and approval of evaluation report.

SFCG will be responsible for all air (if applicable) and ground transportation and translation services.

Recruitment Process and Timeframe: An application letter along with a CV should be submitted to Mr. Jose Francisco de Sousa (SFCG Country Director) via email: [jdesousa@sfcg.org](mailto:jdesousa@sfcg.org) no later than 10 of November 2014. Questions regarding this Terms of Reference (ToR) should be submitted in writing by 5th of November 2014.

A decision on the selection of the Evaluator will be made by 15th November 2014. The contract should be signed by 16th November 2014.

The evaluator should begin the evaluation on 20th November 2014 and be in Timor-Leste for two weeks during starting from 27 November 2014.

- The deadline for first draft of results will be 16th December 2014.
- Submission of the second draft of the report will be 4th January 2015
- The deadline for final receipt of all deliverables will be 15th January 2015.

A complete proposals/application should be submitted by the deadline and should include:

- Proposal (maximum 6 pages, including the methods and methodology to be adopted)
- Budget estimates and price quote
- CV
- Cover letter
- Availability
- References
- Writing sample

**Amendments to Terms of Reference, December 2014:**

The Evaluation was delayed by 2 weeks due to delays in SFCG decisionmaking. As a consequence the fieldwork was carried out under time pressure. SFCG and W.Koekebakker agreed on a revised ToR and planning with reduced field visits, reduced nr. of districts to be visited, reduced number of interviews, surveys, MSC, and case studies.

## 2. List of Interviewees and persons met

### Search for Common Ground - Timor-Leste

- Jose Francisco de Sousa – Country Director – SFCG–Timor-Leste
- Ursula de Almeida – Director of Programs
- Delfina de Jesus - DM&E Coordinator
- Ana Teresa (Sandy) Sequeira – Media Manager
- Sandra de Araujo – Finance Manager
- Manuel Eliseu Soares – HR / Administration
- Fernando Carceres Da Costa Soares - Youth Project Officer
- Maria da Purificação da Ribeiro (Poppy) – Small Grant Coordinator
- Marina Galuch, small grants volunteer - CNJTL, focal point for small grants
- Flavia Gusmao Araujo, Volunteer

### Belun

- Luis Ximenes, Director
- Celestino Ximenes, Research and Policy Development
- Noemia Gomes Ferreira, Regional trainer
- Domingos Martins, Monitoring officer,
- Jesuina Maria do Rosaria Abel, Coordinator for DAME
- Laurensius Amer Lein, Conflict prevention and policy specialist,
- Domingos Martins, Monitoring officer

### Forum Tau Matan

- Ana Paula Sequeira, Executive Director
- Eduarda Gonsalves, office manager

### FONGTIL

- Arsenio da Silva Perreira, Executive Director
- Mario da Silva, Program Manager
- Joseph Fatima, FONGTIL DLO/District Liaison Officer, Bobonaro
- FONGTIL training participants in Bobonaro
- Maria Fernanda Mendes, District Liaison Officer / coordinator FONGTIL, Liquica

### CNJTL

- Leovigildo da C.Hornai, Presidente
- Arfim Pereira Carceres, DYC
- Alivania Carceres Pereira, SFCG staff, member of the DYC
- Lucianu Domeniu Jesus Carceres, member, District Youth Council

### Youth, youth beneficiaries, other beneficiaries

- Elisabeth Soares da Silva, UNITAL debate team
- Petronil Aniceto de Sousa, coordinator of the YES grant project, Sentru Treinamentu Joventude – Photography, Manatuto
- Berta de Souza, beneficiary of YES grant, Manatuto
- Alison Achilles dos Santos, Student, youth leader, former Civic Leadership Training participant, Liquica
- Ana Christina de Caballo Soares, District Youth Forum; Justice and Peace Commission, Liquica
- Alves, Mangrove project, YES grant, Cooperative Multisectoral Bundahanra (Tibar), Liquica.

### Community Radio Stations:

- Dulce, Radio manager Radio Comunidade Lian Matebian Baucau,
- (..) talkshow Youth panelist
- Joao Nigeira, responsible for radio drama, Radio Comunidade Lian Matebean Baucau,



- Eva Sidonia, Community Radio Bobonaro-Maliana,
- Marta da Costa, Community Radio Radio Liberdade Dili,
- Elizabeth Pires, Community Radio Radio JoJo-FM,
- Florindo, Community Radio Viqueque,
- Filomeno, Community Radio Maliana, manager,
- Eduardo Exposto, Manager, Community Radio Liquica
- Natalino dos Santos, Community Radio Volunteer, Journalist, Liquica
- Veronica dos Santos, Community Radio Volunteer Liquica
- Josepha dos Santos, Community Radio Volunteer, Liquica
- Gil di Sousa Vicente, Community Radio, Liquica
- Josepha dos Santos, Community Radio Volunteer, Community Radio Tokodede, Liquica
- Maria Fernanda Mendes, Liquica, Board member Radio Tokodede
- Endie van Binsbergen, advisor Community Radio Viqueque.

#### **Association of Community Radios in Timor-Leste**

- Mr. Prezado Ximenes, President

#### **Civil Society Organizations**

- Rince Nipu, Director, Haburas Moris; Bobonaro
- Maria Verdia, Fundacao Moris Fo (New Life); Bobonaro
- Jose Anteiro, Fundacao Moris Hamutuk; Bobonaro

#### **Trainers:**

- Zofimo Hanjam Corbafo, Training in OD and leadership for Community Radio stations,
- Laurensius Amer Lein, conflict prevention and policy trainer, Training for Government officials

#### **Government of Timor-Leste**

- Ms. Madalena F.M. Hanjan C. Soares, BNs, MPOV, Deputy NAO, NAO, Ministério dos Negocios Estrangeiros e Coperação, GoTL
- Mr. Jaime Xavier Lopes, Ministério da Justiça, Secretário de Estado das Terras e Propriedades, (Secretary of State, Land and Property)
- Luis Aparicio Guterres, former guru, poet, ‘father of the people’, Baucau District Administrator,
- Sebastiao Correia, Vemasse Sub-district administrator
- Sr. Celestino, Sub-district administrator, CPRN coordinator, Atabae
- Alberto Fontes, Village chief, Atabae

#### **Delegation of the European Union, Timor-Leste**

- Ms. Ruth Maria Jorge, Programme Manager, Fragility & Governance

### 3. Field visit schedule

Schedule Evaluation Visit DAME project Timor-Leste Search for Common Ground December 2014 Welmoed Koekebakker				
Date	District	Organization	Name & Position	Subjects
6/12/2014	Dili	Search for Common Ground – Timor-Leste	Ursula de Almeida, Director of Programs Delfina de Jesus, DM&E Coordinator Sandy Sequeira, Media Manager	DAME project
7/12/2014	Dili	SFCG-TL	Delfina de Jesus	DAME project
8/12/2014	Dili	SFCG-TL	Delfina de Jesus	DAME project
9/12/2014	Dili	SFCG-TL	Delfina de Jesus	DAME project
9/12/2014	Dili	FONGTIL NGO Forum Timor-Leste	Mario da Silva (Program Manager)  Arsenio da Silva Perreira (Executive Director)	<ul style="list-style-type: none"> <li>- MOCA/DOSA capacity assessment</li> <li>- Finance Manual training (5 regions)</li> <li>- NSA – Government dialogue district and national levels</li> </ul>
9/12/2014	Dili	Search for Common Ground	Jose (Maun Quico) da Sousa, Country Director	DAME project
9/12/2014	Dili	SFCG	Maria Ribeiro (Poppy), Small Grants Coordinator Marina Galuch, small grants volunteer from CNJTL, focal point for small grants Flavia Gusmao Arausa, Volunteer	YES grants
9/12/2014	Dili	Belun	Luis Ximenes (Director)	<ul style="list-style-type: none"> <li>- policy brief on martial arts groups and CPRNs</li> <li>- NCA in 43 CPRNs</li> <li>- Trainings to 43 CPRNs</li> <li>- 27 small grants Conflict Sensitive Development Initiatives</li> </ul>
9/12/2014	Dili	Secretary of State, Land and Property	Jaime Xavier Lopes	Government representative during NSA-government dialogues
10/12/2014	Baucau	Elisabeth Soares da Silva, UNITAL debate team	Baucau District Court	<ul style="list-style-type: none"> <li>- Regional and national university debate</li> <li>- NSA-government dialogue</li> <li>- 3. Radio listener (FGD participant)</li> </ul>
10/12/2014	Baucau	Radio Comunidade Lian Matebean Baucau	Dulce, Community Radio manager Joao Nigeira, responsible for radio drama	<ul style="list-style-type: none"> <li>- 7 talkshows</li> <li>- 3 POSAs</li> <li>- DOSA</li> <li>- Trainings</li> </ul>
10/12/2014	Baucau	Youth panelist from the talkshow	Community radio	talkshow on corruption / mismanagement
10/12/2014	Baucau	District Administrator, government official	Luis Aparicio Guterres Former guru, poet, ‘father of the people’	<ul style="list-style-type: none"> <li>- talkshow on corruption / mismanagement</li> <li>- CSDI in Vemasse</li> <li>- NSA-government dialogue</li> <li>- District Youth Forum</li> </ul>
10/12/2014	Baucau	Vemasse sub-district administrator FGD with CPRN	Sebastiao Correia, sub-district administrator	<ul style="list-style-type: none"> <li>- CSDI</li> <li>- MOCA</li> <li>- Network Management Training</li> </ul>
10/12/2014	Baucau	Vemasse sub-district	Village women	Village level conflict
10/12/2014	Manatuto	Laleia	Sentru Treinamentu Joventude – Photography Petronil Aniceto de Soiusa, coordinator of the YES grant project	YES grants

			Berta de Souza, beneficiary of YES grant	
11/12/2014	Manatuto	District Youth Council	Arfim Pereira Carceres, Alivania Carceres Pereira; SFCG staff, member of the youth centre; Lucianu Domeniu Jesus Carceres, member.	<ul style="list-style-type: none"> <li>- District Youth Forum</li> <li>- Civic Leadership Training</li> <li>- Open space, personal transformation, experiential learning, appreciative approach</li> <li>- YES grants</li> </ul>
11/12/2014	Dili	Training in OD and leadership for all Community Radio stations, 10-12 December, PRU SMAP Solutions	All community radio, large group meeting on training (TBC) Trainer: Zofimo Hanjam Corbafo	OD and leadership training (follow up to DOSA)
11/12/2014	Dili	SFCG	Ana Sequeira (Sandy), Media Manager	<ul style="list-style-type: none"> <li>- talkshow</li> <li>- Public Outreach Service Announcement (POSA)</li> <li>- Common Ground Media Training</li> </ul>
11/12/2014	Dili	SFCG	Gaspar Quintino Freitas, Youth and Community Peacebuilding Programme Manager	<ul style="list-style-type: none"> <li>- Youth Forums</li> <li>- Civic Leadership Trainings (CLT)</li> </ul>
11/12/2014	Dili	Training to Government officials on Conflict Transformation, 10-12 December, by Belun	Laurensius Amer Lein, conflict prevention and policy specialist, trainer Noemia, Gomes Ferreira, Belun staff, regional trainer Domingos Martins, Monitoring officer, Belun	
11/12/2014	Dili	FGD / Dinner with Director of Programs Ursula de Almeida (SFCG), media manager Sandy Sequeira (SFCG) and 5 Community Radio partners	Director of Programs Ursula de Almeida (SFCG); Media manager Sandy Sequeira (SFCG); Gaspar Freitas, Youth and Community Peacebuilding Programme Manager; and 5 Community Radio partners: 1) Eva Sidonia, CR Bobonaro-Maliana, 2) Marta da Costa, CR Radio Liberdade Dili, 3) Elizabeth Pires, CR Radio JoJo-FM, 4) Florindo, CR Viqueque; 5) Filomino, CR Maliana (manager).	<ul style="list-style-type: none"> <li>- DOSA</li> <li>- OD training</li> <li>- talkshows</li> <li>- POSAs</li> </ul>
12/12/2014	Dili	Search for Common Ground	Jose (Maun Quico) da Sousa, Country Director	DAME project
12/12/2014	Atabae	Sub-district administrator, CPRN coordinator, Sr. Celestino	Sub-district administrator, CPRN coordinator, Sr. Celestino	<ul style="list-style-type: none"> <li>- CSDI / Conflict Sensitive Development Initiatives,</li> <li>- CPRN, conflict resolution,</li> <li>- Belun training on OD and Conflict Resolution,</li> <li>- Network capacity assessment, small grants,</li> </ul>
12/12/2014	Atabae	Village chief, Alberto Fontes	Village chief, Alberto Fontes	<ul style="list-style-type: none"> <li>- CSDI,</li> <li>- Conflicts in the villages;</li> <li>- Conflict resolution, the conflict resolution network,</li> <li>- traditional conflict resolution / Tarabandu;</li> <li>- domestic violence</li> </ul>
12/12/2014	Bobonaro	FGD	Rince Nipu, Director, Haburas Moris; Maria Verdia, Fundacao Moris Fo (New Life); Joseph Fatima, FONGTIL DLO/District Liaison Officer; Jose Anteiro, Fundacao Moris	<ul style="list-style-type: none"> <li>- Capacity Assessment,</li> <li>- Capacity Building by FONGTIL (Finance Manual Training): training methodology, strengths/weaknesses, recommendations,</li> </ul>

			Hamutuk; + 2 NGOs including FONGTIL training participants; Esther and Paul, volunteers	<ul style="list-style-type: none"> <li>- Dialogue CS/NSA-Government 2013</li> <li>- Land disputes, mediation, advocacy</li> <li>- Gender perspective on land disputes</li> <li>- Change perspective</li> <li>- Follow-up strategies</li> <li>- Media project</li> </ul>
13/12/2014	Liquica	FGD, CLT participants and others	Alison Achilles dos Santos, Student, youth leader, former Civic Leadership Training participant; Natalino dos Santos, Community Radio Volunteer, Journalist; Veronica dos Santos, Community Radio Volunteer; Josepha dos Santos, Community Radio Volunteer; Gil di Sousa Vicente, Community Radio; Ana Christina de Caballo Soares, works in NGO and District Youth Forum; Justice and Peace Commission;	<ul style="list-style-type: none"> <li>- Perceptions of results of Search / DAME activities</li> <li>- District Youth Forum</li> <li>- National Youth Council</li> <li>- Conflict Transformation</li> <li>- Civic Leadership Training</li> <li>- Small grants</li> <li>- Community Radio programs (gender equality and land rights)</li> <li>- Youth unemployment</li> </ul>
13/12/2014	Liquica	Community Radio Tokodede	Eduardo Exposto, Manager Josepha dos Santos, Community Radio Volunteer	<ul style="list-style-type: none"> <li>- talkshows</li> <li>- Impact radio programs (youth employment, domestic violence)</li> </ul>
13/12/2014	Liquica	DLO FONGTIL and Board member Radio Tokodede	Maria Fernanda Mendes Leadership, District Liaison Officer / coordinator FONGTIL;	<ul style="list-style-type: none"> <li>- CBO assessments; MOCA and DOSA</li> <li>- NSA-Govt. dialogue, on land dispute; and follow-up strategies</li> <li>- Community Radio programs,</li> <li>- Community Radio Capacity Building</li> </ul>
13/12/2014	Liquica	Cooperative Multisectoral Bundahanra (Tibar)	Alves	YES grantee mangrove nursery – received contract from government for mangrove seedlings
14/12/2014	Dili / Liquica	Informal field visit and Report Writing		
15/12/2014	Dili	Forum Tau Matan (FTM)	Ana Paula Sequeira, Executive director Eduarda Gonsalves, office manager	<ul style="list-style-type: none"> <li>- Regional and National university debates,</li> <li>- civic education,</li> <li>- panel discussions</li> <li>- implementation issues</li> </ul>
15/12/2014	Dili	Belun	Luis Ximenes (Director) Celestino Ximenes (research and policy brief) Noemia Gomes Ferreira (regional trainer) Jesuina Maria do Rosaria Abel, coordinator of DAME-Belun Laurensius Amer Lein, conflict prevention and policy specialist, Domingos Martins, monitoring officer Romana (CSDI) Bylah (NCA)	<ul style="list-style-type: none"> <li>- policy brief on martial arts groups and CPRNs</li> <li>- NCA in 43 CPRNs</li> <li>- Trainings to 43 CPRNs</li> <li>- 27 small grants Conflict Sensitive Development Initiatives</li> <li>- 1325 / women, gender and conflict</li> <li>- conflict network capacity assessment</li> <li>- Inpunity</li> <li>- EWER</li> <li>- Radio programs</li> <li>- dialogue</li> </ul>
15/12/2014	Dili	Community Radio Association of Timor-Leste	PrezadoXimenes, president	
15/12/2014	Dili	National Youth Council Timor-Leste, CNJTL	Leovigildo Hornai (President)	<ul style="list-style-type: none"> <li>- District and National Youth Forums</li> <li>- Civic Leaderships Trainings</li> </ul>

				- Coordination with SFCG
16/12/2014	Dili	NAO, Ministério dos Negócios Estrangeiros e Coperação, GoTL	Señora Madalena F.M. Hanjan C.Soaes, BNs, MPGOV, Deputy NAO	<ul style="list-style-type: none"> <li>- How does NAO validate the DAME project</li> <li>- Position of NAO (strategic disconnection)</li> <li>- Role of NAO w.r.t. Civil Society support</li> <li>- EU – NAO</li> <li>- Role of NAO – grants managing, ROM/monitoring,</li> <li>- Background of 2 NAO-managed projects</li> <li>- Potential for future support for DAME</li> </ul>
16/12/2014	Dili	SFCG	Sandra Araujo, Finance	
16/12/2014	Dili	Delegation of the European Union to Timor-Leste	Ruth Maria Jorge	<ul style="list-style-type: none"> <li>- ROM on DAME</li> <li>- 2 NAO-managed projects</li> <li>- Role of NAO – managing, monitoring,</li> <li>- NAO-EU</li> </ul>
16/12/2014	Dili	SFCG	Farewell Dinner with staff	



## 5. List of documents analysed

Barnes, Karen: Turning policies into action? The European Union and the Implementation of UNSCR 1325, in: Olonisakin, Funmi; Barnes, Karen; Ikpe, Eka: Women, peace and security : translating policy into practice. Routledge, 2011

Belun: Instrumentu Transformasaun Konfliktu. Toolkit Conflict Transformation. April 2014.

Belun: Relatório Avaliasaun Kapasidade Rede, Rede Prevensaun no Responde Konfliktu (RPRK) (Report of the Network Capacity Assessment of the Conflict Prevention and Response Network), February, 2014.

Belun: Conflict Transformation in Timor-Leste: A Study Case on Conflict Prevention and Response Network (CPRN), Belun Research Report, August 2014

Belun: Modul Treinamentu ba Rede Prevensaun no Responde Konfliktu (RPRK).

Belun: Informasaun detail kona ba fundus ki'ik CSDI.

Belun: Dynamics of martial arts related conflict and violence in Timor-Leste. Policy Brief, 2014.

Belun: Tara Bandu: Its Role and Use in Community Conflict Prevention in Timor-Leste. Belun, The Asia Foundation, 2013.

Belun: website

Belun: Belun Scope of Work DAME

Belun: Belun Workplan

Belun: DAME Quarterly Report March-May 2013

Belun: DAME Quarterly Report June –August 2013

Belun: DAME Quarterly Report Sept – November 2013

Belun: DAME Quarterly Report December 2013 – February 2014

Belun: DAME Quarterly Report March – May 2014

Belun: Relatoriu Kuartal DAME – Sept 2014

CNJTL - Scope of Work

European Commission: Support to NSA Program guidelines for Grant Applications

European Commission: The Roots of Democracy and Sustainable Development: Europe's engagement with Civil Society in external relations. Communication from the European Commission to the European Parliament, 2012

European Commission: Roadmaps to Engage Civil Society. Web-based publication, 22.07.2014

European Commission: Evaluation of the European Union's Cooperation with Timor-Leste, Report, 2015.

European Union: Timor-Leste - EU Country Strategy Paper 2008-2013

European Union - Council of the European Union: EU Comprehensive Approach to the Implementation of UNSCRs 1325 and 1820, Brussels, 4 2008

European Union: Country Strategy on Implementation of the Comprehensive Approach to UNSCR 1325 and 1820 on Women, Peace and Security in Timor-Leste. February 2013

Fallo, Simon (2014). "A narrative report on Passabe CPRN's Tara Bandu activity", Oecusse, 2014

FONGTIL: website

FONGTIL: Scope of Work DAME

FONGTIL: Relatorio Annual Atividades FONGTIL janeiro-dezembro 2013 – fevereiro 2014

FONGTIL: Rules of procedure, MOCA guidelines and questionnaire

FONGTIL: Materia Trainamento Manual Financas Ba ONG Regional Leste, Oeste, Rai klaran, Dili no Oecusse, 2014, by J.Freitas and L.Tito.

FONGTIL: Members' Organizational Capacity Assessment, MOCA, Analytical Report, By Eduardo Soares - Kiera Zen, Dec. 2013 – Jan. 2014

FONGTIL: Termus da Referensia (ToR), Trainamentu Manual Financas ba Membru ONG Regional, Leste, Oeste, Rai Klaran, Dili no Oecusse

FONGTIL: Planu Asaun Treinamentu Manual Finance FONGTIL ba Regional Agustus - Dezembro 2014

Forum Tau Matan: website

Forum Tau Matan Scope of Work DAME

Forum Tau Matan: Progress Report on Launching Student Public Debate and Panel Discussion, Programme Details, Sept-Oct 2013

Forum Tau Matan: Relatoriu Progresu, Periodu Janeiro-Marsu, 2014

Government of Timor-Leste: Timor-Leste Strategic Development Plan 2011-2030 – Version submitted to the National Parliament;

Government of Timor-Leste: Program of the Fifth Constitutional Government 2012-2017 Legislature, Dili, 26 August 2012

Government of Timor-Leste: "Our National Vision – Timor-Leste"

Graca Feijo, R.: Timor-Leste: Challenges to the consolidation of Democracy. In brief, 2014/5 Australian National University

Greenslade, R.: Proposed media law in East Timor 'a threat to freedom of the press', web-based publication, 18 July 2014

G7+, New Deal & Fragility Assessment in Timor-Leste, Update to the Informal Donors Meeting, Feb. 2013.

International Crisis Group – Work To Prevent Conflict Worldwide: Stability at what cost? Asia Report no 246, 8 May 2013, p ii

Invest People: Training Proposal: Leadership and Team Building, Effective Communication, 2013

Invest People: Training Report: Leadership and Team Building, Effective Communication, 2013

Marx, Susan: The Asia Foundation: Draft Media Bill Threatens Press Freedom in Timor-Leste, March 19, 2014, internet; See ETAN <http://www.etan.org/news/2014/05/tlmedia.htm>

Mayne, J. (2008) Contribution Analysis: An approach to exploring cause and effect, ILAC

Nakaya, Sumie: Women and Gender Issues in Peacebuilding: Lessons Learned from Timor-Leste, in: Funmi Olonisakin, Karen Barnes, Eka Ikpe (eds.): Women, Peace and Security – Translating Policy into Practice, 2010, web-based publication

Valuing the collective sacrifice of independence in the consolidation of democracy in Timor-Leste. National Working Group Report on the priority issue of Individual and Party Interests over the National Interest CEPAD, Interpeace, Dili, 2012;

Peace Network Timor-Leste - Advocacy and Socialization of UNSCR 1325 in Timor-Leste, [www.n-peace.net](http://www.n-peace.net).

Rice, Charles S., Report on Community Radio Conference and Training Workshop, 16-19 December 2013, Dili, Timor-Leste – Developing Radio Partners

Security Council Report, Cross-cutting Report, Women Peace Security, 2010 no 2, October, 2010, [www.securitycouncilreport.org](http://www.securitycouncilreport.org).

Search for Common Ground: website

SFCG: Rumour Management: a training guide. No place, no date

SFCG: Radio for Peacebuilding Africa: Rumour Management: a training guide, n.d.

SFCG: Participatory Approaches To Media for Peacebuilding. A Guide to Developing Intended Outcomes Curricula For Radio and Television, 2010

Search for Common Ground - Timor-Leste: website

Search for Common Ground – Timor-Leste (SFCG-TL): DAME - Description of the Action

Search for Common Ground – Timor-Leste (SFCG-TL): DAME Mid Term Report, December 2013

SFCG-TL: Monitoring and Lessons Learned: Civic Leadership Training and Youth Forum, FY 2012-2013

SFCG-TL: Monitoring National Youth Forum (NYF) December 2013: Evaluation of National Youth Forum (NYF) Methodology

SFCG-TL: Monitoring of District Youth Forum (DYF) Across 13 districts, Evaluation of DYF Methodology

SFCG-TL: Discussion Oriented Self-Assessment (DOSA) of Partner Radio and District Youth Councils Report, Sept 2014

SFCG-TL: Youth, Democracy and Peacebuilding in Timor-Leste: a joint baseline survey

SFCG-TL: DAME project – DAME - Endline survey result

SFCG-TL: Terms of Reference, Organizational Development Training Curriculum

SFCG-TL: DAME project Small grants guidelines

SFCG-TL: DAME project Small grants Database

SFCG-TL: Community Radio Pre-Post Training Evaluation Results, December 2013

SFCG-TL: CLT Oecusse Training Assessment Analysis

SFCG-TL: CLT Baucau Training Assessment Analysis

SFCG-TL: Regional Civic Leadership Training Series, Building the Leadership of Timorese Youth – Press release, 2013

SFCG-TL: District Youth Forum Results: Issues Raised and Proposed Solutions. SFCG-DAME, 2014, draft, p 31

SFCG-TL: Discussion Oriented Self-Assessment (DOSA) of Partner Radio and District Youth Councils Report, September 1, 2014

SFCG-TL: Community Radio & Youth Organizational Capacity Self-Assessment Questionnaire, SFCG, 2014.

SFCG-TL: Terms of Reference - Organizational Development Training Curriculum, 2014,

SFCG-TL: Terms of Reference - Training to DOSA participants

SFCG-TL: YES-case study – YES-grants

SFCG-TL: list of small grant initiatives

SFCG-TL: Small Grants Database, n.y.

SFCG-TL: District Youth Forum - Matadalan Espasu Nakloke, 2014, n.p.

SFCG-TL: CLT Baucau Pre-Post Assessment, short report, final, 2013,

SFCG-TL: CLT Oecusse Pre-Post Assessment, short report, final, 2013

SFCG-TL: CLT Relatoriu 2013

SFCG-TL: DM&E: Quarterly Bulletin, Aug. 2014

SFCG-TL: Mid Term Media Monitoring Report, 2014 draft

SFCG-TL: Activity report: on POSA, Sept 2013

SFCG-TL: talkshow monitoring sheet

Soares, Eduardo, INSIGHT Timor-Leste and Graham Mytton: Timor-Leste National Media Survey, Final Report, Fondation Hironnelle, Media for Peace and Human Dignity, 2007.

Soares, Eduardo, and Dicky Dooradi, INSIGHT Timor-Leste, Timor-Leste Communication and Media Survey 2011, UNMIT: United Nations Integrated Mission in Timor-Leste

Soares, Manuel, and Antonio da C. Soares: Small business support training, Report for Search For Common Ground, One MCA Business Consultancy, Dili, 2014

The Asia Foundation: Timor-Leste Law & Justice Survey 2013, The Asia Foundation, 2013.

TLMDC: Scope of Work DAME

UN News Centre: Timor-Leste: Challenges to the Consolidation of Democracy. Timor-Leste: Security Council commends country's progress towards democracy, December 2012

Zimmermann, Rebecca: Youth Entrepreneurship Service Grant Program Recommendations, SFCG, 2014



## **6. Attendants Evaluation Workshop**

### **Attendants Evaluation Workshop, 16 December 2014**

Jose Francisco de Sousa – Country Director – SFCG–Timor-Leste  
Ursula de Almeida – Director of Programs  
Delfina de Jesus - DM&E Coordinator  
Sandra de Araujo – Finance Manager  
Manuel Eliseu Soares – HR / Administration  
Fernando Carceres Da Costa Soares - Youth Project Officer  
Maria da Purificação da Ribeiro (Poppy) – Small Grant Coordinator  
Ana Teresa (Sandy) Sequeira – Media Manager

## 7. Biography Welmoed Koekebakker

### Welmoed Elizabeth Koekebakker

Welmoed Koekebakker is a social anthropologist specialised in Human Rights, Peacebuilding and Gender. She has over 30 years of professional experience in training and support to peace organizations, women's organizations and human rights organizations. She is highly experienced in evaluations, including multi-project multi-country evaluations (India, South Sudan, Sudan, Pakistan, Indonesia, China, Philippines, Sri Lanka, Laos) and Civil Society studies. She is an expert in qualitative evaluation methodology. She worked in fragile states and (post-) conflict situations (Iraq, Darfur/Sudan, Gujarat/India).

In 1975 together with other activists she co-founded the Timor-Leste Solidarity group in The Netherlands supporting the international campaign for East Timor.

Welmoed is also a visual artist. She works in stone, bronze and glass.

She created the artwork for an international Peace Award – the 1325 Award. “The work is part of a series of “world maps”: large glass tableaux of one meter in diameter. They are colourful, radiating, and powerful. The colourful forms at the edges of the sculpture stand for “Diversity”. In the heart all colours come together. Symbol for connectedness, common ground”.

“I chose glass because transparency is the opposite of the obscure world of war and conflicts. Glass is breakable: that stands for vulnerability in times of conflict. But vulnerability is a strength in itself. The strength of vulnerability is a recurrent theme in my artistic work”.

