

Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities

Timor-Leste

(UNDP PIMS ID 5754 GEF ID 9341)

Country:	Timor-Leste
Region:	Asia & Pacific
Focal Area:	Multi-Focal Areas – CCCD-1; 2; and 3
GEF Implementing Agency:	UNDP
Implementing Partner:	UNDP through Direct Implementation Modality (DIM) in collaboration with Director General Environment



Terminal Evaluation July-September 2022 Final Report

September 2022

Elena Laura Ferretti – International Independent Consultant

Octavio Araujo – National Independent Consultant

Acknowledgements

The Terminal Evaluation for the GEF Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligation into national development priorities in Timor-Leste was carried out in the period of July-August 2022 by the Consultants Elena Laura Ferretti and Octavio Araujo. The Consultants would like to express their appreciation and gratitude to all those who gave their time and provided invaluable information during the review; their thoughts and opinions have informed the evaluation and contributed to its successful conclusion.

Special thanks go to the UNDP CO which directly implements the project, and in particular to the Project Coordinator for his professional and effective support in providing documents and information, and facilitating contacts with government counterparts and consultants, allowing a smooth implementation of the evaluation. Thanks also go to the staff of the Secretary State of Environment for the provision of implementation information and data. Finally, thanks go to the government and non-government participating institutions as well as to the external consultants of the Project who provided valuable information and opinions.



1. EXECUTIVE SUMMARY.....	1
I Project Description	1
II Project Progress Summary	2
III Concise Summary of Conclusions	4
IV Lessons Learnt and Recommendations Summary	5
2. INTRODUCTION	8
2.1 Evaluation Purpose.....	8
2.2 Scope of the Evaluation.....	8
2.3 Methodology	8
2.4 Data collection and analysis	9
2.5 Ethics	9
2.6 Limitations to the Evaluation	9
2.7 Structure of the Report	10
3. PROJECT DESCRIPTION	11
3.1 Development context.....	11
3.2 Problems that the project sought to address: threats and barriers targeted.....	12
3.3 Objectives, Outcomes, Results and Project’s Strategy.....	13
3.4 Project Key Partners and Implementation Arrangements	14
3.5 Project timing and milestones.....	16
3.7 Main stakeholders: summary list	16
4. FINDINGS	18
4.1 Project Design/Formulation	18
4.1.1 Results Framework Analysis: project logic and strategy, indicators	18
4.1.2 Assumptions and Risks	20
4.1.3 Planned stakeholder participation and Gender responsiveness of Project design.....	23
4.1.4 Linkages between project and other interventions within the sector	23
4.2 Project Implementation	25
4.2.1 Adaptive Management.....	25
4.3.2 Actual stakeholder participation and partnership arrangements.....	27
4.3.3 Project Finance and Co-Finance	28
4.3.4 M&E: design at entry, implementation, overall assessment of M&E	29
4.3.5 UNDP implementation/oversight; Implementing Partner execution and overall assessment of implementation/oversight and execution.	30
4.3.6 Risk Management and Social and Environmental Standards.....	31
4.4 Project Results and Impacts	31
4.4.1 Progress towards objective and expected outcome	31
4.4.2 Sustainability	42
4.4.3 Country Ownership.....	47
4.4.4 Gender equality and women’s empowerment	48
4.4.5 Cross-cutting issues	49
4.4.6 GEF additionality	49
4.4.7 Catalytic/Replication Effect	50
4.4.7 Progress to Impact.....	50
5. CONCLUSIONS, LESSON LEARNT AND RECOMMENDATIONS	52
5.1 Conclusions.....	52
5.2 Lessons Learnt	53
5.2 Recommendations.....	54
Annex A – Terms of Reference	56

Annex B – Documents consulted/available for consultation	68
Annex C – Itinerary, and Institutions/People interviewed: July-August 2022	69
Annex D – Evaluation Questions	71
Annex E – UNEG Evaluation Consultant Agreement Form	76
Annex F – PRF Matrix with rating and comments	78
Annex G – Documented evidence of Participation	90
Annex H – Government co-financing report as of July 2022	93
Annex I – UNDP/GEF Capacity Development Scorecard (July 2022)	97
Annex J – Rating Table	110
Annex K - TE Clearance Form	111

Annexed in a separate file: TE Audit Trail

Table N. 1 Project Information Table	
Table N.2 TE Evaluation Ratings Table	
Table N.3 Recommendations Summary Table	
Table N.4 Stakeholders and Partners	
Table N.5 Project Risks and Management Measures	
Table N.6 Linked projects and initiatives	
Table N.7 List and status of Project consultancies	
Table N.8 GEF Budget allocations and expenditures per component (USD)	
Table N.9 Co-Financing Table	
Table N.10 Confirmed sources of co-financing at TE stage (July 2022)	
Table N.11 Recommendations	

Acronyms

ANLA	National Agency for Environmental Licensing (Autoridade Nasionál de Licenciamento Ambientál)
APR	Annual Progress Report
AWP	Annual Work Plan
CCCD	Cross-Cutting Capacity Development
CEEI	Center for Environmental Education and Information
CEO	Chief Executive Officer
CO	Country Office
CPD	Country Programme Document
DIM	Direct Implementation Modality
DGE	Director General for the Environment
EIMS	Environmental Information & Management System (or NEIS- National Environmental Information System)
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GIS	Geographical Information System
GoTL	Government of Timor-Leste
HDI	Human Development Index
INC	Initial National Communication
INDC	Intended Nationally Determined Contribution
IT	Information Technology
IVA	Integrated Vulnerability Assessment
JWG-RC	Joint Working Group-Rio Convention
MEA	Multilateral Environmental Agreement
M&E	Monitoring and Evaluation
MoMs	Minutes of Meetings
MSP	Medium-Sized Project
NAP	National Adaptation Plan
NAPA	National Adaptation Program of Action
NCSA	National Capacity Self-Assessment
NDCC	National Directorate for Climate Change
NDS	National Development Strategy
NGO	Non-Governmental Organization
NPD	National Project Director
NPFP	National Project Focal Point
PA	Project Assistant
PC	Project Coordinator
PIF	Project Identification Form
PIR	Project Implementation Report
PMU	Project Management Unit
PPG	Project Preparation Grant
PRF	Project Results Framework
SDG	Sustainable Development Goals
SDP	Sustainable Development Plan (Timor-Leste 2011-2030)
SESP	Social and Environment Screening Procedure
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
SSE	Secretary of State for Environment
TE	Terminal Evaluation
TIC	Information and Communication Technology Agency
TLJA	Timor Lorosa'e Journalist Association
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention for Climate Change
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United National Volunteer
WG-CC	Working Group-Climate Change

1. EXECUTIVE SUMMARY

The present Report constitutes the Terminal Evaluation (TE) of the Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities in Timor-Leste project (the CCCD Project), an initiative financed by GEF, executed by the United Nations Development Programme (UNDP) as Implementing Partner, under the Direct Implementation Modality (DIM), with the Secretary of State for Environment (SSE), Director General for Environment (DGE) that takes overall responsibility for implementation.

The purpose of the review was to assess the achievement of project results against expectations and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP/GEF programming. The evaluation took place during July-August 2022, with the international consultant working remotely and the national consultant in the field; the Consultants believe that findings are relatively well substantiated based on comprehensive documental review and extensive interviews conducted with stakeholders, both virtually and in-presence and wherever necessary in the local language.

Table N.1 Project Information Table

Project Title:	Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities in Timor-Leste		
UNDP Project ID (PIMS #):	5754	PIF Approval Date:	June, 02, 2016
GEF Project ID (PMIS #):	9341	CEO Endorsement Date:	Jan, 08, 2018
ATLAS Award ID:	00109706	Project Document Signature Date (date project began):	Dec, 06 th , 2018
ATLAS Output ID:	00108967	Date Project Coordinator hired:	July 2019
Country(ies):	Timor-Leste	Inception Workshop date:	Jan 16, 2019
Region:	A&P	Midterm Review date:	N/A
Focal Area:	Multifocal	Planned closing date:	Dec, 06 th , 2022
GEF 6 Focal Area Strategic Objectives and Programs:	CCCD-1 (Integrate global environmental needs into management information systems) CCCD -2 (Strengthen consultative and management structures and mechanisms) CCCD -3 (Integrate MEAs' provisions within national policy, legislative, and regulatory frameworks)	If revised, proposed closing date:	N/A
Trust Fund:	GEF TF		
Implementing Partner (GEF Executing Agency):	UNDP Country Office – Direct Implementation Modality (DIM)		
Other execution partners:	N/A		
Financial Information			
PDF/PPG	At Approval (USD)	At PDF/PPG completion (USD)	
GEF PDF/PPG grants for project preparation	50,000	39,326.74	
Co-financing for project preparation	N/A	N/A	
Project Financing:	Expected at CEO endorsement (USD)	At TE (USD)	
[1] GEF financing (incl. PPG):	1,450,000 + 50,000	1,450,000 + 39,326.74	
[2] UNDP contribution (TRAC resources):	200,000	153,484	
[3] Government: DGE-SSE	1,300,000 (in-kind)	1,721,500	
[4] Other Partners: -			
[5] Total co-financing [2 + 3+ 4]:	1,500,000	1,874,984	
PROJECT TOTAL COSTS [1 + 5]	3,000,000	3,364,310,74	

I Project Description

The CCCD Project in Timor-Leste is designed with the **objective** to strengthen institutional capacities for the effective management of information systems for national Multilateral Environmental Agreements (MEAs) obligations and monitoring impact and progress. The Project document was signed on Dec 6th, 2018 which is

the starting date; the Project is due to end in December, 6th 2022. The Project budget totals US\$ 2,950,000 of which US\$ 1,450,000 provided by GEF and the remaining US\$ 1,500,000 (co-financing) from UNDP and the Government. The initiative is part of a generation of GEF innovative and unique Cross-Cutting Capacity Development (CCCD) approach over the three Rio Conventions, based on the strengthening of existing systems and structures in order to develop a National Environmental Data and Information System (NEIS). Activities fulfill real and identified needs, being totally aligned with both national and international requirements for environmental management and environmental monitoring.

II Project Progress Summary

The Project has been relatively well managed and executed, deserving a **Satisfactory rating**; delays in the delivery of some outputs exist and it is mostly due to the world-wide COVID-19 pandemic and the initial difficulties of identifying appropriate national consultants. The Project is expected to complete implementation having reached all of its targets by End of Project (EoP), although with different levels of effectiveness and provided that a 3-6/months extension is granted.

Table N.2 Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating ¹	Comment
M&E design at entry	S	The M&E plan is well designed, taking place at different levels and benefitting from the direct experience of UNDP, under the DIM modality; M&E tools are identified and a budget estimated. An evaluation of M&E risks is included, with mitigation measures identified.
M&E Plan Implementation	MS	M&E is implemented at all levels but with a number of small inaccuracies which have gone overlooked at all levels of management (i.e. the Inception Report unedited a copy and paste text which resulted on an unwanted change of the M&E plan and budget, introducing the requirement for an undue Mid-Term Review; the Gender Marker has been changed in PIR 2021 without consistency; PIRs and APRs reporting is informative but tends to be unnecessarily repetitive. The Project Coordinator (PC) is assisted by a financial-administrative assistant and for a certain period by a UNV M&E resource; monitoring tools used are the traditional ones but adequate for tracking the Project Results Framework (PRF) indicators and the overall implementation. The use of an online Smartsheet Platform could have been useful to provide immediate, accurate and summarized information on implementation progress. As a GEF CCCD project, a Scorecard is utilized to assess improvements in capacities. A Gender Action Plan has been designed by a gender expert but it has never been monitored and does not provide for the collection of environmental gender disaggregated data to feed the Information System which should instead get more visibility in GEF CCCD projects; stakeholder participation and gender disaggregated data are collected on demand but precise track is not kept.
Overall Quality of M&E	S	The Project well adapted to external difficulties, mainly the COVID-19 pandemic and the difficulties of identifying national consultants, consistently applying adaptive measures. Although the monitoring system is factual, reporting requires additional efforts at all levels (PC, RTA, UNDP CO) to ensure accuracy. If a Gender Action Plan is designed, reporting on indicators becomes a must; this should not be done for its own sake but tailored to the Project (it appears over comprehensive for this type of projects), eventually identifying the section of the Plan which go beyond the current project but are relevant to the overall UNDP CO and Government capacity building activities.
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating	Comments

¹ Rating is provided according to the TE Guidance for UNDP-supported GEF-financed Projects, version 2020. The rating scale for monitoring and implementation includes: HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory. The rating scale for Sustainability includes: L: Likely; ML: Moderately likely; MU: Moderately Unlikely; U: Unlikely.

Quality of UNDP Execution/ Implementation/Oversight	S	The DIM modality is more than adequate and well implemented, ensuring wherever possible and based on an evaluation of capacities a National Implementation Modality (NIM) approach, which allows the national government to strengthen its understanding of UNDP and GEF functioning and raise awareness on the importance of mainstreaming the Rio Conventions into national plans and programs. As reported elsewhere, quality assurance could be improved, ensuring further guidance in reporting and accuracy. The frequency of the meetings of the Project Boards and the participation of stakeholders is insufficient with respect to requirements but dictated by the low government capacity to participate in virtual meetings during the COVID-19 pandemic. Synergy and collaboration between UNDP CO and the PC are solid. Financial monitoring is well conducted.
Quality of Implementing Partner Execution	S	Within the constraints of a small, new island country, DGE/SSE has remarkably involved in implementation, setting the bases for an effective strengthening of the capacities of its departments and directorates. Unfortunately, the same level of engagement is not ensured by line ministries. Technical committees have not been created and more steering guidance and technical advice could have been provided.
Overall Quality of Implementation/Execution	S	Management has been able to overcome difficulties and delays and produce most outputs, although their quality is uneven and do not automatically translate into implementation of findings and recommendations. Consistency with the UNDP environmental portfolio, and contribution to the Rio Conventions and the Sustainable Development Goals (SDGs) are ensured.
3. Assessment of Outcomes	Rating	Comments
Relevance	HS	Project design was relevant and appropriate . It is aligned with GEF-CCCD 1-2-3 strategies, UNSDCF and UNDP planning as well as national and environmental policies, plans and strategies. As the legislative framework becomes more conducive for Rio Conventions and environmental mainstreaming, relevance is maintained throughout implementation.
Effectiveness	S	At the time of the TE, the Project is well set towards reaching most of the targets of the indicators, at least at a first stage of progress towards all of its outcomes; being a process, many of the products can and should reach further levels of development. The approach is effective in raising awareness on the importance to mainstream Rio Conventions into national planning and decision-making and in creating or strengthening capacities towards the three Rio Conventions. A number of products are coming out from both national and international consultancies, some of which already strengthening information systems and sharing while others requiring translation into legal or implementation actions. Outcomes are instrumental for environmental data collection and management but still require additional efforts to make them sustainable. Important achievements have been reached in developing/revising national policies, especially those related to climate change (i.e. National Action Plan, National Climate Change Policy among others), and starting to address the regulatory framework (i.e. Renewable Energy Law).
Efficiency	S	A relatively efficient implementation, able to recuperate delays accumulated as a result of: late recruitment of the PC, the COVID-19 pandemic and difficulties in finding appropriate national consultants; notwithstanding, the Project has produced most of its outputs, in line with programming. The PC is a practical manager, able to get things done and rewarded with the trust of stakeholders. The budget delivery rate has been satisfactory for the second year but from June 2021 to June 2022 experienced difficulties. Government co-financing is officially reported higher than planned, a clear sign of commitment and ownership.
Overall Project Outcome Rating	S	The Project experienced difficulties and delays but was able to efficiently recuperate the gap and implementation is almost in line with programming; consistent adaptive management measures avoided disruptions to implementation. At the time of the TE, most targets are achieved or with expectation to be achieved by EoP, if a small extension of a few months is granted to allow completion of a few activities, among which the much required financial strategy and the environmental roadmap among others.
4. Sustainability	Rating	Comments
Financial sustainability	ML	The financial mobilization strategy is not yet prepared; even if commitment is there, no official information is available on how the government intends to

		fund recurrent costs of the NEIS. General state budget allocation to SSE is limited. Positive signs of financial sustainability are: i) the substantial government co-financing materialized and ii) a sound collaboration with development partners with a number of complementary activities.
Socio-political sustainability	L	The sound environmental awareness raising activities certainly contributed to reduce socio-economic risk to sustainability; there is an increasing understanding of the importance of the Rio Conventions both among the public, within government agencies and also importantly among the journalists. Yet, this does not eliminate the possibility that political changes override the training and awareness activities conducted, especially in line ministries. The revitalization of Tara Bandu is a key activity to minimize socio-political risk at community level and has already proved effective. A sound attempt to make gender relevant, even overpassing the Gender Marker 1 of the Project, has been minimized by the lack of monitoring to the designed Gender Action Plan. The Information System answers local needs; the possibility that a wide range of different user groups access and use the System are high if given appropriate maintenance; opportunities for upgrade and replication exist.
Institutional framework and governance sustainability	L	The participation of SSE departments and directorates is sound but the system created was weak to allow for line ministries to participate; this was the consequence of the combined effect of the COVID-19 pandemic, government weaknesses in facilitating virtual meetings and political changes. The idea of using existing working groups instead of creating a new one was sound in principle but effectively resulted in meetings participated only by SSE staff, UNDP and development partners, insufficient for effective data sharing with line ministries and for getting technical steering and guidance. A draft Memorandum of Agreement (MoA) is drafted for future engagement of stakeholders within a Rio Convention working group; this will not be effective during the lifetime of this project and its future institutionalization and sustainability will have to be evaluated in years to come. SSE has to effectively assume a leading role and ensure that increasingly more agencies and ministries sign the MoA, adopt the approach, are being trained and ensure they have the required IT and human resources to produce, collect and share data. The language barrier remains a high problem in the country; the government is called to make an effort to ensure that basic English courses are provided to key staff; GEF resources should be used only to improve environmental reporting. The sustainability of the Information System is supported by the co-management with ANLA - the National Agency for Environmental Licensing; the involvement of TIC – the National Technological Information agency – to host the server; a possible extension of the contract with the company which is setting up the system to ensure troubleshooting and training. Overall, agencies remain generally understaffed, need continuous basic and advanced training and require the upgrade of their IT hardware and software equipment and/or work with open source software.
Environmental sustainability	L	Environmental awareness activities have been extensively implemented, with different target groups, contributing to increase environmental consciousness about the importance of managing environmental data. Important achievements in drafting policies and laws on environmental management and in particular climate change contribute to reduce environmental risks.
Overall Likelihood of Sustainability	L	Overall, weaknesses remain within agencies but there is an evident interest and commitment to make the System work. The foundations are laid down, awareness raising activities sustain the process but a number of actions are required to ensure the financial, technical and institutional sustainability through continuous and advanced training and upgrade of IT needs. This TE provides a set of minimum recommendations in this sense. Overall, the process started is paramount for the country but require further support; as relevant stakeholders point this is a process requiring years before reaching full maturity.

II Concise Summary of Conclusions

The situation and timing are not yet mature to assess impact but certainly the foundational basis for more effective environmental data and information management are laid down. Project's results are promising in terms of their contribution to strengthening the country's capacities to collect, share and manage

environmental data and information in order to meet and sustain global environmental commitments and obligations under the three Rio Conventions, while advancing national development priorities. Within a challenging country-specific (a general lack of expertise and capacities) and global (COVID-19 pandemic) context, the Project was effective in reaching some important milestones; it is important to keep up momentum and build on the progress achieved and the partnerships created. The UNDP DIM modality is the only possibility in this small and new island state; yet the NIM approach is ensuring a gradual buying in of the approach and understanding of UNDP and GEF way of working. Government interest and commitments is evident in the full honoring of co-financing which already beyond pledges and expected to further grow by EoP. The Project applies capacity development as a cross-cutting approach to the three Rio Conventions, a unique approach given that traditionally capacity development projects target one of the Convention at a time, and therefore have a narrower system boundary than the CCCD Project approach.

Notable achievements include the formulation of the NAP, the approval of the National Climate Change Policy, the revision of the INDC, the draft of the Renewable Energy Law, among others which improve and legitimate Rio Convention mainstreaming into national development plans, policies, budgeting and regulatory framework. The regulatory framework suffers not only from a lack of enforcement but also require new regulations to mandate/incentivize a certain number of best practices. The language barrier remains an issue at different levels: i) laws and regulations are written in three different languages (officially in Portuguese but there are regulations in Indonesian as well as in Tetum), making it difficult for anybody to fully understand legal nuances; and ii) English remains poorly mastered. The revitalization of traditional laws such as Tara Bandu – which is essentially an agreement made by a community to protect a particular natural resource for a specific period of time, promises to be effective as a means to implement the mainstreaming of Rio Convention at community level; yet, its success much depends on the accompanying measures that national and local governments will apply to provide communities with alternatives that incentivize to comply with Tara Bandu rules.

The project continues to be highly relevant and has the potential to produce a real impact on the country's environmental management and on the environmental regulatory framework, even if current results can be considered work in progress and mostly a solid and needed point of departure. The mixed approach of strengthening capacities and coordination at institutional, systemic, and individual levels, identifying gaps in the regulatory framework and raising awareness is ideal to trigger a process of critical thinking to understand the implications of the global environment and sustainable development and produce behavioral changes.

IV Lessons Learnt and Recommendations Summary

The following lesson learnt, and recommendations are tailored to improve the sustainability of this Project as well as inform GEF CCCD projects elsewhere.

L1. Appropriateness of the UNDP DIM but within a NIM approach. UNDP is gradually building the capacity of SSE to implement GEF and environmental projects, promoting and sustaining the leadership of the agency and its capacity to coordinate ministries for environmental management. The NIM approach addresses existing capacity gaps and sets the foundation for building up SSE's competency to eventually meet donor's criteria for accreditation.

L2. Awareness raising activities strongly contribute to environment management. When implemented at all levels (national government, municipal government, journalists, communities), actions to increase stakeholders' awareness complement and reinforce each other. At government level, networking and awareness raising remain fundamental to ensure systematicity of data and information share and accuracy. At municipality and community level, it enhances participation in enforcing environmental practices, rules and regulations, including both Statutory and Customary system such as Tara Bandu.

L3. Effectiveness of the cross-cutting approach through the three Rio Conventions. The unique characteristics of the GEF CCCD Projects to address capacity building for reporting across the three Rio Conventions is effective; it also highlights sectoral gaps - i.e. insufficient attention to sustainable land management in the case of this initiative - which are however critical for the three Rio Conventions.

L4. GEF CCCD projects should ensure that gender mainstreaming includes the collection of environmental gender disaggregated data. Gender mainstreaming is much more than reporting on the presence of women in meetings and trainings. Even when projects develop at policy and legislative level, the need to collect gender disaggregated data in environmental data and information collection must be ensured and given visibility. Usually, no target is there to express a “gender responsiveness” quality attribute which is instead very important to raise awareness and sustain attention on the need to focus on gender disaggregated environmental indicators, whenever possible and relevant.

L5 The GEF Indicator on the number of beneficiaries requires specific attributions: the number alone does not tell much unless specified; the indicator is interesting only if it expresses the number and type of institutions involved (public, private...), the type of users (government, non-government, academia, media), the frequency and friendliness of use, the purpose of use (i.e. planning, decision-making, awareness raising, reporting, communication).

L6. COVID-19 pandemic has shown the importance to utilize various and complementary means for coordination and collaboration. The use of online meetings can certainly be less effective than face-to-face consultations and cause “zoom” fatigue; however, it has become common practice and there is the need for the government to technically and culturally enable this possibility which may be cleverly used for short meetings with many people, saving both time and resources.

Table N. 3 Recommendations summary table

N.	Recommendation	Responsible entity	Timeframe
A	Monitoring & Evaluation		
A.1	-Consider using an online smart-sheet in managing UNDP projects and ensure fully documenting participation, including gender: UNDP CO manages a considerable number of projects through the DIM modality; an online smart-sheet could be used to allow systematic registration of project descriptions, work plans, outputs status, upcoming/outstanding activities and milestones and performance data; it would also be possible to upload and generate documents and reports; data on project participants and beneficiaries would be quickly available and could include the careful monitoring of the Gender Action Plan which is valid beyond the current CCCD projects with proper integrations	UNDP CO	For future projects
A.2	-PRF Indicators to include gender and indigenous group indicators, specifically targeting the incorporation of traditional knowledge and gender-disaggregated environmental data.	UNDP CO SSE	For future CCCD projects In NEIS M&E Plan
A.3	Monitor the utility of the portals considering, among others: i) Visitors: individuals can be tracked by IP addresses, domain names and cookies; ii) Hits: number of single actions on the site or site section as it is recorded by the web server; iii) Page: count any document, dynamic page or form visited in a valid session; iv) Page view: hits to files designated as pages; v) Forum: number of topics posted and number/frequency of threads; vi) Knowledge base: number of documents downloaded.	CEEI/SSE ANLA	For NEIS management
B	Project Implementation and Adaptive Management		
B.1	Consider a no-cost extension of the Project. Delay materialized for the initial late hiring of the PC, later for the occurrence of the COVID-19 pandemic and for the difficulties in hiring appropriate national consultants. A project extension of about 3-6 months is suggested, according to funds availability to ensure development of the financial strategy (key for sustainability), completion of certain activities and documentation of lessons learned (to be noted that this possibility was already discussed but the UNDP management did not take action on time to respect the 6 months deadline before Operational Closure).	RTA, UNDP PO, Project Board, UNDP GEF Coordinator	ASAP
B.2	Environmental indicators and Monitoring Plan to be adapted to local conditions: the incorporation of internationally accepted environmental indicators in NEIS and the Monitoring Plan must be adapted to the current capacity, with provision for gradual uptake of further indicators as suggested by international best practice, as resources are available and gaps identified.	PC, SSE, International Consultant	ASAP
B.3	Ensure IT management of NEIS by: i) hiring IT resources for SSE to complement IT ANLA staff capacities; ii) ensuring the signature of the MoU between TIC and SSE identifying roles and responsibilities; iii) extending the contract with R2M to ensure troubleshooting, bugs fixing and training on a longer period.	SSE, PC	ASAP
C	Sustainability		

C.1	Design an exit strategy to consolidate the Information System: establishing the system is only the starting point; to keep momentum, as a minimum there is the need to: i) identify users' roles and responsibilities for the management and maintenance of NEIS; ii) SSE to work on data entry to populate the information sections and explore NEIS' different features in order to identify gaps and problems; iii) ensure close collaboration between ANLA and SSE's municipalities staff to implement a semi-manual system for online environmental licensing applications; iv) conduct a Training Needs Assessment and design a Training Plan for the mid-term; v) ensure that training of staff go beyond data collection, i.e. instead of collecting rainfall pattern data and simply displaying it, ensure capacity to perform data analysis and link it to climate change and its impact on agriculture.	SSE, ANLA, DM2, Municipalities, PC, Agencies	By EoP and beyond, as soon as feasible
C.2	Government to take responsibility to train its staff in basic English: GEF funds should not be used to improve the basic capacities for the English language but only to improve environmental reporting capacities. It is also required than local English trainers are provided with induction courses on environmental and climate change issues.	SSE and other government agencies; UNDP CO and GEG	In future projects
C.3	SSE to strengthen its coordination and leadership role: i) although the lack of experts and the overwhelming demands of participation to a small group of experts and government representative is recognized, technical Working Groups (WG) are unavoidable in projects like this; it is necessary to train more staff and increase the capacity to delegate at technical level, keeping board and decision-making meetings to the minimum necessary; ii) ensure the signature of the MoA and the commitment of agencies to sustain the NEIS and the incorporation of Rio Conventions' principles in their sectoral plans; iii) ensure that newly acquired skills and knowledge are effectively utilized by keeping trained people in post; iv) further engage with MAF- Forestry Dept. to better support UNCCCD activities; v) further engagement with INAP and the Timor-Leste University to identify supports required for delivering specific environmental and climate change modules for civil servants' induction training; vi) as NEIS is a new feature in SSE, there should be efforts to increase its visibility and use for the general public.	SEE, line ministries, INAP and Timor-Leste University	By EoP and beyond

2. INTRODUCTION

2.1 Evaluation Purpose

This document is the Terminal Evaluation (TE) report of the **Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities in Timor-Leste**; the Project is financed by the GEF and co-financed by the Government of Timor-Leste (GoTL) and the United Nations Development Programme (UNDP). UNDP is the GEF Implementing Agency, UNDP Country Office (CO) is the GEF Implementing Partner, through a Direct Implementation Modality (DIM), in collaboration with the Director General Environment (DGE), under Secretary of State for Environment (SSE).. As a Medium-Sized Project (MSP), it is subject to a TE under the GEF Monitoring & Evaluation (M&E) policies and procedures.

2.2 Scope of the Evaluation

The purpose of the TE is to assess the achievement of project results against the expected objectives and outcomes, establish the project's success or failure in meeting its goal and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of GEF and UNDP programming. The Project started operations on Dec 06th 2018, date of ProDoc signature and is expected to end in Dec 06th 2022.

2.3 Methodology

Conducted during the period July-August 2022 by the independent consultants Elena Laura Ferretti (international) and Octavio Araujo (national), the review has included both on site and long-distance interviews. The TE report was elaborated in accordance with UNDP and GEF guidance, rules and procedures, in particular the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects (version 2020) and the TORs ([Annex A](#)).

The TE aimed at collecting and analyzing data in, as much as possible, a systematic manner so as to ensure that findings, conclusions and recommendations are substantiated by evidence. As described in the Inception Report, delivered on July 10th, 2022 after the integration of comments, the approach developed in four phases: Preparation Phase, "Virtual/Onsite-Interviews" and Analysis Phase; Draft Reporting Phase and Final Reporting Phase. The rationale of the Consultant's approach included:

- i) A qualitative evaluation based on the analysis of primarily secondary data, documents and information collected (Annex B), including the Project Results Framework (PRF), the M&E system, and interviews with stakeholders (the schedule & people/institutions interviewed is Annex C);
- ii) An analysis based on the evaluation criteria described in the ToRs, in accordance with UNDP-GEF guidance and policies, and formulated Evaluation Questions (Annex D) with findings articulated under: Project Design/Formulation; Progress Implementation; Project Results and Impacts; Conclusions, Recommendations and Lessons Learnt, and with consideration for gender inclusion;
- iii) An evaluation based on both in-presence and long-distance interviews (with both focus groups and individual sessions) with stakeholders, including a field visit to communities; the number of interviews and the participation in focus groups discussions allowed stakeholders to express their perspective on how activities answer real needs and their perceptions about the long-term possibility for impact;
- iv) A well-prepared desk phase with sufficient days devoted to the preparation of interviews and study of documents to allow smoother interactions with stakeholders;
- v) An evaluation based on the UNEG Ethical Guidelines for Evaluators; Annex E is the Evaluation Consultants UNEG Code of Conduct Agreement forms duly signed.

2.4 Data collection and analysis

As described above in the methodology, the TE is an evidence-based assessment, relying on data collected mainly through documents and information (Annex B) which were analyzed and triangulated with feedback obtained through interviews with people involved in the design and implementation of the Project. Evaluation Questions (Annex D) fully refer sources of information and the methodology of analysis used.

2.5 Ethics

The evaluation is based on the UNEG Ethical Guidelines for Evaluators; [Annex G](#) is the Evaluation Consultant Code of Conduct Agreement form duly signed. All information provided by stakeholders is kept confidential.

2.6 Limitations to the Evaluation

The process has been participatory, with a large number of people interviewed in Government and Non-Government agencies, both individually or as a focus group, and including representatives of SEE/DGE, Rio Conventions National Focal Points, various line ministries representatives, UNDP staff and consultants involved in the development of specific Project's items as well as local community representatives. The Project Coordinator (PC) facilitated contacts for meetings and interviews which developed without major constraints. Some critical elements to be considered in reading this report:

- Projects focusing on capacity development are less affected from a virtual evaluation than projects with field activities and results; however, the subtle interactions among stakeholders are definitely less easy to appreciate from a distance; in addition, in Timor-Leste, speaking English often represents a barrier and internet facilities in Government are often precarious; notwithstanding, thanks to UNDP support and an effective and efficient division of tasks between the international and the national evaluators, the number of stakeholders interviewed is conspicuous having utilized a mixture of virtual and face-to-face interviews, either individually or through focus groups discussions; this also allowed to reduce the "zoom fatigue" and to conduct meetings in the local language when more appropriate. The Consultants triangulated information as much as possible and requested a demo of the functioning of the national environmental information system; yet, the possibility that some judgements are misled exists, also considering that much of the work done by the Project's consultants are proposals not yet necessarily being integrated in the national planning and regulatory systems;
- While indicators proved to be adequately SMART, in line with the need of users, well tracked and sustained by a baseline, the Project involves a certain degree of technical/legal expertise: the Consultant's appreciation relies on the users-friendliness of the tools and on how stakeholders perceive the need to have these tools at hand, more than on the technical construct of the same tools;
- The extent to which the project is achieving impact or progressing towards the achievement of impact will require some time before becoming manifest. The possibility to appreciate the significance of some indicators of the PRF may be limited; the delivery of the outputs (i.e. the information system; consultants' outputs and reports) does not inform enough about the quality and user friendliness of the tools proposed but more than that about the future use and integration into national planning and decision-making; yet, information has been triangulated to the maximum extent to grasp the first impact of results.
- Generally the analysis of effects/impact encounters difficulties of "attribution", considering the number of donors and partners contributing to the same objective, either in mere co-financing or also for implementation; for this CCCD Project, it is certainly difficult to determine the contribution of each actor considering the large number of development partners/projects in the country.

Overall, the collection and triangulation of data and information can be considered appropriate to sustain findings, thus providing reasonable evidence of progress towards objectives; stakeholders were collaborative and able to contribute to the analysis of the context, confirm data and information and discuss outcomes achieved. Focus groups discussions and open sessions served also as exchanges of opportunities for stakeholders to interact and learn from reciprocal experiences.

2.7 Structure of the Report

The TE draft report was submitted in August, 5th, 2022, following the format suggested by the UNDP-GEF TE guidelines, with a description of the methodology, a description of the project and findings organized around: i) Project Design/Formulation; ii) Project Implementation; iii) Project Results and Impact. Conclusions, Recommendations and Lessons Learnt complete the report. Consistently with requirements, certain aspects of the Project are rated, according to the rating scale of the Guidelines. Co-financing information is presented in the chapter under financial management; and the updated Scorecard is included in [Annex I](#). Based on comments received on 14 August, 2022, the final report was completed and delivered on 16 August, 2022. Comments addressed have been documented in an Audit Trail, prepared as a separate annex to the TE Report.

3. PROJECT DESCRIPTION

3.1 Development context

Timor-Leste is a small island country that, on restoring independence in May 2002, had little in terms of infrastructure, governance systems or institutional capacities; 22 years since the Popular Consultation that led to the restoration of independence, the country has made significant progress. With a continued show of resilience and resolve, it has demonstrated strong commitment to reconciliation and reconstruction, as well as to human rights and democracy (United Nations Sustainable Development Cooperation Framework - UNSDCF 2021-2025). The country's Human Development Index (HDI) has improved significantly, with an increase of 23.3% between 2000 and 2017, positioning the country in 2019 at 131 out of 189 countries.

Despite gains, Timor-Leste progress towards the Sustainable Development Goals (SDGs) requires consolidation and rapid acceleration. The national government is striving to achieve rapid economic and social development and delivery of services to its rapidly growing population. The economy is highly dependent on revenues from oil and gas and therefore vulnerable to changing prices; notwithstanding considerable natural resources such as seabed oil and gas fields, the country suffers from widespread poverty, food insecurity, limited economic or private sector activity and paid employment; the increase in the HDI value masks an inequitable distribution of economic wealth. Poverty levels have decreased significantly over the past 20 years but remain high in all their dimensions, affecting children and women in particular and with inequality in access to quality services and significant disparities between urban and rural communities. Critically, Timor-Leste's efforts to reduce poverty, provide jobs, and improve food, water, and energy security, depend heavily on the country's renewable natural resources.

Located in one of the most significant bio-geographic regions of the world, Timor-Leste possesses terrestrial, coastal and marine biodiversity that is globally-significant, including tropical forest and marine ecosystems, island endemics and migratory birds. The hotspot is called Wallacea (Democratic Republic of Timor-Leste, 2015); it is also part of the Coral Triangle, which is home to over 70 percent of the world's coral species, and numerous other species such as marine turtles, whale sharks, manta rays, and marine mammals (Democratic Republic of Timor-Leste, 2015). Timor-Leste also enjoys rich forests: almost 60% of land has some forest cover; however, of this only around 1.7% percent is covered by primary forests. Deforestation rates are high: between 2003 and 2012 over 17% of forests were lost (Ministry of Commerce, Industry and Environment, 2016). The country's natural capital of renewable resources are the vital underpinnings of both human subsistence (supporting livelihoods through agriculture, fisheries, water, building materials and fuel-wood) and economic development (supporting enterprises and industries). Yet, the foundation for development is relatively poor as the country's natural environment, land and biodiversity are highly vulnerable to over-use and degradation; the majority of the land is steeply-sloping, with shallow soils and therefore highly vulnerable to natural disasters including floods, landslides, cyclones, droughts, forest fires and earthquakes, with consequent erosion leading to slippage and downstream sedimentation and flooding.

Climate change with extreme weather events and natural disasters and rising of sea levels exacerbate issues resulting from unsustainable human resources practices, such as shifting agriculture and illegal logging. Fortunately hazard events have been rather localized and have not had widespread devastating impacts historically. The most prominent and frequent hazard types in the country's recent history include floods, landslides, and drought (prolonged dry spells) (Democratic Republic of Timor-Leste, 2013).

Timor-Leste has taken various initiatives to ensure that the country's limited and vulnerable natural capital is safeguarded and restored to the extent possible, among others: i) a ban on commercial logging; ii) training of a new corps of extension workers in sustainable land management practices; iii) designation of a series of protected natural sites; iv) tree planting to stabilize hillsides and protect water supplies; and v) mangrove forest protection and re-planting. However, the country has limited capacity to cope with, and adapt to, the food security, livelihoods, health and environmental impact of climate change, as well as to respond to large-scale disasters.

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

Various challenges were identified in Timor-Leste's United Nations Development Assistance Framework (UNDAF) 2015-2019, i.e. poverty, education, malnutrition, maternal mortality, sanitation, gender inequality and violence, environment and climate change, economic diversification, governance, and government capacity; among them, there was also data and its effective use, impacting nearly every sector.

Timor-Leste has joined international efforts to address the major global environment issues that also affect the country; in terms of the **environmental legislation and policy frameworks**, the baseline at Project identification was confirmed and updated during the inception phase. The country is a signatory to the three main [Multilateral Environmental Agreements \(MEAs\)](#), having joined the UNCCD in 2003; and the UNCBD and UNFCCC in 2007; still in 2007, it undertook a [National Capacity Self-Assessment \(NCSA\)](#), mandatory to become eligible for GEF funding; effectively, resources were afterward made available as enabling activities under the Rio Conventions to prepare the [Sustainable Land Management \(SLM\) National Action Plan](#), the climate change [National Adaptation Program of Action \(NAPA\)](#), the National Biodiversity Strategy Action Plan, and the [Initial National Communication \(INC\)](#) in 2014. Recently, the [National Climate Change Policy](#) has been finalized; the [Second National Communication to the UNFCCC](#), focusing primarily on climate change mitigation, prepared and the 2017 [Intended Nationally Determined Contributions \(INDC\)](#) revised. In addition, the [Decree Law on Renewable Energy](#) is currently being prepared. Few more notable strategies and policies related to watershed management, water management, fuelwood management have been or are in preparatory processes.

Timor-Leste has included national priorities set by the Rio Conventions in its [Sustainable Development Plan \(SDP\) 2011-2030](#); notwithstanding, the country continues to face important challenges to meeting environmental goals. Local environmental management and decision-making suffer from poor data collection, management, and analysis and lack of coordination among institutions often leading to the use of unreliable data to make important decisions as well as challenges in meeting the obligations of the Rio Conventions. MEAs require thorough monitoring, evaluation and reporting. Cross-cutting capacity barriers identified in the 2007 consultative and participatory NCSA, most of which reconfirmed in 2012 in the National Report to the United Nations Conference on Sustainable Development was summarized as follows:

- ✓ Lack of coordination among institutions leads to challenges to plan and implement integrated programmes for law enforcement for efficient use of resources
- ✓ Lack of skilled human resources
- ✓ Lack of public awareness of environmental issues and of the importance of environmental conservation and protection
- ✓ Lack of enforcement and lack of coordination and harmonization of current laws and regulation
- ✓ Limited availability of funding
- ✓ Poor strategies, policies and programmes on incentive measures for environmental conservation
- ✓ Limited government and private sector budgets for environmental management
- ✓ The environment is still not ranked high in the Government's priorities
- ✓ Limited institutional mechanism for proper assessment, selection, and management of new technologies
- ✓ Limited institutional capacity to access information on new technologies, available from other countries
- ✓ Weak legislative base for coordination and information sharing of research activities
- ✓ Weak curricula of higher education institutions to accommodate issues related to the Rio Conventions in their research programmes.

Despite a number of progresses – including from the legislative side - the baseline situation included:

- ✓ No strategy to link the SDP and MDG processes with processes to safeguard the environment, conserve natural resources and ensure that development is ecologically sustainable;
- ✓ A general weakness of government institutions for environmental governance;

- ✓ A poor coordination and integration of policies and actions in the related fields of natural resources management, biodiversity conservation, climate adaptation, disaster risk reduction, climate change mitigation and renewable energy development;
- ✓ Global environmental responsibilities shared unclearly between several national government Directorates and Ministries, not well-resourced and not working cooperatively on a common agenda;
- ✓ Uncoordinated and short-term planning and programming;
- ✓ Technical capacities and management systems to support coordination, consultation, data-gathering, monitoring, information-sharing, planning and programming not in place; and
- ✓ Lack of reliable and accessible data and information underlining all other efforts to improve global environmental governance.

A number of support activities, constituting the baseline for this GEF Project, allowed the country to start creating capacities to advance towards obligations associated with MEAs. This GEF Project is perfectly consistent with the findings of the NCSA and its strategy provides Timor-Leste with a unique opportunity of building up the highly needed foundational capacities that currently limit its ability to meet and sustain the Rio Convention obligations. Effectively, the selected scenario takes a [Cross-Cutting Capacity Development \(CCCD\)](#) approach which promises to be cost effective and to promote synergies by widening the system boundary and developing sets of institutional and individual capacities to make institutions more resilient, increase availability and accessibility to a broader set of technical skills, and improving coordination and collaboration among different technical directorates on shared global environmental issues. The Project (from here on referred to as [CCCD Project](#)) design recognizes that in order for Government to manage and integrate complex policies and programmes with multiple global environment objectives, its technical Directorates and Departments require greater capacities to i) collect data and report on the state of the environment and natural resource uses, ii) generate and use information effectively, iii) plan, carry out and evaluate programmatic activities, iv) plan, organize, and communicate effectively across departments, and v) engage in adequate consultative processes with civil society.

3.3 Objectives, Outcomes, Results and Project's Strategy

The CCCD Timor-Leste Project is implemented over a period of four years from December 2018 to December 2022. The Project original budget totals US\$ 2,950,000 out of which US\$ 1,450,000 from GEF and US\$ 1,500,000 as parallel co-financing from the Government and from UNDP, both in-kind and cash.

The [long-term Goal](#) of the Project is to strengthen the capacity of Timor-Leste to meet their obligations under the three Rio Conventions. This requires the country to have the capacity to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the [Objective](#) is to strengthen institutional capacities to effectively manage information systems for national MEAs obligations and monitoring impact and progress. The Project envisages [four Components/Outcomes](#) expected to jointly deliver [17 Outputs](#) (described in the PRF matrix, reporting progress of implementation):

[Component/Outcome 1: Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues](#)

It focuses on increasing and improving access to data and information to meet Rio Convention obligations, with attention to create knowledge and training on how to use best practices and innovative approaches to reconcile and create synergies among national socio-economic and global environmental priorities.

[Component/Outcome 2: Coordination of technical directorates, policy, planning, and programming](#)

It focuses on facilitating and catalyzing coordination and collaboration in order to reduce unnecessary duplication or redundancy of resources (human, institutional, and financial) to planning and programming development actions to meet environmental priorities.

Component/Outcome 3: Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programs

It focuses on building the capacities developed under components 1 and 2 to institutionalize best practices and innovative approaches within integrated socio-economic and global environmental and development priorities; it also includes the piloting of selected mainstreamed products in order to facilitate their institutional sustainability as well as to facilitate their replication and scaling up after Project's end.

Component/Outcome 4: Enhanced awareness and value of the global environment to meet socio-economic priorities

It focuses on a broader range of foundational capacity building, largely intended to create a larger critical mass of social actors and other stakeholders that have an increased awareness and appreciation of the contribution that the global environment can make to meeting and sustaining national socio-economic development priorities. An important set of complementary activities are English language courses, without which the technical training and public awareness dialogues would be for naught.

The **Theory of Change** envisages addressing the barriers that limit Timor-Leste's ability to meet obligations under the three Rio Conventions. Addressing cross-cutting capacity development priorities identified in the NCSA, the Project produces short-term changes which will in turn lead to long-term improvements related with the country's capacity for more effective participation in environmentally sound and sustainable development in a way to produce co-benefits for the global environment. As local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this Project's (as well as the GEF's) approach to achieving global environmental and local benefits.

The Theory of Change assumes that stakeholders in the short-term will directly benefit through: i) improved institutional and individual capacities facilitated by the learning-by-doing trainings which will be possibly institutionalized and translated into a greater mobilization of efforts and resources, reducing dependency on external funding; and in the long-term through: i) improved data and information management which will possibly translate into improved environmental planning, decision-making and reporting, leading to sustainable development, and environmental improvements. Assuming that building commitment will help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration, a transformation on how the country pursues socio-economic development that integrates global environmental objectives and priorities within decentralized decision-making and improved knowledge and information management is expected.

Acknowledging the complex nature of collaboration, Project design incorporates previous lessons learnt and best practices from GEF and CCCD projects and envisages the participation of numerous stakeholders (including the government, NGOs, the Academia and the private sector) to sustain proposed activities and build ownership.

3.4 Project Key Partners and Implementation Arrangements

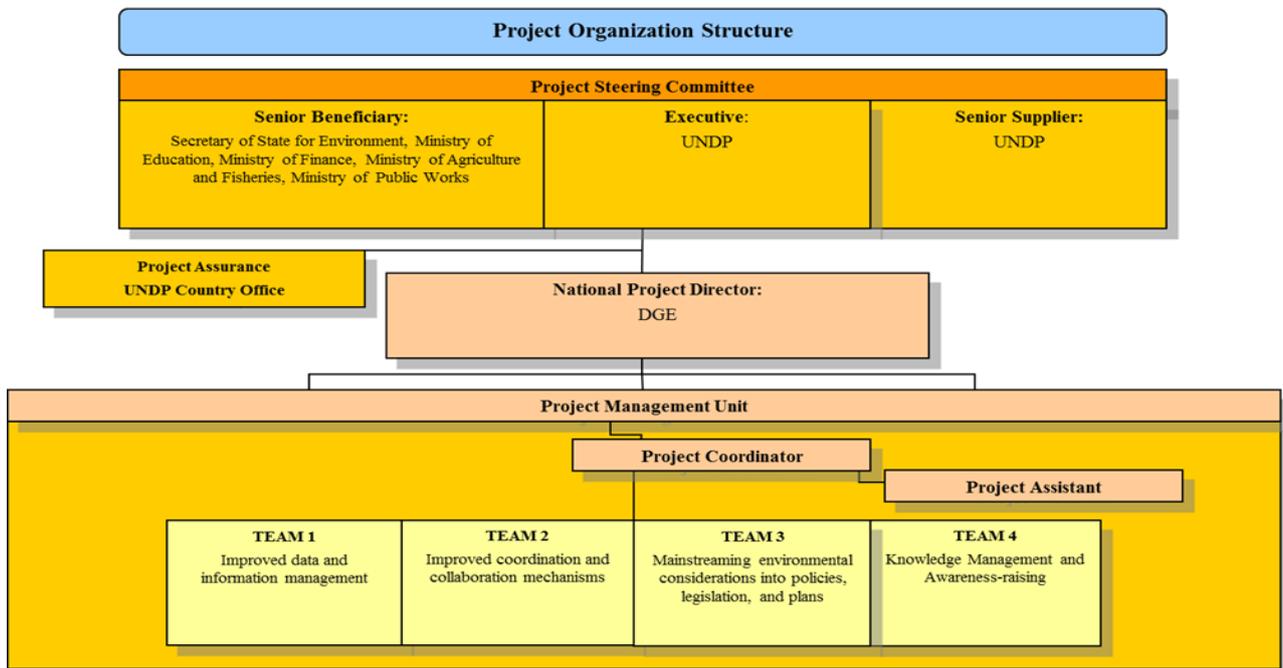
The Project is delivered through the **UNDP Country Office of Timor-Leste** through the **DIM modality**, in close partnership with the **DGE, under SSE**, and in collaboration with relevant government institutions, regional authorities and NGOs, as well as other pertinent projects in the country and in the region.

UNDP acts as the executing agency and Senior Supplier, providing technical guidance for the cost-effective procurement and implementation of project's services and activities. The UNDP CO takes responsibility for standard GEF project cycle management services and oversight of project design and negotiation, for ensuring monitoring, periodic evaluations, troubleshooting, and proper use of UNDP/GEF funds and reporting to the GEF. UNDP provides high-level technical and managerial guidance and Quality Assurance through the **UNDP Regional Technical Advisor (RTA)**, as needed and completely independently from the

Project Management function. Financial transactions, reporting and auditing are carried out in compliance with established UNDP rules and procedures for DIM.

The SSE/DGE is the **responsible beneficiary partner**, with a number of ministries as senior beneficiaries, namely Ministry of Agriculture and Fisheries, Ministry of Education, Youth and Sports, Ministry of Higher Education, Science and Culture, Ministry of Public Works, Ministry of Transport and Communication and Ministry of Finance. SSE appointed a **National Project Focal Point (NPFC)** as the contact with the project on behalf of the GoTL, also representing and supporting project objectives at high decision-making levels. The **National Project Director (NPD)** is a senior government official from DGE/SSE, responsible for the project's oversight.

A **Project Management Unit (PMU)** is established for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs or consultants. The PMU is administered by a full time **Project Coordinator (PC)** and supported by a full time Project **Assistant (PA)** Financial/Administrative/Procurement Officer; a United Nations Volunteer (UNV) M&E expert has supported the project for a period.



In addition, to provide strategic guidance a **Project Board (or Project Steering Committee)** is established, including and representing the interest of all key stakeholders; playing a critical role in project M&E, quality assurance, accountability and learning; ensuring that required resources are committed; and arbitrate or negotiate solutions for any possible conflicts or problems within the project. The Board is inclusive of:

- UNDP Country Office in Timor-Leste (UNDP CO);
- Secretary of State for Environment (SSE)
- Director General Environment (DGE) and technical directorates under DGE;
- MEA focal points for Timor-Leste;
- Director General of Forestry, Coffee and Industrial Plants - Ministry of Agriculture and Fisheries (MAF);
- National Directorate of Renewable Energy – Ministry of Public Works (MPW);
- Director General of Statistics – Ministry of Finance (MoF);
- Directorate General of Education and Teaching - Ministry of Education, Youth and Sports
- Ministry of Social Solidarity and Inclusion (MSSI)

- Director General of Transport and Communication – Ministry of Transport and Communication.

The Project Board contains three distinct roles, including: i) *Executive*: representing the GEF in Timor-Leste; and ensuring achievement of the project goal and objectives by overseeing the implementation progress and following UNDP/GEF Rules and Regulations; this role is assigned to UNDP CO; ii) *Senior Supplier*: representing the interests of the parties concerned; providing funding for specific cost sharing projects and/or technical expertise; providing technical guidance and support for the cost-effective procurement and implementation of services and activities, including project implementation oversight through regular monitoring and reporting; this role is assigned to the UNDP Energy and Environment Programme; iii) *Senior Beneficiary*: representing the interests of those who will ultimately benefit from the project, it ensures the realization of project results from the perspective of project beneficiaries; this role is assigned to the SSE, under the Coordinating Ministry of Economic Affairs.

Specific consultancies are hired for specific components, procured in accordance with applicable UNDP guidelines. [Technical Working Groups](#) per component were to be established, comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups to discuss and deliberate on a) strengthening inter-agency coordination to effectively manage environmental information and the decision support system, b) structuring improved data and information management arrangements and systems, c) identifying and selecting new and improved Rio Convention indicators and measurement methodologies, d) integrating Rio Conventions in the selected development plans, e) reviewing assessments conducted under the project, and f) identifying best practices for awareness raising.

3.5 Project timing and milestones

The Project Identification Form (PIF) was approved on June 2nd, 2016; the Project document received the GEF Chief Executive Officer (CEO) official endorsement on Jan 08, 2018 and was signed on Dec 6th, 2018 which is the Project starting date. The Inception Workshop took place on Jan 16th, 2019, within the three months period since project's start, as required. The planned closing date is December 2022, after a 4-years period. Two APRs have been prepared (2020 and 2021) and two Project Implementation Report (PIR).

Although most planned activities are covered, the Project is not expected to complete operations within the deadline. There have been discussions on the opportunity to request a Project extension to complete project activities which were hampered by the COVID-19 pandemic with associate State of Emergency and Health Fencing and the difficulties in recruiting appropriate national consultants for the various components; in addition, the current PC has been hired only in July 2019 and the initial phase of the Project was conducted by a UNDP CTA managing various other activities. This TE supports the request for an extension – which has not yet been formalized by UNDP - for a period of 3-6 months, based on budget availability; however, there were already discussions for an extension and UNDP CO has not formalized the request within the deadline of 6 months before Operational Closure, which means that this possibility may no longer be available.

Inaccuracies in report writing (explanation provided in chapter 4.3.4) led the UNDP RTA to request in the PIR 2021 an undue Mid-Term Review (MTR), which however was not carried out as typical in GEF MSPs. The TE is taking place in July-August 2022, with the International Consultant working remotely and the National Consultant in the field.

3.7 Main stakeholders: summary list

The Project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the activities. Management ensures that key stakeholders are involved early and throughout execution as partners for development. Stakeholder representatives from Government agencies, NGOs, the media, the private sector, and academia, as

appropriate are encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This helps capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate, holistic, and resilient construct of policy interventions, and improve legitimacy. These partnerships help ensure an equitable distribution of benefits and wide access to environmental information. This approach is consistent with the participation and inclusion of the human rights principle. Stakeholders and partners are summarized in the table below:

Table N.4 Project Stakeholders and Partners

Type of Stakeholder	Role/Type of Collaboration
Secretary of State for Environment (SSE), Coordination Ministry of Economic Affairs	The GDE under the SSE is responsible for the environment, climate change, and for designing, implementing and evaluating policies; promoting, supporting, and overseeing the strategies to mainstream environmental issues in sectoral policies; undertaking strategic environmental assessments of policies, plans, programmes and legislation; and coordinating the environmental impact assessment of projects at the national level.
Ministry of Agriculture and Fisheries (MAF)	MAF is responsible for the design, implementation, coordination and evaluation of agriculture, forestry, fisheries and livestock programmes in Timor-Leste.
Ministry of Public Works (MPW)	MPW is mandated to propose and implement policy guidelines and enforce legal frameworks in the areas of public works, urban planning, housing, water supply, distribution and management, sanitation and electricity.
Ministry of Transport and Communication (MTC)	MTC is responsible for designing, implementing, coordinating & evaluating the transport and communications policy, as defined and approved by the Council of Ministers.
Ministry of Higher Education, Science and Culture (MHESC)	MHESC is the central government body responsible for designing, implementing, coordinating and evaluating the higher education and qualification policy, as defined and approved by the Council of Ministers, including science, technology, arts and culture.
Ministry of Education, Youth and Sports (MEYS)	MEYS is the government department responsible for the design, implementation, coordination and evaluation of the education and qualification policy – expect tertiary education, as defined and approved by the Council of Ministers.
-Ministry of Social Solidarity and Inclusion (MSS&I) -National Directorate for Disaster Risk Reduction	MSS&I is responsible for designing, implementing, coordinating and evaluating programmes for managing the risk of natural disasters. The ministry works collaboratively with other line ministries to ensure that projects are not only complimentary, but also responsive to country priorities highlighted in the National Adaption Programme of Action.
Ministry of State of Administration: National Institute of Public Administration (NIPA)	NIPA provides leadership training, technical training and professional courses to newly recruited civil servants, chief of sections, chief of departments, directors, director nationals and director generals.
Local Government	These stakeholders are responsible for planning, development, and implementation at the community levels. They work closely with the NGOs and CBOs. Community members also coordinate project activities and contribute towards project implementation.
Traditional and customary local management bodies	These structures are very important in the country and are also closely linked to local government agencies. They are repositories of local traditional knowledge on the management of the environment, agricultural practices and changes in stocks of natural resources.
NGOs	NGOs work collaboratively with community members, government, and other non-government organizations. Often, NGOs act as a vehicle for the introduction of new ideas and represent the interests of the most vulnerable people in society.
Academia and Research Institutions	Technical and research institutes include national universities and research institutes involved in conservation, agriculture and rural development, such as the National University of Timor-Leste; SEFOPE and CNEFP among others. These stakeholders are essential for data networks and provision of information for the monitoring of progress.
International development and technical assistance partners	These are both multilateral (i.e. UN, EU, World Bank, and Asian Development Bank) and bilateral (i.e. Japan International Cooperation Agency, Korea International Cooperation Agency, USAID, the Department of Foreign Affairs and Trade, and GIZ) partners already involved in programme, projects and financial assistance systems.

4. FINDINGS

4.1 Project Design/Formulation

Project design is relevant and appropriate; it takes a capacity development cross-cutting approach to strengthen capacities to coordinate efforts, improve access and use of best practices to manage information systems and integrate global environmental priorities into planning and decision-making processes, enabling the country to meet its obligations under the three Rio Conventions. Chapter 4.4.1.1. Relevance below documents the alignment of the Project with GEF, UNDP as well as with Government priorities and strategies. Building upon and linking with other initiatives, activities defined contribute to achieving the SDGs.

Cross-cutting capacity development projects are not the type of projects that directly generate **Global Environmental Benefits (GEB)** as they focus on strengthening underlying capacities; however, in alignment with GEF-6 priority CCCD-1 (*To integrate global environmental needs into management information systems and monitoring*), CCCD 2 (*To strengthen consultative and management structures and mechanisms*) and CCCD 3 (*To integrate MEAs' provisions within national policy, legislative, and regulatory framework*), this Project takes an overarching approach to strengthen institutional arrangements and provide data management tools to facilitate Timor-Leste to meet its obligations towards the Rio Conventions. The Project contributes to reinforce capacities for stakeholder engagement, for information management and knowledge and for strengthening environmental governance, corresponding to the different sets of articles under the Rio Conventions. National environmental monitoring is paramount for improving development planning and decision-making as well as for contributing to global environmental monitoring.

4.1.1 Results Framework Analysis: project logic and strategy, indicators

The Theory of Change lays out the drivers of environmental degradation, the problem to be addressed and its root causes. The approach is sound as:

- ✓ it directly responds to the primary objective of the GEF strategy and outcomes for CCCD projects: i) Enhanced institutional and technical capacities to use data and information (CD-1); ii) Enhanced institutional capacities for cost-effective, collaborative, and coordinated management of global environmental issues (CD-2); and iii) Enhanced capacity to develop and implement integrated policies, plans and programmes (CD-3);
- ✓ it builds on the government's commitment to strengthen island/communal development;
- ✓ within the framework of the SDP, it develops/strengthens a set of systemic, institutional, and individual capacities for the country to better meet and sustain global environmental obligations, recognizing and addressing the limitations of language and of accessing good practices opportunities for planning and decision-making; and finally,
- ✓ it integrates and is integrated by complementary projects and activities of other development partners.

The **PRF (see Annex E)** is clearly designed; it comprises four outcomes corresponding to four components, organized around the three GEF capacity development outcomes and a UNDP requirement for a fourth knowledge management component, overall expecting to deliver 17 outputs, reasonably well connected through logical linkages and designed to help Timor-Leste take a coordinated approach to collect, manage and use environmental data and information.

The **first Component/Outcome** responds to the need to: enhance institutional and technical capacities to use data and information to improve planning and decision-making on cross-cutting global environmental issues; increase and improve access to data and information; and train on how to use best practices and innovative approaches. It includes well defined **Outputs** for: reviewing current information management systems, identifying gaps and areas for improvement and setting up an information system (output 1.1); strengthening institutional arrangements to collect and share data, increasing cooperation and reducing transaction costs and duplication of data, and agreeing on institutional reforms (output 1.2); agreeing on environmental indicators that support information needs for national development and for implementing

the Rio Conventions and incorporating them into M&E procedures (Output 1.3); developing/improving M&E processes to transform data and information into knowledge (Output 1.4); assessing capacity needs and conducting training (Output 1.5). **Overall, it is the most complex and articulated of the four components.**

The **Second Component/Outcome** focuses on: improving the coordination and collaboration of technical directorates for policy, planning and programmes, reducing duplication or redundancy of resources (human, financial, institutional) to meet environmental priorities; negotiating cooperative agreements among government ministries, agencies, departments, creating an inter-directorate coordination group as a key decision-making mechanism, including consideration of specific arrangements to promote gender equality in data and information management and decision-making (Output 2.2); and involving public consultative mechanism (non-state actors) in the decision-making processes (Output 2.2). **It is a key input for the design, implementation and also sustainability of achievements under the four components.**

The **Third Component/Outcome** focuses on: mainstreaming best practices approaches of global environmental obligations into select sectoral policies, legislation, plans and programmes. This involves amending targeted policies, legal and regulatory instruments (3.1); and integrating Rio Conventions into a selected sectoral development plan as a consultative test to demonstrate the feasibility and value of Rio Convention mainstreaming (3.2); lessons learned will be used to draft a road map in accordance with the SDP and the Environmental Basic Law 26/2012 and inform subsequent sectoral mainstreaming activities (3.3); developing an in-depth analysis of financial needs and current best practices through a Resource Mobilization Strategy (3.4) to ensure the sustainability of outcomes. **This component flows from the previous two but also builds on the fourth as environmental awareness raising is paramount and because the language barrier has been identified as a major obstacle to the use of best practice.**

The **Fourth Component/Outcome** focuses on: enhancing environmental awareness through knowledge management and the promotion of a dialogue with private and public sector actors, the media, NGOs, and the academia on the value of the Rio Conventions and of the global environment (4.1); preparing brochures and articles (4.2); developing and airing public service announcements (4.3); improving the educational curricula and youth civic engagement in partnership with the Ministry of Education (4.4); promoting internet visibility of integrated and streamlined environmental legislation and environmental valuation tools (4.5) as well as conducting English courses (4.6) as English skills are identified as a major limitation to meeting obligations under the Rio Convention. **This is a requirement in UNDP and GEF projects to which the Project has granted importance.**

The Project objective and the four outcomes are clearly formulated. Outputs of Component 1 generally flow logically. Overall, **sixteen Indicators** are identified: four at objective level and the rest divided among the four outcomes; various outcome indicators have multiple targets. The Inception Workshop validated design without major changes, except at activity and timing of delivery level; as implementation revealed that the Project's architecture was complex for the local context, the Inception Workshop might have been a wasted occasion to operate changes to allow smoother operations. The **SMART analysis** (whether indicators are sufficiently Specific, Measurable, Achievable, Relevant and Time-bound) reveals:

- **Objective level:** there are four indicators for the objective: **Indicator 1** and **Indicator 2**, which are both multi-targets, are standard Integrated Results and Resources Framework indicators, specifically responding to UNDP/GEF projects requirements. **Indicator 3** is a mandatory measure of how many stakeholders benefit from project capacity building activities; however, without qualification it provides a number without much relevance: it is valuable only if it expresses the type of users, the frequency of use, the user-friendliness and the circumstances of use (i.e. planning, decision-making, reporting). The target indicates a general global 350 beneficiaries, and the ProDoc indicates that it refers to individuals which should be counted only once even if participating in multiple activities. It would be interesting to express not only the number of individuals but also the number and type of institutions, either public or private; in the long-term, collecting data on the different users (government, non-government, academia, media) and the purpose of use

(planning, decision-making, awareness raising, communication, reporting) will provide a sound indication of impact. **Indicator 4** is specific to the Project and in the end would summarize the entire performance; it is well formulated and articulated into five different specific targets. No target is there to express a “gender responsiveness” quality attribute which is instead very important to raise awareness and sustain attention on the need to focus on gender disaggregated environmental indicators, whenever possible and relevant.

- **Component/Outcome 1: Indicator 5** is a major contributor to the objective and is accompanied by **Indicators 6 and 7** for the training; overall the three indicators under Outcome 1 have 11 targets, time bounded, well defined and connected to the indicators. The gender inclusiveness is expressed for the training but not for the selection of environmental indicators; instead this is the level where attention to the gender responsiveness would make the difference and is logically linked to the indicators at objective level; neither the original planning nor reporting on implementation make any reference to the need to focalize on the gender responsiveness of environmental indicators.
- **Component/Outcome 2: Indicators 8 and 9** under Outcome 2 refer to institutional and public agreement mechanisms, are well defined and time bounded.
- **Component/Outcome 3: Indicators 10, 11 and 12** under Outcome 3 refer to amendments of laws and policies and definition of a roadmap to mainstream Rio Convention content, and the definition of a financial strategy to sustain activities’ outcomes. Targets are well defined and manageable, although not necessarily easy to achieve within the time constraints of the Project as this is more a process than a timely product.
- **Component/Outcome 4: Indicator 13, 14, 15, and 16** under Outcome 4 refer to awareness raising and knowledge management, expressing well-defined targets, all manageable within the Project’s timeframe.

4.1.2 Assumptions and Risks

The [Risk Management section](#) of the Project Document – confirmed without changes in the Inception Report - identifies risks which are considered minimal and not a possible detriment to a successful implementation. As per standard UNDP requirements, the PC has monitored and reported risks in APRs and reportedly they were systematically recorded in the UNDP Atlas. The Consultants suggest to add the unexpected risk of the COVID-19 pandemic, which is not considered in APRs as well as the possibility that government policy makers do not effectively use the National Environmental Information System (NEIS) also called Environmental Information Management System (EIMS)² in their planning and decision-making activities; this is strongly related with sustainability, and although mitigation measures are taken, it remains potentially true. It is noted, commendably, that some activities assigned to specific consultants include a risk analysis (i.e. the Low Grant Values for journalists) referring to the risk that information to improve access to best practices may be poorly translated from English into local languages and to the restrictions imposed by the pandemic. Timor-Leste, particularly Dili municipality, is also prone to natural disasters and was badly hit during the reporting period by a tropical cyclone/depression which took 45 lives and left tens of thousands of people stranded in temporary shelters/evacuation centres, slowing down work significantly. Unfortunately, such events are not uncommon and may be continuous challenges to implementation. [Assumptions within the PRF are well identified](#): they are well related with risks, are all pertinent and serve as a guide to evaluate the capacity of the Project to produce effects and impacts.

The [Social and Environmental Screening Process \(SESP\)](#) was carried out appropriately and did not identify any risk of relevance; in addition, during the PPG, consultations were held with a number of stakeholders to gain a better understanding of potential social and environmental impacts; these consultations resulted in a more feasible project strategy. As a Low-Risk project, no further social and environmental assessment was required. The PSC was due to negotiate any environmental and social grievances and report them in the APR; to date no grievances as such have been identified.

The table below reports risks that could have or have led to implementation delays, with the TE comment.

² The two terms are used indifferently in the text.

Table N.5 Project Risks and Management Measures

PROJECT RISKS					
Description	Type	Impact & Probability	Management Measures ³	Owner	Status & Comments from the TE
<p>Stakeholders have limited absorptive capacities to implement project activities.</p> <p>There is a real risk that coordination will be challenging. Inadequate communication and collaboration among government entities could hinder the effective implementation of project outcomes, such as the strengthened data system.</p>	Operational Organization Political	P=4 I=2	<p>Mitigation measures includes: i) when designing the NEIS, initial consultations to increase stakeholders' awareness and establish networks of collaboration; ii) during implementation, regular meetings through the PSC and also at technical level; iii) activities to strengthen institutional mechanisms for improved coordination and collaboration, with consultative processes and MoA.</p> <p>Important elements were: i) to facilitate the capacity development of the Inter-Ministerial WG for Environment and Natural Resources; ii) implement outputs as manageable sets of activities, taking into account national absorptive capacities; iii) facilitate and regularly verify consensus and legitimacy.</p>	PC	<p>- The second part of the risk is identified for the first time in APR 2021; the first part was present in the ProDoc and is no longer present.</p> <p>-Awareness raising activities are also sound ways to mitigate the risk. Yet, an Inter-Ministerial Working Group on Environment and NR has not been constituted; instead, the already existing and set up by law WG-CC has been used but MoMs do not provide evidence that this forum adequately discusses the Project's approach and strategy, especially in relation to the key activity of setting up and implementing a NEIS; it is more of a forum to exchange information on what different projects do. Although, the Consultants agree that creating many WGs is inefficient, in this case, a specific and technical WG which could also have been institutionalized is missing.</p>
<p>Ownership of the programme can be a challenge, especially when there are changes in the government structure. Frequent change of officials and lack of ownership could lead to implementation delays and undermine the attainment of project outcomes.</p>	Organization Political	P=4 I=1	<p>Engage with all key ministries from the very beginning of the process so there is full buy-in; request for focal points to be contacted in each of the ministries and engage them intensely. Continue to monitor political changes and stay updated through various information channels.</p>	PC	<p>-The risk reported here is as reformulated in APR 2021; it is noted that the likely occurrence is increased and impact decreased; this is probably because although the risk remains unchanged (political instability has characterized the period of Project implementation), its management is effective through continuous engagement with government officials and because changes of interlocutors for the Project have been minimal at the level of SSE which is considered a technical entity; eventually political changes have impacted more on line ministries.</p>
<p>Internal resistance to change. This is a natural human condition and reflects people's comfort</p>	Operational Organization Political	P=2 I=3	<p>Activities were strategically selected and designed to facilitate their gradual and incremental implementation, not dictated but rather facilitated by external, independent advisors, allowing stakeholders to discuss and</p>	PC	<p>- Reportedly, stakeholders express their interests in achieving project outputs; this risk is no longer present in APR 2021.</p>

³ Changed from mitigate to manage. Projects cannot mitigate risks, they can only manage them.

PROJECT RISKS					
Description	Type	Impact & Probability	Management Measures ³	Owner	Status & Comments from the TE
with known policies and procedures.			find consensus and therefore strengthening ownership and legitimacy of decisions.		
Stakeholders have an insufficient comprehension of best practices, environmental issues, and the importance of environmental conservation and protection and how they relate to national sustainable development priorities. This is partly due to insufficient English language skills that may undermine commitment and limit effectiveness.	Operational Organization	P=4 I=1	Stakeholder consultations during the development of the project were important to understanding the risk. The project addresses limited capacity, including limited English language skills, by spreading implementation roles across several stakeholders, implementing English language classes, and building awareness through a) education, b) PSAs, and c) translated brochures.	PC	-Measures implemented to contain this risk are directly included in project activities with the implementation of English training courses. -COVID 19 pandemic is not mentioned as an additional risk, evidently not envisaged at the time of project approval. Consultancies and activities were or could eventually be finalized through virtual meetings; yet, APRs do not reflect the government limitations to hold virtual meetings (limited technological facilities, instability of the internet connection facilities, the language barrier, and also a cultural preference for in-presence meetings or for the use of telephones).
Lack of adequate consideration for gender equality and socio-economic variables in the development of the environmental information systems.	Organization Political	I=3 P=3	Close monitoring of stakeholder engagement and in the design of data collection systems and tools	PC	This risk has never been identified. It does not only relate to the usual ratio of men to women participating in project activities but it is a key element to integrate socio-economic variables into the NEIS through appropriate selection of gender disaggregated environmental indicators.
Policy makers do not use the environmental information system or resulting data, undermining sustainability.	-Political -Strategic	I=2 P=3	Policy makers are included in learning-by-doing training and awareness workshops to increase their commitment and understanding of the importance of sound data in decision making.	PC	-This risk is nowhere identified. While it is mitigated by awareness raising activities, MoA to be signed between different institutions and arrangements developed for shared ownership of the NEIS, it remains a potential risk.

4.1.3 Planned stakeholder participation and Gender responsiveness of Project design

Project design promotes significant [participation of diverse stakeholders](#) in all phases of the project's cycle, including capacity development activities, training, design of outputs as well as in validating proposed actions, encouraging an enabling environment for active engagement in environmental management. During the project formulation phase, consultations were held with a broad group of stakeholders, including representatives of local communities' interests; as Timor-Leste has nine ethnic groups that speak twenty Indigenous languages and dialect, the principle of Free Prior and Informed Consent was necessary. Consultations helped to build an understanding of the baseline, including challenges and barriers to data and information management, and more effective decision-making for the global environment; yet, interviews indicate that during implementation, there were still stakeholders not aware of the importance of the Rio Conventions. Although at design, there was not yet clarity on the form of the EIMS, these in-depth consultations enhanced the transparency and legitimacy of proposed activities. Awareness raising of global environmental values and knowledge management allow for a multi-dimensional approach that includes stakeholder engagement and awareness programs with the media, civil society, academia and local organizations. Decision-making is structured in a way to ensure inclusiveness and that all stakeholders receive satisfactory levels of benefits and equity, which is not only respectful of human rights but also a critical element of sustainability.

GEF-financed projects require [gender equality](#) to be integrated in project design and implementation (2014 report on Gender Mainstreaming in GEF). UNDP has translated the GEF commitment on gender integration and mainstreaming in its own UNDP Gender Strategy 2014-2017, which provides guidance on how to integrate gender in all UNDP supported activities. The UNDP Gender Marker for this project was originally rated as GEN1: *Limited contribution to gender equality*. The ProDoc informs that the Timorese society has quite strict gender roles, often leading to discriminatory practices which limit women's empowerment. The participation of women in governance and political matters is limited by social norms and their own expectations: many women are not comfortable voicing opinions as they feel they are not listened to (Larson, 2015). The ProDoc requires mandatory Annual Project Reports (APRs) to track the UNDP Gender Marker as well as other gender indicators, as a minimum: i) Total number and percentage of full-time project staff that are women; ii) Total number and percentage of PSC members that are women; iii) The number and percentage of jobs created by the project that are held by women; iv) Total number and percentage of women that actively and substantively engaged in learning-by-doing workshops, dialogues, and key consultations and meetings. Consistently with the *Limited contribution to gender equality* Marker, gender disaggregation in the PRF indicators could be minimal but in this project is almost completely absent with only one of the targets of Indicator 6 expressing a minimum percentage of women in training (40%); instead, indicators of component 4 could have expressed a gender dimension but more importantly, indicators of component 1 should reflect the importance of focusing on the collection of gender disaggregated environmental indicators, wherever appropriate and indicator 2 could establish a percentage in the presence of women in the inter-ministerial and/or other working groups. The ProDoc establishes a requirement to prepare a gender analysis and action plan and to monitor gender sensitive indicators.

4.1.4 Linkages between project and other interventions within the sector

The [Working Group on Climate Change \(WG-CC\)](#) was created by law with the Ministerial Diploma N.2/2017 under the National Directorate for Climate Change (NDCC), in the Ministry of Commerce, Industry and Environment (at the time host Ministry of SSE). Among others, this forum serves the purpose to exchange information on existing projects by donor, site and type of activity; the Project well coordinates with development partners to avoid duplication of efforts, create synergies and complementarities. The ProDoc lists a number of projects with which linkages could have been found; the list is reconfirmed with no changes in the Inception Report and has never been updated in APRs. Information collected during this TE indicates

that the following development partners' projects, either completed or ongoing, are relevant to capitalize on synergies and for cost-effectiveness.

Table N.6 Linked projects and initiatives

Project Title	Status	Budget/Source	Project Summary
Building Shoreline Resilience of TL to Protect Local Communities and Their Livelihoods	Closed	USD 7.000.000 GEF	-A comprehensive coastal management and adaptation plan developed and budgeted for the entire coast of Timor-Leste (as part and a direct contribution to NAP). -Technical skills developed (through specialized trainings), methods (economic valuation and cost-benefit analysis), solid value-chain analysis of livelihood options, and software introduced to monitor climate change induced coastal change and to plan management responses at policy levels. https://www.thegef.org/projects-operations/projects/5671
Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government System to Climatic Variability and Risk)	Closed	USD 4.600.000 GEF	-Climate variability risk and vulnerability information compiled -Capacity for evidence-based policy developed; contribution towards a comprehensive national climate change policy framework/strategy -Platform for national dialogue and information sharing on climate risks established and coordinated by MDHSPE -Development of climate variability risk and vulnerability assessment guidelines and tools which are integrated and scaled-up within the district and sub-district level planning process -Capacity development plan drafted and technical capacity enhanced for district and sub-district level local administration to understand and integrate climate risk information into local planning, budgeting and budget execution -Local contractor staff trained in climate resilient design, construction and maintenance of small scale rural infrastructure
Strengthening Community Resilience to Climate – induced disasters in Dili to Ainaro Road Development corridor, Timor-Leste	Closed	USD 5.250.000 GEF	Build capacities of district and sub-district disaster management committees and district disaster operation centres to budget and deliver climate induced disaster prevention financing in at least two districts. https://www.thegef.org/projects-operations/projects/5056
Securing the long-term conservation of TL's Biodiversity and ecosystem services through establishment of a functioning National Protected Area Network and the improvement of natural resource management in priority catchment corridor	In Pipeline, Approved April 2018	USD 3.340.367 GEF	-Implemented by Conservation International -Youth training programme for environmental management designed and implemented -Adult education programme for natural resource management designed and implemented https://www.thegef.org/projects-operations/projects/9434
FAO-MAF IKAN Adapt Strengthening the adaptative capacity, resilience, and biodiversity conservation ability of fisheries and aquaculture dependent livelihoods in Timor-Leste	Approved in 2021-ongoing	USD 4.416.210 GEF	It aims to strengthen the adaptive capacity, resilience and biodiversity conservation ability of fisheries and aquaculture-dependent livelihoods in Timor-Leste https://www.thegef.org/projects-operations/projects/10181
ATSEA-2 Implementation of Arafura & Timor Seas Regional and National Programmes	Approved in 2019-ongoing	USD 2,120,000 GEF	A transboundary project for Arafura and Timor Sea Ecosystem Action (ATSEA-2) which aims to conserve the biodiversity of the Arafura and Timor seas for the overall health of the ocean and the livelihoods of the communities who depend on it for survival
Enabling transboundary cooperation for Sustainable management of the Indonesian Sea (ISLME)	Approved in 2016	USD 4.000.000 GEF-FAO	It aims to strengthen regional cooperation and support for effective sustainable management for the ISLME region and improves management of fisheries resources and food security. https://www.thegef.org/projects-operations/projects/5768
Timor-Leste Coastal Resilience Building Project factsheet	Approved in 2019	USD 7.000.000 GEF/ UNDP	Between 2016-2021, UNDP worked closely with MAF Directorate General of Forestry, Coffee, and Industrial Plants to implement Coastal Resilience Building project in Dili, Liquiça, Bobonaro, Covalima, Manufahi, Manatuto and Viqueque.

Project Title	Status	Budget/Source	Project Summary
Road Network Upgrading	2015	USD 4.560.000 GEF-LDCF- ADB	It aims to upgrade the trans-island road from Manatuto to Natarbora. https://www.thegef.org/projects-operations/projects/5773
The National Biodiversity Strategy and Action Plan of Timor-Leste	2011-2022	USD 277.200 GEF/UNDP	Support GoTL with the development of National Biodiversity Strategy and Action Plan for 2011-2022. https://www.thegef.org/projects-operations/projects/3662
Timor-Leste National Adaptation Programme of Action (NAPA)	2010	USD 200.000 GEF/UNDP	Support to GoTL with the elaboration of NAPAs. https://www.thegef.org/projects-operations/projects/3464
Global Climate Change Alliance support programme to Timor-Leste	2013-2018	US\$ 4.000.000 EU	-Communities living in the selected sub-district enhanced capacities to cope with climate change effects through sustainable management of natural resources -Capacity of the Agriculture and Land Use Geographic Information system improved to collect and monitor climate data -Capacity of the National Directorate of Forestry enhanced -Vulnerability assessments in nine villages contribute to increased problem awareness -Develop an agro-meteorological strategic plan -Train key officials on climate change adaptation https://www.gcca.eu/programmes/global-climate-change-alliance-support-programme-timor-leste
Safeguarding Rural Communities and their Physical Assets from Climate Induced Disasters in Timor-Leste	Ongoing	USD 22,400,000 GEF USD 36,000,000 GoTL	Six-year project to support the implementation of 130 climate-resilient small-scale infrastructure across six municipalities that have been identified as most vulnerable to climate-related hazards. Approximately 175,840 people- around 15% of the population – will benefit from 38 new water supply systems, 25 irrigation schemes, 216 kilometers of rural roads, and 20 flood-protection infrastructure.

4.2 Project Implementation

4.2.1 Adaptive Management

The ProDoc was signed at the end of 2018 and the Inception workshop was soon after implemented in January 2019. The current PC was recruited in July 2019, from another UNDP climate change related project; to that date, inception activities were led by a UNDP consultant who was involved in the design of the Project and who, at the time, was covering a consistent portfolio of activities. Initially, progress was quite slow; the inception report was produced only two months later than the workshop, in March 2019. The occurrence of the COVID-19 pandemic and its associated restrictions in international and national travels and in holding face-to-face meetings, workshops, trainings and engaging international consultants further hampered implementation. As a consequence, the following most critical implementation challenge which delayed activities concerns the recruitment of the consultants for the three first components due to a shortage of potential national experts in the environmental laws and policies areas, which obliged to revise the ToRs and reduce requirements and qualifications. Outputs have certainly suffered from an insufficient interaction of the consultants with local stakeholders as much of the work has been carried out as a documental review and home based; of notice, the GoTL is insufficiently organized from a technical point of view to hold virtual meetings (unstable connections, lack of IT devices, a general preference for telephone contacts and difficulty in using English as a working language). Table 7 below summaries the high number of consultancies engaged/on-going; given the challenges described, **adaptive measures** have been applied consistently, containing the delay and ensuring the delivery of a large quantity of outputs. Notwithstanding, a project extension of at least a few months is recommended to allow the Project to complete key activities (i.e. the resource mobilization strategy, the environmental roadmap and further engagement with line ministries).

Table N.7 List and status of Project consultancies

Name	Position/Title	Relevant project component	Note
Francelina Guterres	National Gender Consultant	All Components	Completed in August 2019
Ashwin Bhouraskar	International Environmental Education Consultant	Component 4 (output 4.2)	Completed in January 2020
Adão Barbosa	National Consultant, National Adaptation Plan Formulation	Component 2 (output 2.1) Component 3 (Output 3.2) Component 4 (Output 4.1)	Completed in April 2020
Borja Patrocinio	National Environmental Information Management System, Scoping Expert	Component 1 (output: 1.1; 1.2; 1.5) Component 4 (output 4.5)	Completed in July 2021
Maria Rosales	National Environmental Policy Specialist	Component 2 (output: 2.1; 2.2) Component: 3 (Output: 3.1; 3.2) Component 1 (Output 1.2)	Completed in June 2021
Jorge Martins	National Consultant Forestry Management Specialist	Component 1 (Output 1.2) Component 2 (UNCBD & UNCCD)	Completed in June 2021
Keith Bettinger	International Mainstreaming Environmental Obligations into National & Sectoral Policies	Component 3 (Output 3.1; 3.2) Component 4 (output 4.1)	Completed in April 2021
Maria Pepa Lopez	International Consultant to develop Standardized Environmental Indicators and M&E for global environmental objectives	Component 1 (Output 1.3 and 1.4)	Ongoing
Veronica Guterres	National Consultant, Environmental Education Specialist to prepare environment awareness module for secondary school on global environment & Rio Conventions	Component 4 (output 4.4)	Ongoing
Duarte Carneiro	International Legal Expert on Renewable Energy	Component 3 (Output 3.1)	Ongoing
The Timor-Leste Journalist Association	Low Value Grant (LVG) #1 and #2– (Activities: Environment Journalism Training, Talk-show, Public Service Announcement)	Component 4 (output 4.1, 4.2, 4.3)	Completed
SSE	Letter of Agreement (LoA) #1, #2, #3	Component 4, output 4.1	LoA #3 is Ongoing; LoA 4 to be completed in August 2022
R2M IT solutions	Company Service for National Environmental information System development	Component: 1 (output: 1.1; 1.2; 1.5) Component 4 ((output 4.5)	Ongoing, with plans to launch NEIS in August 2022
AHHA SOLS Education	English Course	Component 4 (Output 4.6)	Ongoing
	International Consultant: Preparation of Road for Global Env. Priorities implementation according to SDP & Env. Laws	(Component 3, Output 3.3)	Drafting ToR
	International Consultant: Financial Expert for Resource Mobilization Strategy (Component 3, output 3.4)	(Component 3, output 3.4)	Drafting ToR
E.L. Ferretti	International Terminal Evaluation Consultant	All components	ongoing
Octavio Araujo	National Terminal Evaluation Consultant	All components	Ongoing

4.3.2 Actual stakeholder participation and partnership arrangements

The Project has received a general good support from Government counterparts, especially SSE departments and Rio Conventions' National Focal Points (NFPs), all along implementation. Interviews confirm a keen interest about implementing project activities, and recognition of the importance of strengthening capacities for mainstreaming global environmental obligations into national development priorities. The Inception Report documents the presence of 44 participants (8 women) in the Inception Workshop, including a large number of government institutions, donors, NGOs, the Academia. The Project has taken an Adaptive Collaborative Management (ACM) approach to implementation, developing an environment conducive to the active engagement of stakeholders in environmental management and in Project's activities. As the CCCD Project takes place at policy and regulatory level, a critical challenge is the large number of line ministries involved and the bureaucracy which characterizes information access and sharing. Collaborative partnerships have been established with various government agencies (i.e. MAF, MSSl, Ministry of State Administration (MSA), Ministry of Tourism, Commerce, and Industry (MTCI), Ministry of Foreign Affairs (MFA), MoF, MPW, and Ministry of Health. However, while Presidential elections held in March and April 2022 and parliamentary elections held at various moments since 2017 as a consequence of the difficulties to reach a majority did not significantly impact on the key project's counterpart (being SSE a technical entity), political changes may have limited the involvement of line ministries with a stronger political facet; i.e. the Project Board has met only once per year instead than twice as envisaged in the ProDoc and even if on paper a large number of participants are included, in practice few line ministries participate consistently. The transfer of SSE from MTCI to Coordination Ministry of Economic Affairs in mid-2020 did not impact on Project activities.

Stakeholders decided to avoid the creation of a new inter-ministerial working group as envisaged by Project



design based on the existence of various WGs linked to the Rio Conventions; as basically stakeholders would have been the same, a new group appeared redundant. This sounds as an appropriate choice: the forum utilized for the CCCD Project is the already mentioned WG-CC, established by law in 2017 and led by the NDCC which would be perfectly adequate if participation was enlarged to all government and non-government institutions involved in data collection and sharing and used for technical discussions; however, MoMs indicate that

the forum is limited to some government representatives and donors, that it met only once a year rather than every three months as envisaged and that it is utilized to exchange information on existing projects and activities but not as a technical WG to decide the way in which the NEIS should be structured. The COVID-19 restrictions and the mentioned difficulties in organizing virtual consultations, which also reduced the number of Project Board's meetings, resulted in an insufficient frequency of gatherings, less participated than wanted and not technical enough to help solve unexpected challenges and legitimate proposals; in addition, the technical working groups envisaged in the ProDoc per component, where non-state organizations were to be invited to share their comparative expertise, were never organized.

Local governments, (municipalities), local communities, NGOs, the private sector and the media are actively involved, especially in the activities under Component 4 but not so much in decision-making. Traditional and customary local management bodies are involved in community's dialogs and are key structures, linking local governments with communities at village (*suco*) level. They are repositories of local traditional knowledge on the management of the environment, agricultural practices and changes in stocks of natural resources. The Project includes appreciated activities that target incorporating traditional knowledge in meaningful ways, i.e. as partners in development in Integrated Vulnerability Assessments (IVAs), in *Tara Bandu* rituals, and generally in awareness raising action, also encouraging the participation of women.

Overall, although a wider participation of government ministries and agencies for their role in sectoral policies and legislation and in data management processes is evident and expected, much more needs to be done to further involve line ministries and non-state stakeholders in the decision-making processes. [Annex G](#) is a non-exhaustive but comprehensive list of people and institutions involved in the Project's activities.

4.3.3 Project Finance and Co-Finance

The Project budget totals US\$ 2,950,000 of which US\$ 1,450,000 was provided by GEF and the remaining US\$ 1,500,000 (co-financing) from UNDP and the Government, both in cash and in-kind. UNDP-CO is responsible for ensuring quality assurance for the execution of GEF resources; through the DIM, it provides Direct Project Services (DPS), according to UNDP policies on GEF funded projects; associated operational and administrative costs are covered in the budget as Project Management Costs. Budget revisions are allowed within a tolerance level which: i) should not exceed a budget re-allocation among component of 10% or more of the total project grant; and ii) should not introduce new budget items/components exceeding 5% of the original GEF allocation; if this happens, it is necessary to ask UNDP/GEF approval as these are considered major amendments. Any over expenditure incurred beyond the available GEF grant amount has to be absorbed by non-GEF resources (e.g., UNDP TRAC or cash co-financing).

Project implementation and expenditures are done in accordance with an annual workplan; financial reporting is done utilizing UNDP templates and procedures under the UNDP's DIM. The budget is managed by Component/Outcome and also by Output, with Project management listed under a separate budget line. The GEF amount approved by the GEF Council is fixed and management cannot exceed the amount approved in the ProDoc. The Project had various budget revisions, all within the allowed limits, and obtained required approvals and signatures. Table 5 below provides summaries of expenditures per component:

Table N.8 GEF Budget allocations and expenditures per Component (USD)

Budget line/Amounts	GEF allocation	Expenses June 2019	GEF expenses June 2020	GEF expenses June 2021	GEF expenses June 2022	Cumulative expenses	Balance
Component 1	440,000	65,849.57	88,402.20	78,247.99	91,823.45	324,323.21	115,676.79
Component 2	200,000	49,045.76	31,853.37	43,712.77	16,608.52	141,220.42	58,779.58
Component 3	280,000	19,866.10	43,202.61	31,065.85	21,636.60	115,771.16	164,228.84
Component 4	399,000	38,718.24	53,199.30	91,642.80	76,402.65	259,962.99	139,017.01
Project Management	131,000	23,596.67	23,176.92	32,649.66	7,170.93	86,594.18	44,405.82
Total (and % annual approved budget)	1,450,000.00	197,076.34 (14%)	239,834.40 (17%)	277,319.07 (19%)	213,642.15 (15%)	927,871.96	522,128.04
Total cumulative %		14%	30%	49%	64%	64%	36%

The Programme started at the beginning of 2019 but with the exception of the implementation of the Inception Workshop not much happened until July 2019; notwithstanding initial delays and challenges associated with the COVID 19, at June 2021 a satisfactory cumulative disbursement of 49% is reported which increases to 64% at June 2022 of the total GEF approved budget. Expenses have been steady over the years and in 2022 did not grow to expectations, reflecting difficulties with COVID-19; a few months from EoP, the Project will not be able to spend the entire amount without an extension, which is totally justified by the circumstances. The UNDP RTA is supporting management for a budget revision; figures are still provisional but indicate resources available for an extension up to 6 months.

UNDP Timor-Leste committed to contribute co-financing resources to cover the costs of key consultations and WG meetings and strengthening stakeholder engagement. The Government, through SSE, committed to provide in-kind co-financing to support the active engagement of a large number of government staff and stakeholders in the collection and use of national data and information for planning and formulation purposes. The GEF increment was there to add and improve data and information collection, analytical processes, innovative approaches to monitor global environmental trends, and catalyze their integration within national planning and decision-making processes. Although not costed, the sustainable development baseline was significant and reflected in the value of some of the projects listed in chapter 4.1.4.

The co-financing contribution of the Government has been fully honored, with a higher amount than the original pledges as demonstrated in Tables 9 and 10 below, which report confirmed sources of co-financing as of July 2022; notably, this amount is expected to further increase by EoP as new activities are implemented. As a least developed country, Timor-Leste was particularly challenged to raise new cash for co-financing; it has demonstrated highest commitment to working with development partners and make available in-kind resources to adopt and institutionalize improved alternative approaches to integrate global environmental obligations within the national plans and programs; while at the time of the first PIR there were serious worries about the honoring of the commitment, at the time of this TE, the SSE officially reports pledges for USD 1,721,500 complementing GEF resources; evidence of detailed co-financing as reported by the government can be found at [Annex H](#).

Table N.9 Co-Financing Table

Co-financing (type/source)	UNDP financing (USD m)		Government (USD m)		Total (USD m)	
	Planned	Actual	Planned	Actual	Planned	Actual
In-Kind	-	-	1.300.000	1.721.500	1.300.000	1.721.500
Cash	200.000	153.484	-	-	200.000	153.484
Totals	200.000	153.484	1.300.000	1.721.500	1.500.000	1.874.984

The co-financing contribution of UNDP reflects track funds spent and regularly provided on the basis of USD 50,000 per year; the full commitment will be respected by EoP.

Table N.10 Confirmed sources of co-financing at TE stage (July 2022)

Sources of Co-Financing	Name of Co-financier	Type of Co-Financing	Investment Mobilized	Amount (US\$ m)
GEF Agency	UNDP	Cash	Recurrent expenditure	153.484
Recipient Country Government	Government	In-kind	Recurrent expenditure	1.721.500
Total Co-Financing				1.874.984

4.3.4 M&E: design at entry, implementation, overall assessment of M&E

Monitoring & Evaluation	Rating
M&E design at entry	Highly Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Satisfactory

For the purpose of design, the monitoring plan is highly satisfactory. The ProDoc includes a detailed M&E Plan with an estimated total cost of USD 76,000 as GEF budget plus an additional US\$ 34,000 as co-financing; items to be monitored are identified and individually costed (excluding staff time, and UNDP staff and travel expenses); and the M&E Plan is further detailed with proper identification of responsibilities and timing of delivery of outputs. The TE is costed separately (medium-sized GEF projects do not require a MTR).

Monitoring is undertaken in compliance with UNDP and GEF policies and procedures requirements. At higher level, the UNDP CO for Timor-Leste ensures that UNDP M&E and GEF requirements meet high quality standards in a timely fashion (APRs, PIRs, Evaluations); supports the PC as needed; provides Quality Assurance Assessments (completely independent from management, given the DIM modality); and ensures compilation of the ATLAS risk log. The UNDP Regional Technical Advisor (RTA) provides administrative support, troubleshooting and quality assurance as needed. The GEF Operational Focal Point ensures consistency with GEF policies, synergies with other GEF projects in the country and utilization of the Capacity

Development Scorecard, which is the tool used in GEF capacity development projects (instead of Core Indicators/Tracking Tools).

The Inception Report appears to make substantial changes to the M&E plan, with a request to include a MTR but at the same time and, in a contradictory way, reducing the overall budget. GEF MSP usually do not require a MTR and it is unlikely at inception to envisage problems that may justify this request. As the Inception Report proposes changes to the ProDoc that are approved, even the UNDP RTA has been misled and in the 2021 PIR encourages the Project to undertake the MTR. The Consultants investigated the issue and came to the conclusion that there has never been the intention to change the original budget and that an unedited copy and paste M&E plan from another project caused a mistake which passed unnoticed to all levels of management. Nevertheless, the problem is not substantial but eventually related to reporting inaccuracy.

Daily management is the responsibility of the PC, supervised by the UNDP CO and guided by the Project Board; the PC is supported by a Financial Assistant and for about one year also by a UNV M&E resource. Monitoring concerns the overall performance as well as technical and organizational aspects of the implementation and makes use of different tools: a simple excel sheet to track results, focusing on indicators, the PRF, the Monitoring Plan, the GEF CCCD Scorecard, the Risk Management log, the SESP, the preparation of APRs and of PIRs. APRs and PIRs are the main tools to inform higher management and key inputs for external evaluations. Two APRs (2020 and 2021), and two PIRs (2021 and 2022) have been prepared. Reporting is informative but redundant, with small inaccuracies (i.e. date of the Inception Workshop, the Gender Marker in PIR 2021). The TE is occurring during the period of July-August 2022. As already mentioned, Project Boards have regularly but not often met (once instead than twice a year as required); this is the occasion to present and approve the workplan for the year. MoMs are well drafted and informative; participation is optimal from UNDP and SSE directorates but limited from line ministries.

CCCD projects do not monitor [Global Environmental Benefits \(GEBs\)](#) in the same way that traditional GEF projects do as the focus is on strengthening the underlying capacities of programme activities. A [Scorecard](#) is utilized; the Scorecard at July 2022 ([Annex I](#)) updates the situation presented in the original Scorecard, attached to the ProDoc (developed in March 2017) which scored 21 out of 42, indicating a low capacity in place for effective environmental information management and monitoring; the updated Scorecard register changes which reveal an important improvement of capacities, with a total scorecard of 31. No scorecard was developed at mid-course.

[Overall, the monitoring system established is satisfactory](#): it utilizes usual and mandatory tools correctly but without creative efforts to capture challenges requiring management attention and/or lessons learned and opportunities for scaling up projects results; as it often happens, more could be done to develop critical thinking on environmental management in the country to better inform decision-making both at Government and UNDP CO level.

[4.3.5 UNDP implementation/oversight; Implementing Partner execution and overall assessment of implementation/oversight and execution.](#)

UNDP Execution/Oversight & Implementing Partner collaboration	Rating
Quality of UNDP Implementation /Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall Quality of Implementation /Oversight and Execution	Satisfactory

The Project is implemented through the [UNDP's DIM; UNDP acts as the executing agency and Senior Supplier](#), providing technical guidance and support. The [UNDP CO and UNDP RTA](#) provide quality assurance and oversight services. Under the DIM modality, UNDP Quarterly Reports are not required; reportedly, the risk

log in ATLAS has been systematically updated. During implementation, there were UNDP turnovers of staff both in UNDP CO and for the RTA; the PC's action is appreciated and requires minimal oversight. Almost all UNDP projects adopt the DIM and the UNDP CO appear to have to manage a large number of activities with limited staff, somehow affecting focalized attention on single subjects. Financial/disbursement problems are not reported; budget revisions are prepared under the guidance of the RTA. Synergy and collaboration prevail between UNDP and SSE, with reciprocal appreciation.

The [DGE/SSE is the Senior Beneficiary](#); it facilitates active stakeholder engagement and implementation of project activities. As part of UNDP's institutional capacity development strategy for Timor-Leste, UNDP has tried, to the extent possible, to employ a National Implementation Modality (NIM) type of approach under the overarching DIM management arrangements, based on capacity assessments of the DGE, and providing assurance measures to mitigate capacity gaps; various activities are implemented through Letters of Agreement (LoAs) with SSE which acts as "Responsible Party", under the UNDP rules and regulations. A LoA has been signed (and amended twice to extend reporting and increasing the budget) to develop activities under Component 4. A fourth LoA is expected before EoP.

UNDP CO and management report to appreciate the leadership of SSE which is the responsible entity for UNFCCC and UNCBD; technical staff has remained stable in their posts since project inception and fortunately also staff politically appointed were not replaced during implementation as the SSE is a technical agency. Relationships are sound and cooperative and have been built during many years of collaboration with UNDP. The main problem is generally related with consistent participation: the country does not have many experts and those in charge are often called to take part in various overwhelming projects and meetings which often leads staff to skip them due to other priorities. The participation of line-ministries, which are beneficiaries of this Project, is limited and overall even with MAF, and in particular its forestry directorate which makes it difficult to better support UNCCD activities.

4.3.6 Risk Management and Social and Environmental Standards

The [Social and Environmental Screening Process \(SESP\)](#) developed at Project design concluded that the overall risk for the Project was Low; therefore, there has been no more need for social and environmental assessment. The Project Board was due to negotiate eventual social and environmental grievances but none of them emerged during project implementation. The disruptions and constraints imposed as a result of the COVID-19 pandemic are not considered with the risk management table provided in the APRs, as already commented above in chapter 4.1.2. It is however correctly reported in the PIR 2021, as a recognized new risk which impacted negatively on Standard 3 of the SES pertaining to Community, Health, Safety and Security; effectively, it limited interactions on the ground, delayed or impeded the travelling of international and national consultants as airports were closed and movements within municipalities restricted. The situation has been only partially mitigated with adaptive management actions such as the assignment of home-based tasks for consultants but very limited virtual meetings for the limitations mentioned in chapter above.

4.4 Project Results and Impacts

4.4.1 Progress towards objective and expected outcome

[The Project is approaching its end and is well set to reach most of its outcomes and objective.](#) The analysis of the APRs, PIRs and consultant's reports and information collected through interviews with relevant stakeholders, (Project management team, DGE/SSE staff, beneficiaries' government and non-government agencies, consultants, UNDP staff) indicate that the Project is achieving planned results, mostly being on track and fulfilling the PRF indicators. Progress towards outcomes is registered in [Annex F, Results Framework Matrix, with achievements, comments and rating](#). Although reaching results should be considered more a point of departure than a point of arrival, in terms of progress towards outcomes, the [Satisfactory rating](#) which characterizes implementation finds justification in the following chapters.

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory

4.4.1.1 Relevance

The relevance of the Project is **Highly Satisfactory**. Undoubted relevance at design is maintained throughout execution, even in relation to the strategy of implementation chosen; activities respond to real and recognized needs of the country and of the institutions charged with the management of environmental data and environmental decision-making. Consultations were conducted during project design, with full involvement of diverse group of stakeholders, including the national focal points for the various Rio Conventions as well as identified beneficiary ministries and other government and also non-government beneficiaries; the purpose was to ensure awareness and understanding of the importance of collecting and registering environmental data, sharing information and mainstreaming the Rio Conventions into national plans and programs. Notwithstanding, there remain stakeholders unaware of the value that these activities have for national sustainable management and informed environmental decision making, as confirmed by the fact that environmental management continues to not rank high in the country's priorities.

The Project is an answer to the findings of the **Timor-Leste NCSA** which assessed capacity requirements and constraints to improve environmental conservation and sustainable development programmes, including an analysis of systemic, institutional and sectoral requirements related to climate change adaptation, and highlighted the scientific and technical linkages and synergies that exist between the various conventions and their associated national instruments.

Timor-Leste adopted the 2030 Agenda for Sustainable Development and the SDGs in 2015 and has signed the Rio Conventions; although this automatically creates general obligations, it is up to each country to implement them and one of the first steps is to ensure that the country's regulatory frameworks are aligned to these general obligations. The Project is consistent with the **national legal and policy framework as well as development priorities**, specifically:

- ✓ **The Constitution**, where art. 61 states that everyone has the right to a "healthy and ecologically balanced environment" and that the State has a duty to safeguard and improve it for the benefit of future generations;
- ✓ **The SDP 2011-2030** which identifies climate change as one the greatest development challenges;
- ✓ A number of environmental policies which support environmental conservation, i.e. **Law 5/2011 on Environmental Licensing** for assessing the consistency of the potential environmental impact of projects; **Environmental Basic Law 26/2012** setting out the necessary legal framework for the country to meet its constitutional obligations on environmental protection as well as those of the Rio Conventions;
- ✓ The **Environmental Strategic Plan 2012-2030** and the environmental policy which aims at sustainable and effective environmental management and include cooperation among government agencies to integrate environmental concerns into sectoral policies, plans and programmes; the **National Spatial Plan (2014)** which has a strong environmental component; the **Forest Conservation Plan (2013)**; **Regulation No. 2000/19 on Protected Places**; and environmental education programs pursued by the Ministry of Education; the recent draft **Decree Law on Renewable Energy**;
- ✓ Traditional laws such as **Tara Bandu** which is essentially an agreement made by a community to protect a particular natural resource for a specific period of time;
- ✓ Depending on the context, the country utilizes regulations from the Indonesian era and from the UN for Transitional Administration in East Timor but they are gradually being replaced with new regulations;
- ✓ related with UNFCCC: the **2014 Initial National Communication (INC)** and the **Second National Communication**, recently revised which focused on climate change mitigation; the **National Adaptation Plan**, submitted to UNFCCC on March, 2021; the **National Adaptation Programme of Action (NAPA) 2010**

which contains numerous initiatives to build capacities and responds to the SDP; the [National Climate Change Policy](#) approved by the Council of Ministers in December 2021; the 2017 and recently revised [INDC](#); and the [Jan 2022 Climate Public Expenditure and Institutional Review](#) which contains a methodological examination of national climate change policies, climate policy implementing institutions and climate public expenditure;

- ✓ related with UNCBD: the [2011-2020 National Biodiversity Strategy and Action Plan \(NBSAP\)](#), which involves close coordination among key directorates for biodiversity conservation; the 4th, 5th, and 6th National Reports, the Programme of Work on Protected Areas.
- ✓ related with the UNCCD*) the [Sustainable Land Management National Action Plan](#); the [National Action Programme to Combat Land Degradation](#), still under revision.

The Project objective is [closely aligned](#) with the programming directions and underlying mission of [GEF-6](#), specifically as a [Multi-Focal Areas](#) project with [CCCD Strategy Objective-1](#) to enhance capacity of countries to implement MEAs and “integrate global environmental needs into management information systems and monitoring”, [Strategy Objective-2](#) “to strengthen consultative and management structures and mechanism” and [Strategy Objective-3](#) “to integrate MEAs” provisions within national policy, legislative and regulatory frameworks. The global environmental value and the cross-cutting capacity development strategy of the Project responds to three main categories of articles under the [three Rio Conventions](#): i) those referring to stakeholder engagement and building of capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue ([UNFCCC: Articles 4 & 6](#); [UNCBD: Articles 10 & 13](#); and [UNCCD: Articles 5, 9, 10 & 19](#)); ii) those calling for countries to develop capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management ([UNFCCC: Article 4 & 6](#); [UNCBD: Articles 8, 9, 16 & 17](#)); and [UNCCD: Articles 4, 5, 13, 17, 18, and 19](#)); and iii) those referring to strengthening environmental governance, in particular capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions ([UNFCCC: Article 4](#); [UNCBD: Articles 6, 14, 19 & 22](#)); and [UNCCD: 4, 5, 8, 9 & 10](#)). In particular, article 7 of the UNCBD, article 16 of the UNCCD, and article 5 of the UNFCCC specifically call for strengthening monitoring, data and information management, and sharing.

The project aligns and contributes to the following [SDGs](#): [SDG13](#): strengthening community resilience and improving awareness raising on climate change issues; [SDG 14](#) conserving and sustainably using the oceans, seas and marine resources for sustainable development; and [SDG15](#): restoring ecosystems, reforestation, combating desertification and biodiversity loss.

The Project was a contribution to the 2015-2019 [UNDAF/Country Program Document \(CPD\)](#); (i) [Outcome 1.4](#), People of Timor-Leste, particularly those living in rural areas vulnerable to disasters and the impacts of climate change, are more resilient and benefit from improved risk and sustainable environment management; (ii) [Outcome 3.3](#), Rural resilience, livelihoods and food security improved through better production and postharvest management practices, better management of natural resources and ecosystems services including actions on climate change adaptation and mitigation; and (iii) [Outcome 4.2](#), Public sector oversight, accountability and transparency institutions, mechanisms and processes strengthened. Relevance is maintained under the 2021-2025 [Timor-Leste’s United Nations Sustainable Development Cooperation Framework \(UNSDCF/CPD\)](#) and more specifically, [Outcome 6](#): “By 2025, national and sub-national institutions and communities (particularly at-risk populations including women and children) in Timor-Leste are better able to manage natural resources and achieve enhanced resilience to climate change impacts, natural and human-induced hazards, and environmental degradation, inclusively and sustainably”. The Project contributes to [output 2.1](#) (Sustainable management of natural resources and

ecosystems promoted through policies, guidelines information systems, knowledge, and community-level conservation) and indicator 2.1.2 (Number of policies, strategies, plans, guidelines, systems related to sustainable environmental and marine ecosystem development prepared and submitted for approval).

4.4.1.2 Effectiveness

The Project's effectiveness is Satisfactory. At the time of the TE, the Project is well set towards reaching most of the targets of the indicators, at least at a first stage of progress towards all of its outcomes; being a process, many of the products can and should reach further levels of development.

The CCCD Project seeks to improve the capacity of the country's government agencies and other key stakeholders to collect, manage and share environmental data and information, setting the basis for revising and upgrading national environmental legislation, policies and programmes considering the content of the Rio Conventions. Recognizing weaknesses in capacities for environmental data and information management, Project's outputs are delivered under four interlinked components, where the first one focuses on enhancing institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues; the second focuses on the coordination of technical directorates, policy, planning and programming; the third focuses on the mainstreaming of global environmental obligations into select sectoral policies, legislation, plans and programs; and the fourth on enhanced awareness and value of the global environment to meet socio-economic priorities.

Interviews widely reveal that the PC, through the UNDP DIM, plays an appreciated role in leading consultants and stakeholders to get things done; within the GoTL limitations and in strict collaboration with SSE staff and Focal Point, a mechanism to facilitate the involvement and empowerment of stakeholders is set up; much remains to be done to make it proactive and all-inclusive but these are the first, solid steps towards implementing a EIMS to make existing information widely available and identifying gaps that would gradually increase the capacity for informed planning, decision-making and mainstreaming of Rio Conventions across sectoral plans and legislation; in doing so, activities will also start contributing to global environmental monitoring, improving the national capacity to report to UNCCCF, UNCBD, UNCCCD and other MEAs.

Although some products are still under completion, there is confidence that most of them will be completed by EoP, provided a small extension can be granted. [Annex F](#) is the PRF which details results, achievement of indicators and targets and provides a summarized comment by the TE Consultants; more details are provided below on each of the most important outputs and products.

C. 1. Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues.

The implementation of this first component has been and is the most challenging; effectively, it is overarching, it has required substantial preparatory activities and whatever progress can be reached in this phase, it has to be considered work in progress for further enhancement. The development of the NEIS originally envisaged the involvement of both an international and a local consultant; the COVID 19 pandemic obliged to review these plans in favor of a national IT company (R2M) hired in 2022; as preparatory work, national consultants were hired in 2021 to undertake a scoping exercise to assess institutional and technical capacities, map institutional actors involved in environmental data and information management, identify existing databases and data to be collected and conduct a gap analysis of existing decision-making processes and information management systems. Best practices for collecting and sharing data were also reviewed.

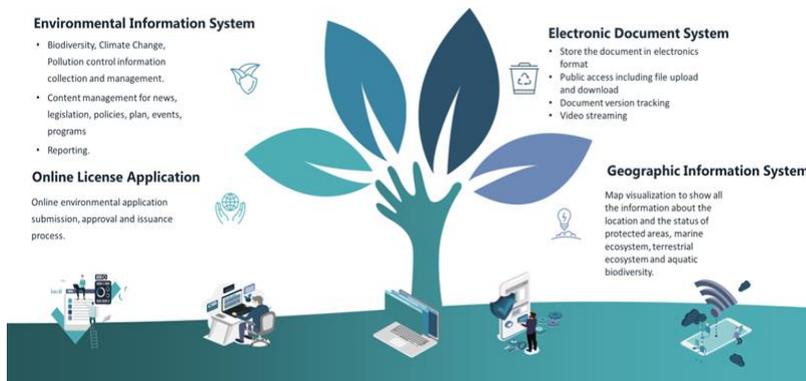
The insufficiently descriptive scoping study challenged the development of the feasibility study for the technological structure of the [EIMS](#), which is however – at the time of this TE – already designed as a web-based platform; its final form is still under development but it is reported to be user-friendly and based on hardware and software technologies suited to local conditions that support expertise available in-country; it

is expected to be shortly launched (August 2022) and tested. After discarding the initial idea of integrating the NEIS under the Center for Climate and Biodiversity (CCCB) website, hosted by the National University of Timor-Leste – an already important knowledge hub for students but underfunded, the Board decided to place it within the [Centre for Environmental Education and Information \(CEEI\)](#); CEEI was created in 2019 under SSE to improve public awareness and understanding of the environment for better conservation and sustainable use of nature.

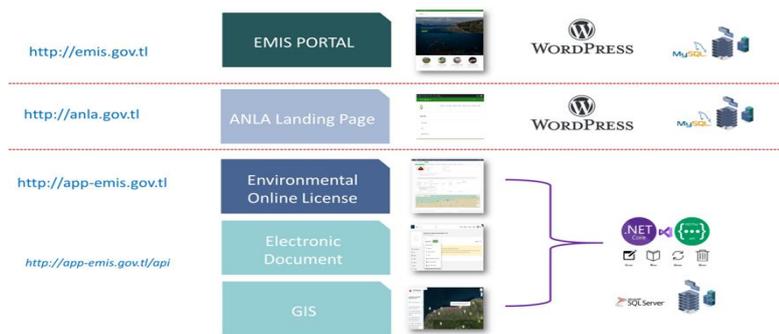
The EMIS is structured as a National Portal to be managed by CEEI and the National Agency for Environmental License (ANLA) with competence for the collection, treatment, systematization and dissemination of relevant environmental information in a clear and accessible manner. It includes **four modules**: i) Environmental Information System; ii) Online Environmental License Application; iii) Electronic Documents Management application; iv) Geographic Information System (GIS). It uses open-source technology to store, manage and

disseminate data on environmental information, legislation, and reports related to the environment and the Rio Conventions. It requires constant update to present biodiversity, climate change and pollution control data through a scalable features portal to allow further extension of functionalities. The portal will be multilingual, with Tetum being the default language, and should be easy-to-use and navigated on web and mobile platforms, besides working over popular web browsers. The lack of reference to land degradation is not

Environmental Management Information System

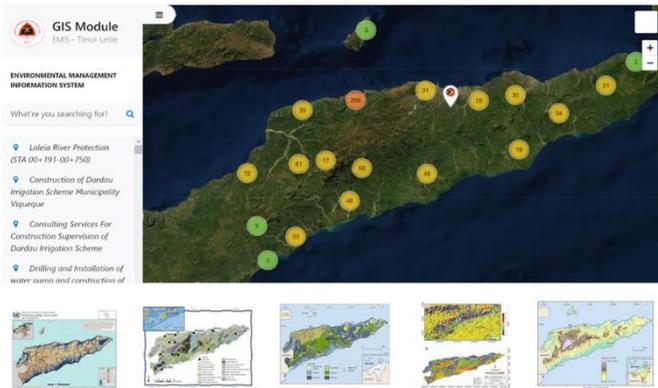


necessarily an intention to avoid relative data collection but it certainly confirms that prominent attention is given to climate change and biodiversity, as some of the stakeholders have mentioned during interviews.



A *Public Interface* will make information available to the public. The content of the EIMS will be managed by SSE staff through its specific *Data Manager Interface*. An [Online Environmental Licensing application](#) is created to be managed by ANLA through the ANLA Web Portal as a web application for the users/public to access ANLA related Information. The Environmental

Online License App is a web application for the users to register and apply for the environmental license.



The GIS application allows the public to visualize maps with the location and status of protected areas, marine ecosystem, terrestrial ecosystem and aquatic biodiversity.

The server will be hosted by the [Information and Communication Technology Agency \(TIC\)](#); constituted in 2017 as an autonomous entity within the Office of the Prime Minister, TIC centralizes and secures government IT systems, developing information and communication technologies and e-government systems. It defines and implements policies and standards that ensure not only the compatibility of TIC equipment and software across government but also greater interoperability and data security. A draft MoU between TIC and SSE has been drafted but not yet signed. R2M will pilot manage the system for at least 3-6 months; based on the current contract, it will provide support only until the end of the CCCD Project, and integrate feedback from the initial testing as required. Along with maintenance services for the portal, the company is also responsible for a one month training of SSE and ANLA; the proposed training, expected to be implemented in August 2022, is well articulated, clearly identifying modules, the audience and the timing of delivery; each training session includes user manuals and guidelines. Lessons learned and best practices are to constantly inform the training activities.

An international consultant was engaged to select environmental indicators for each Rio Convention thematic area to be incorporated into the M&E procedures. This work is still ongoing and has been performed home-based, therefore with limited interaction with local stakeholders. Although the methodology and criteria for selection are sound and the consultants prepared a thorough analysis report with a comprehensive list of indicators according to international best practice, the proposal is still general more than adapted to local conditions; as the work has been conducted totally home-based, a lack of interaction with the stakeholders is felt; a workshop is being organized for mid-August to train stakeholders and validate environmental indicators, hopefully the exercise will help to select appropriate indicators in accordance with current capacity and to review the M&E Plan in a way to gradually integrate more indicators as capacities are build, resources available and gaps of information identified. No reference is found on gender and indigenous groups disaggregated environmental data. Indicators selected have to be regularly monitored, interpreted and used; a cost-effective Monitoring Plan, with guidelines for compliance, must be formulated; it could be a simple excel file with the indicator, the time and frequency of monitoring.

[C.2. Coordination of technical directorates, policy, planning and programming.](#)

The CCCD Project was presented during the Climate Change Working Group Conference in June 2020. Stakeholders have been called to take an early and proactive role in environmental mainstreaming. Government restructuring in 2019-2020 impeded the establishment of the envisaged coordination group; it was decided to reinvigorate existing coordination groups instead of creating a new one. Finally, the [WG-CC](#) was chosen, being backed up by Law (established in 2017 by Ministerial Diploma). Among its mission is to support the NDCC and the CCCB to collect data on climate change mitigation and adaptation activities that contribute to achieving the outputs and outcomes of the priority areas identified in the NAPA, the INDC and other related policies on climate change, and facilitate collective learning by sharing knowledge and experience, information and data.

The WG-CC is a forum where a number of government representatives and various donors come to share information on existing projects and activities; however, it is not a technical group to discuss how a NEIS

should be designed and managed; envisaged technical working groups have not been created based on the fact that stakeholders would be the same and that the mainstreaming exercise is so general that they would have had to discuss all development issues. The WG-CC cannot be considered a non-state public consultative mechanism and although stakeholders from civil society, the Academia and NGOs are constantly involved in project activities, they do not appear to be present in decision-making and technical groups; emphasis has been placed in coordinating donors and development partners for the important role they play in the country and the significance of their projects as parallel financing of this CCCD initiative. The NFPs of the various Rio Conventions have been actively involved; yet, it is reported prominent attention to UNFCCC activities over the other two conventions.

Overall the Project supported various gatherings/activities, including: i) WG-CC meetings; ii) the Inter-directorate coordination meetings for NAP formulation; iii) small group-technical meetings with key directorates during the COVID-19 state of emergency period; iv) the 2022 Climate Change Working Group Conference; v) two Timor-Leste delegation members to prepare negotiations and attend UNFCCC COP26 to strengthen government negotiation capabilities for implementing the Paris Agreement; vi) two technical training workshops on various topics including planning, coordination, M&E, and reporting, with technical staff from key ministries. The training was organized together with the SSE and the Planning, M&E Unit-UPMA under the Office of the Prime Minister.

A number of activities have been implemented directly and successfully by SSE through LoAs; among them ANLA was able to conduct inspections, and monitoring actions related to environmental licensing in four municipalities; as a result, ANLA planned to conduct capacity building for Environmental Impact Assessments (EIA) to the members of the Commission for EIA which comprises different technical directorates from relevant ministries; this represents an additional step to strengthen coordination.

A draft inter-ministerial and inter-directorate [Memorandum of Agreement \(MoA\)](#) between SSE; MAF; Ministry of Strategic Planning and Investment; MoF; Ministry of Interior (Secretary of State for Civil Protection); MPW; Ministry of Education; MSSI (National Directorate for Disaster Risk Reduction); Ministry of State Administration; Local Authorities; NGOs; Academia and Research Institutions and international development and technical assistance partners has been drafted on mainstreaming the Rio Convention into Timor-Leste's development planning and programming and to commit to information sharing, subject to availability of funds and budget priorities. Commendably, the MoA involves not only government agencies but also development partners, the Academia and NGOs; yet, stakeholders are not yet fully identified in the list of signatures and the agreement is not yet subscribed; plans are there to have it signed before the launch of the NEIS. It is envisaged the participation to a Joint Working Group-Rio Convention (JWG-RC) but it is unclear if this has still to be created or if it coincides with the existing WG-CC.

C.3. Global environmental obligations mainstreamed into sectoral policies, legislation, plans and programs.

An international consultant has been hired to provide technical assistance to review and study existing policy /regulatory framework, strategic documents, national plans, and reports related to Rio Conventions to provide recommendations for amendment and identify those for pilot mainstreaming into Rio Conventions. A gap analysis is done and general recommendations provided, mainly for the SSE and also sector specific recommendations for the MPW and the MAF. A major barrier, quite unique to the country, is represented by the history of Timor-Leste which has been a Portuguese colony, later under the Indonesian regime and has always maintained its own language; the result is that nobody appears to have a complete mastery of the regulatory framework which is written in a mixture of languages (Portuguese, Indonesian and Tetum), uneasy to be understood in its complexity and/or even refused as reminding the colonial past. An attempt to create a sort of step by step manual for preparing the regulations to implement the laws has been made but more resources are needed to make the work solid and sustainable. Without the intention to be exhaustive, some key recommendations refer to: the promotion of sustainable land and soil use in the country, which is paramount and critical for the three Rio Conventions; the need to ensure enforcement of existing regulations

but also to mandate /incentivize a certain number of best practices through new regulations. Chapter 4 of the expert's report notes that progress has been slow in terms of effectively mainstreaming the Rio Conventions into sectoral regulatory frameworks and planning processes at the national level; there is no formalized process to analyze and incorporate the ever-evolving knowledge base of best practices coming from other countries and development partners and new analysis and recommendations continuously developed by the secretariats and COPs of the respective Conventions; specific regulations are needed in each sector to direct and guide the incorporation of Rio Conventions principles into planning processes. In addition, as each Convention addresses cross-cutting issues that do not fall neatly under the administrative purview of any single agency, cross-sectoral coordination should be established based on international best practices, with a coordinating focal point; under the Basic Environmental Law, this role appears granted to SSE. A learning by doing workshop-training on mainstreaming of Rio Conventions in sectoral development policies, legislation, plans, and programme was implemented in February 2021; the consultant identified five possible options, which are not alternative but can all of them be gradually embraced by the government as resources are available and priorities established.

Option 1: *Improve sectoral mainstreaming of Rio Conventions.* It focuses on establishing standard operating procedures for reviewing new information and guidance from Rio Conventions and identifying entry points in existing sectoral processes.

Option 2: *Establish draft regulations and implementation guidelines for community forestry.* This could benefit community forestry for climate change mitigation and adaptation, preserving biodiversity, & combating deforestation. The right kinds of laws & regulations are a key part of establishing an enabling environment for community forestry.

Option 3: *Encourage Tara Bandu in Natural Resource Management.* Tara Bandu is important under the Constitution, and also relevant to the Rio Conventions. This option is to conduct a project to create the enabling conditions for approaches to implementing the Rio Conventions that incorporate custom systems.

Option 4: *Climate proofing infrastructure investments.* This option would be to draft regulations and related materials for climate-proofing investments in infrastructure. There would likely be synergies between this effort and the NAP support project that will be implemented with GCF support

Option 5: *Establish regulations to support ecosystem-based adaptation.* Implementing these approaches is a way to advance all three Rio Conventions, also with possible synergies with the NAP.

Tara Bandu is protected in the Constitution of Timor-Leste and is prioritized across the country's approach to all of the Rio Conventions. Encouraging customary approaches and the use of traditional systems and traditional ecological knowledge in natural resource stewardship and management is certainly aligned with the goals of the Conventions; sectoral regulations can create the enabling conditions to revitalize Tara Bandu.



The International Consultant hired for mainstreaming environmental international obligations into national plans and programs has prepared a well-structured report on this subject with a number of practical policy, legislative and regulatory recommendations that can be taken to empower communities utilizing Tara Bandu to manage natural resources in a manner consistent with the Rio Conventions. These are based on

best practices of other countries and recommendations from international organizations to enable the conditions for traditional ecological knowledge to flourish.

In partnership with the National Adaptation Plan-Global Support Programme, the Project sponsored the formulation of the [NAP](#), which was completed at end of 2020 and submitted to UNFCCC in March 2021. The document provides: i) the legal framework of the NAP within the context of Timor-Leste's environmental, social and economic background; ii) an overview on Timor-Leste's vulnerability; iii) the identification of adaptation priorities in existing and drafted documents that are relevant to the regulatory framework for climate change adaptation. The NAP offers a multi-sector approach to adapt and build resilience in Timor-Leste; yet, the coordination of stakeholders is identified as a challenge as ministerial jurisdictions show complex responsibility frameworks which do not align with adaptation planning; to overcome this problem, the consultation workshop identified the need to develop a Ministerial Decree Law for the NAP so that it could become a legally separate entity that will ensure inclusion and input from all line ministries.

The [National Climate Change Policy \(NCCP\)](#) was reviewed and approved by the Council of Ministers in Dec. 2021; the [INDC](#) was recently revised and completed. A [Draft Environmental Roadmap](#) has been prepared by SSE and the Project is supporting its consultation and validation process. Although developed earlier, other key documents, are relevant to the criteria and indicators that reinforce Rio Convention obligations achievement, i.e. the 2011-2030 SDP, NAPA and NBSAP, the Operational Law of Clean Development Mechanism, the Decree-Law on Export, import and use of Ozone Depleting Substances (Decree-Law 36/2012), the Law on Protected Areas (Decree-Law 5/2016), the Biodiversity Law; the Decree-Law No. 6/2020 on Land Degradation Neutrality to combat degradation for sustainable land management.

The CCD Project also supported the National Authority for Electricity which intended to develop a [Renewable Energy Law](#) but lacked necessary resources; a MoU was signed for the Project to provide assistance with the recruitment of a legal expert; as a result of good collaboration, a draft decree energy law is prepared; public consultations has already been conducted, and the draft law is currently under technical review and waiting some of the line ministries' feedback; once completed, it will be submitted to the MPW for approval before its submission to the Council of Ministers for final approval and adoption; a workshop has been conducted with relevant stakeholders to obtain final feedback before submission for approval.

A [Resource Mobilization Strategy](#) is still to be conducted; the process to recruit the consultant is initiated.

[C.4. Enhanced awareness and value of the global environment to meet socio-economic priorities.](#)

Activities under this component did not raise major issues; instead, knowledge management has been given prominence since Project start and activities have been timely and comprehensively implemented, even if not contained in a structured communication plan.

Activities implemented directly by SSE. Awareness-raising activities and early warning campaigns on climate-related disaster like flooding, wildfires and storms were successfully conducted through **three LoAs** with SSE (and a fourth one is envisaged). It included: i) [Integrated Vulnerability Assessments \(IVAs\)](#) in 67 villages (*suco*); IVA well feed into UNFCCC reporting; ii) 19 sub-national workshops for 8 municipalities and 2 *Tara Bandu* ritual events for 2 municipalities, involving about 1.500 local traditional leaders, government authorities, and youth activists; topics included Rio Conventions, environmental base law, biodiversity conservation, dialog with communities, and reviving local customary law of *Tara Bandu* which regulates the relationship between community members, human and nature, and community members and government; iii) young environmental brigades were involved for sensibilizing communities on tree planting in degraded land, plastic bag collection (Zero Plastic Policy), and early warning system in coastal area, also involving the National Directorate for Pollution Control; iv) a number of training with a variety of stakeholders.



Activities with journalists. In 2019, journalists training was conducted, with 30 journalists (12 or 40% women) from print, electronic, and/or online media, to build capacity to report/ communicate on environmental issues and Rio Conventions. Further on, through two **Low Grant Values (LGVs)**, the Timor Lorosae Journalist Association (TLJA) was involved in producing and broadcasting 4 media talk-shows on national TV to promote youth-led

environmental movements (on impact of climate change, impact of waste, biodiversity conservation and youth in environment); each show was 58 minutes-long and was broadcasted after the evening news; it is estimated that roughly 270.000 people watch the RTTL national channel; 3 PSAs videos on environmental issues and Rio Conventions, each 90-100 seconds long, briefly showcasing simple actions to address climate change and recycling; the playback continued once/week for three months; they were also broadcasted almost daily on community radio stations.

Overall awareness raising activities, workshops and community meetings in *sucos* have been effective in increasing knowledge of state and non-state stakeholders on environmental issues and Rio Conventions, pollution control laws and policies. Activities have involved the private sector, national government authorities, civil society, academia, youth groups and community leaders; they have been comprehensive and appreciated. 8 knowledge surveys were done in 8 municipalities with about 300 respondents (80% satisfied with awareness-raising activities; 90% got new info on Rio Conventions). Overall, more than 12 articles were published on national media (*Neon Metin* and *Dili Post*) and Social Media (Facebook and Twitter) and shared widely; 2 *Tara Bandu* events broadcasted on national TVs (TVTL and GMN TV).

Activities with INAP. Created in 2000, INAP is the major vehicle for the development and qualification of human resources in the Public Administration, at both national and local government levels, delivering short-term training as well as specialized courses. An international consultant was recruited to provide training on the Rio Convention to new public servants. The gap analysis detected very low knowledge and capacities, with an unclear understanding of the importance of Rio Conventions even at middle and senior management level. This finding obliged the consultant to initially provide an overview training course on Rio Conventions and then develop seven environmental modules – which were translated in the local language – for the training to be given by INAP. Although INAP has experience in delivering training on specialized topics such as climate change and disaster risk management in 13 municipalities in collaboration with UNTL – Center of Climate Change and Biodiversity (CCCB), they are less inclined to do it again this time due to lack of human resources and capacity to meet expectation for specialized subjects. INAP continue to count on support of technical staff from relevant institutions with an environmental background such as SSE and UNTL–CCCB to deliver high quality training.

English training courses. As the language barrier is considered a major impediment to access and utilize best practices on environmental mainstreaming, the Project implemented three sets of English training courses for a total of 75 people (53% women) from relevant ministries including; MAF; Ministry of State Administration; SSE; MPW; Ministry of Commerce, Industry and Tourism; Ministry of Health; and MoF. Training reports are informative and indicative that equal opportunities of access are provided to both women and men; that the number of men who drops the courses is higher than that of women and that a

considerable number among the participants did not pass the evaluation, without a significant difference between men and women; overall, this points to the fact that the language generally remains an important barrier. Beneficiaries interviewed indicate satisfaction with the way training was organized and implemented with classes offered in different levels, extra sessions available on Saturdays and are eager to continue. Training is not so much tailored to improve environmental reporting as much as it is for elementary English, which the Consultants believe to be a questionable use of GEF resources.

First Local Conference of Youth (LCOY): as part of its commitment to raise awareness about UNFCCC, the CCCD Project sponsored this event which is of the UN YOUNGO, the official youth constituency of the UNFCCC; it was attended by 30 young delegates - 21 men and 9 females - from 11 municipalities who developed their own manifesto and submitted it to the 16th Conference of Youth (COY16) and COP26 (<https://www.facebook.com/lcoytl/videos/905387453730326>).

Here below links are provided to appreciate the wide media coverage of the Project:

-<https://neonmetin.info/buletin/2021/06/16/ajtl-realiza-treinamentu-jornalizmu-ambiental-ki-ambiente-perspetiva-importante-ih-a-area-jornalizmu/>
 -<https://lafaeknews.com/ajtl-konsidera-kobertura-ba-meiu-ambiente-la-masimu/>
 -<https://dili-post.com/ajtl-undp-lansa-treinamentu-jornalizmu-ambiental/>

Talk-Show on environment and Rio Conventions

-<https://www.youtube.com/watch?v=fOY5i1Zbqy0>
 -<https://www.youtube.com/watch?v=hos9P2Eow7M&feature=youtu.be>
 -<https://www.youtube.com/watch?v=rgYmxfFcWV0>
 -<https://www.youtube.com/watch?v=2L39Z0snpKE>

Social Media

-<https://youtu.be/qWbFdPhWvil> = Tara Bando in Suco Foho Ailico, Ainaro municipality.
 -<https://youtu.be/eVH5pfk2aqY> = Tara Bando in Suco Goulolo, Ermera municipality.
 -<https://www.facebook.com/2250011898565141/posts/3251373011762353/?extid=0&d=n> =

Pre-CoP26 Workshop - Gabinete SEA's Fb page

-<https://www.facebook.com/2250011898565141/posts/3237451403154514/?extid=0&d=n> = Environmental Journalism Training
 -<https://www.facebook.com/2250011898565141/posts/3146295788936743/?extid=0&d=n> = Formasaun ba Kargo Chefia
 -<https://www.facebook.com/2250011898565141/posts/3142118532687802/?extid=0&d=n> = 1st Talk Show
 -<https://www.facebook.com/2250011898565141/posts/3080696275496695/?extid=0&d=n> = GSEA activity in Suco Sarini, Liquiça municipality
 - <https://www.facebook.com/2250011898565141/posts/3078402402392749/?extid=0&d=n> = Working Group on Climate Change
 -<https://www.facebook.com/2250011898565141/posts/3072147003018289/?extid=0&d=n> = ANLA activity in Maliana municipality
 -<https://www.facebook.com/2250011898565141/posts/3069870256579297/?extid=0&d=n> = Tara Bando in Suco Goulolo, Ermera municipality.
 -<https://www.facebook.com/2250011898565141/posts/3040831549483168/?extid=0&d=n> = NDCA activity on IVA in Suco Baha-Do, Baucau municipality
 -<https://www.facebook.com/2250011898565141/posts/3030267390539584/?extid=0&d=n> = Tara Bando in Suco Foho Ailico, Ainaro municipality
 -<https://www.facebook.com/2250011898565141/posts/3027318444167812/?extid=0&d=n> = GSEA activity in Suco Era Ulu, Ermera municipality.
 -<https://www.facebook.com/2250011898565141/posts/2940356819530642/?extid=0&d=n> = Working Group on Climate Change

UNDP's FB page)

-<https://www.facebook.com/114526018597386/posts/4065464673503481/?extid=0&d=n> = Pre-CoP26 workshop
 -<https://www.facebook.com/114526018597386/posts/4029499873766628/?extid=0&d=n> = Environmental Journalism Training.
 -<https://www.facebook.com/114526018597386/posts/4027581420625140/?extid=0&d=n> = 4th Talk show.
 -<https://www.facebook.com/114526018597386/posts/3961838040532812/?extid=0&d=n> = 3rd talk show
 -<https://www.facebook.com/114526018597386/posts/3956329111083705/?extid=0&d=n> = Repost 3rd talk show
 -<https://www.facebook.com/114526018597386/posts/3720844867965465/?extid=0&d=n> = 2nd talk show.
 -<https://www.facebook.com/114526018597386/posts/3692381470811805/?extid=0&d=n> = Technical Workshop.
 -<https://www.facebook.com/114526018597386/posts/3661696627213623/?extid=0&d=n> = 1st Talk show.
 -<https://www.facebook.com/114526018597386/posts/3480943518622269/?extid=0&d=n> = Tara Bando in Suco Goulolo, Ermera municipality.
 -<https://www.facebook.com/114526018597386/posts/3480910585292229/?extid=0&d=n> = ANLA activity in Maliana municipality.
 -<https://www.facebook.com/114526018597386/posts/3392519074131381/?extid=0&d=n> = NDB activity in Manufahi municipality -
 -<https://www.facebook.com/114526018597386/posts/3368916139825008/?extid=0&d=n> = Tara Bando in Suco Foho Ailico, Ainaro municipality.
 -<https://www.facebook.com/114526018597386/posts/3366135966769692/?extid=0&d=n> = NDCC activity on IVA in Suco Cairui, Manatuto municipality.
 -<https://www.facebook.com/114526018597386/posts/2983908751659084/?extid=0&d=n> = NAP Workshop.

4.4.1.3 Efficiency

Management is rated as **satisfactory**, considering the delays due to the initial difficulties in recruiting consultants, an alternation of the PC and then the COVID-19 pandemic but also considering the specific context of Timor-Leste, a small and new island state, with low capacities and where the English language is a major barrier, yet eager and committed to make progress.

The UNDP DIM chosen is extremely appropriate to the context and is in fact the option of most UNDP projects in the country; within the limitations of the local context, management was effective in engaging the large number of consultancies envisaged, ensuring completion of activities, and keeping the picture together. The PC is rewarded with the trust of stakeholders and is viewed as a practical manager, able to get things done. Yet, being overwhelmed with different tasks does not leave much time for higher level critical thinking; producing outputs is neither a guarantee of quality nor of translating measures and recommendations into action. Effectively, the quality of the consultants' products is uneven and much remains to be done to progress to the level in which stakeholders take full ownership and fully understand the significance of implementing a set of actions to mainstream the Rio Conventions for the country's benefit.

Cost-effectiveness is ensured by a Project's strategy that builds upon: i) a significant baseline of commitment to participate in training and learning-by-doing exercises on Rio Convention mainstreaming; ii) an existing baseline of legislation and institutional capacities to implement Rio Convention obligations; as institutional coordination and collaboration is promoted, bureaucratic inefficiencies are slowly but effectively reduced, realizing synergies and avoiding duplication of efforts; the Online Environmental Licensing application will strongly reduce the bureaucracy associated with granting permissions, although more training and human resources are still needed; iii) complementarities with other development partners, maintaining strict contact and collaboration with projects which somehow constitute the baseline for this Project and complement financing even if they are not costed as co-financing contributions; this allows maximizing efficiency and avoiding duplication of efforts; and finally v) incorporation of lessons learnt. Funding allocated for Project management is only 9.5% of the GEF grant, which makes the Project already quite efficient.

Financial management – which benefits from a dedicated resource - has followed a regular disbursement pattern, without the possibility to reach full capacity between 2021 and 2022 mainly for the limitations of the COVID-19 pandemic and the consequent difficulties in hiring appropriate local expertise. Management tools utilized are those used by UNDP; result tracking is kept through a simple excel system; the use of an online Smartsheet platform allowing tracking information in real-time through separate sheets for the implementation plan, dashboard, reporting and also allowing uploading project generated documents could have been an option as seen in other projects. Financial approvals, budget revisions and procurement follow the regulations and are supported by the RTA. Reportedly, some unclear initial information on UNDP rules on LoA arrangement led to multiple signatures of LoAs between the CCCD Project and SSE for implementing the same programme/activities; possibly, one framework agreement would have probably been more efficient. The delivery of outputs is not always timely but mostly for reasons outside of management control, such as the COVID-19 pandemic and its associated restrictions which could not be mitigated with virtual meetings as already explained; workplans are revised accordingly and eventually some activities and training postponed. Reporting is regularly done with few inaccuracies (see the M&E chapter above). Overall, adaptive management has ensured filling the gaps and recuperating delays, with a relatively cost-effective performance; management is confident to be able to cover all activities, provided a small but needed extension of about three months is granted.

4.4.2 Sustainability

Sustainability is partly built into Project design, adopting an Adaptive Collaborative Management approach, the NIM modality wherever possible, and designing capacity building across agencies and the three Rio Conventions. The SSE has taken the lead, ensuring the participation of its departments and directorates and building upon the complementarities with a number of projects implemented by development partners, which are fully integrated in the consultative processes; the participation of some line ministries has instead been less effective. Progress is being made towards the Project's objective and outcomes; a growing interest

for the potentiality of the EIMS, for making the legal framework more enabling and conducive and for increasing technical and managerial capacities make sustainability possible, if processes initiated continue to be sustained. Achievements represent more of a solid point of departure than a point of arrival and additional measures are required for Timor-Leste to fully adopt and implement the Rio Conventions and ensure that data and information management is widely used to enhance national planning and decision-making. Targeted systemic, institutional and individual capacities are being strengthened and stakeholders are gradually gaining a better understanding of the Rio Conventions and the value of mainstreaming their content into national plans and programmes but much remains to be done. As the emphasis is on gaining access and using international best practice for planning and decision-making, the lack of technical language skills remains an important barrier. The functioning of the information system needs to quickly scale up, identifying data gaps requiring different resources and skills for their future collection and management. Sustainability much depends on the political willingness and the capacity of government institutions to collectively embrace the proposals received, put into practice what it is being learned and translate the recommendations into effective regulatory, planning and monitoring measures for mainstreaming the Rio Conventions into national plans and programmes; keeping trained staff in their posts and further upgrade their knowledge is paramount.

Sustainability	Rating
Financial Resources	Moderately Likely
Socio-Political	Likely
Institutional Framework and governance	Moderately Likely
Environmental	Likely
Overall Likelihood of Sustainability	Moderately Likely

4.4.2.1 Financial risks to sustainability

At present, the difficulties of being a small island state, with limited resources and a relatively new government make chances for the financial sustainability uncertain. Project design identifies in component 3 the development of a suitable finance mobilization strategy but the Project has not yet started its development. The draft inter-directorates and inter-ministerial MoA indicates that activities under this agreement are subject to funds availability and budget priorities. The sustainability of this Project much relies on the complementarities and synergies with development partners; a large number of projects and activities sustain the efforts made; WG-CC meetings are the place where information is shared and agreement found to avoid duplication of efforts. The co-financing capacity of the government is moderate; notwithstanding, in-kind co-financing has materialized beyond commitments with an appreciated effort, clearly demonstrating interest. The Project bridges the financial gap that exists in SSE as a result of limited stated budget allocation (reportedly around USD 2 million); resources mobilized are greater than those mobilized with projects quite richer than the CCCD one. Activities developed by local partners have largely been sustained by the Project (i.e. LoA with SSE, local consultancies, LVGs with journalists). Through the LoA, the project mobilizes resources for SSE to raise awareness about the Rio Conventions and the importance of sustainable management of natural resources. Stakeholders underline that more resources are dedicated to support UNFCCC activities, partly those of the UNCBD but scarce or no resources are allocated for the UNCCD; there are ongoing discussions with the Director General of Forestry to carry out land degradation activities through the LoA modality.

The EIMS is a living platform which requires constant updates, according to raising needs in both the national and international context; it is fed by national sources of information, according to a monitoring plan. As several projects contribute data to the NEIS, on paper it can be the most updated and relevant database of the country for this purpose. However, it requires maintenance and upkeep for its continuous service (online hosting and sharing of the platform), as well as software maintenance for dependent libraries; it requires regular updates and inputs of data. The financial resource mobilization is still not there to indicate cost estimations for required services and how recurrent costs will be met, as well as for sustaining WGs meetings

and gatherings (and this is the main reason for which a provisional moderately likely judgment is provided). The company which is developing the EIMS will be available for about 3-6 months for testing, fixing bugs and maintenance; TIC will ensure part of the troubleshooting but evidently there is the need to train dedicated IT resources at least in CEEI-SSE, ANLA, MAF-Department of Forestry (which showed interest in managing UNCCD related information) and ensure a budget availability. It is also necessary that SSE and MAF staff have English skills to collect UNFCCC, UNCBD, and UNCCD related information from various credible sources and update them into the EIMS. As the system becomes more efficient, resources will be required to further standardize the methodology for collecting and storing environmental data, continuously populate the EIMS, establishing the reliability of the data source and also for collecting primary data as gaps of information are identified. In addition, the task to manage EIMS requires close collaboration between the IT and communication officers to make it accessible and at the same time appealing to the general public. Expectantly, as local capacities are built and developed through the use of the information platform, the need for outsourcing external support and services may reduce.

4.4.2.2 Socio-political risks to sustainability

The socio-political risk to sustainability can be considered minimal: the cross-cutting capacity development and participatory approach adopted ensure ownership. The country has gone through difficult parliamentary elections since 2017, triggered an early parliamentary election in mid-2018 which led to the formation of a majority government; fortunately, the political impasse has not impacted significantly on the stability of the Project's interlocutors or at least not so much on the SSE which is mainly a technical entity; individuals holding middle and lower management positions, such as the Secretary of State, the Director General, and the Director Nationals, remained in place since project inception.

Activities with journalists are meant to introduce environmental journalism and creating the skills for young journalists to produce and air environmental information to the public; proper information is part of human rights and a due activity in countries where the environment and the impact of climate change are so important for people's lives but are not ranking high in the priorities of the political class. The implementation of LVGs activities were restricted by the COVID-19 lockdown period, making it challenging to organize journalism events outside of the capital city Dili and engage more participants in trainings; however, even if the timeline for LVG activities was short to generate behavioral changes (both in environmental journalism and human-environment relationship), the production and airing of PSAs and TV Talk Shows are key activities to stimulate critical thinking about the environment (i.e. public discussions on the link between poor waste management of Dili municipality landfill and human health) and climate change for both the journalists and general public. Although many journalists and conventional media agencies remain much more engaged with political issues than with environmental and climate change topics, it is possible to appreciate that these activities have increased knowledge about and paved the way for environmental journalism to flourish. In fact, some online media keep writing articles about environmental issues (at least one article/month). AJTL are eager to broaden their focus on the topic and hoping for similar collaboration in the future to increase the frequency of intensive media training to deepen journalists' understanding of the topics. They would like to engage with citizen journalists, targeting unconventional media, including bloggers and other users of various online platforms. There are also plans to hold national media awards for environmental journalists, to implement one-week field activities in municipalities with protected areas, ecotourism centers, and ongoing conservation efforts as well as to encourage more participation of women, people with disabilities and vulnerable groups that are more susceptible to the impact of climate change.

Awareness increased at government level on the importance of climate change and Disaster Risk Reduction, on meeting environmental international obligations and on national environmental laws, including the Decree Law No. 37/2020 on the sale, import, and production of plastic bags. Traditional and customary local management bodies are involved in communities' dialogs and are key structures linking the local governments with communities at village (*suco*) level. Communities' understanding of the importance of protection and responsible, sustainable use of the biodiverse resources in the country is improving.



Activities for implementing IVAs and to support *Tara Bandu* rituals are ways to enhance traditional culture while sustaining the relationship between people and their environment. *Tara Bandu*, which was outlawed for two and a half decades of Indonesian occupation, has been reviving since Timor-Leste's restoration of independence in 2002. It is a customary law, which governs the relationships among humans and between human and non-human entities (seas, forests, spaces, objects, animals, crops). Recently, it

has been applied in an attempt to control the exploitation of marine and terrestrial resources and has demonstrated a positive effect (i.e. improved environment within the mangroves, forests and reefs). *Tara Bandu* involves three steps: i) specifying prohibited activities; ii) a public ceremony announcing the prohibition and oftentimes including specific rituals like an animal sacrifice; iii) implementing a community-level enforcement mechanism such as determining the fine amount for individuals breaking the prohibition of resource extraction. Based on reports from local leaders, community members comply with *tara bandu* rules, with increased protection of natural resources; it is also observed that the number of wildlife hunting and trade cases have decreased; yet, community compliance with *Tara Bandu* can only be temporary; when alternative sources of activities are not provided, the tendency is for the community to break the rules and return to "business as usual"; in most cases, over-exploitation is a product of poverty and lack of environmental awareness. Timor-Leste is clearly among the countries where local knowledge and practices can facilitate national and subnational efforts to implement the Rio Conventions. The country is diverse culturally and linguistically. This diversity is valuable but complicates efforts to develop country-wide policies to regulate natural resource usage. Combining traditional ecological knowledge with policy tools premised on the Rio Declarations' principles helps ease these complications. In this framework, *Tara Bandu* is the method to implement environmental legislation on a community level and a national effort to revitalize it can only improve capacities to implement the Rio Conventions' principles at community level. Nevertheless, *Tara Bandu* is not a panacea for environmental degradation, unless alternative livelihood means are offered to communities and an enforcement strategy is implemented to ensure rules are not broken.

The EIMS answers local needs in terms of data and information management; it will be well linked to different user groups - government and non-government agencies but also the academia, the media and education centres, as well as the general public. Awareness raising activities are key to demonstrate the value of the environment, of Rio Convention and also of the EIMS to users; the Project has implemented diverse actions, some of which already proved to be well received and appreciated.

4.4.2.3 Institutional framework and governance risks to sustainability

As mentioned, the NIM approach is part of the UNDP's institutional capacity development strategy for Timor-Leste; based on previous capacity assessment, specific activities are implemented by DGE/SSE through LoAs or through LVGs for other stakeholders; where necessary, assurance measures are utilized to mitigate capacity gaps. In this way, government and non-government institutions are involved to the maximum extent in implementation and capacities are strengthened. LoAs provided the opportunity for SSE to better understand the partnership modality with UNDP and how to apply transparent, result-based management in their programmes; SSE staff improved skills in compiling financial and narrative reports. UNDP management and SSE have encouraged the participation of a wide audience, which however has been optimal in terms of

SSE directorates but it has certainly to be improved for line ministries in order to strengthen ownership; this is evident for most of the meetings, i.e. Project Boards, WG-CC, the National Climate Change Conference. The draft MoU envisages the creation of a JWG-RC as a forum where government and non-government agencies are invited to assess proposals, revise workplans, identify and solve implementation barriers and challenges, offer advice for implementation as well as identify and select the best strategies to develop required tools for collecting and managing environmental data. On paper, a wide number of agencies and entities are invited to participate but this is clearly subject to availability of budget and resources as well as establishment of priorities; reiterating the lack of human resources and technical competencies in Timor-Leste makes it easy to understand that having the same representatives involved in various projects/activities may be positive for consistency but certainly overwhelming. To date, meetings have been limited by the occurrence of the pandemic and the limitations government has on conducting virtual meetings, which a technological impediment as face-to-face and telephone calls are preferred means.

The EIMS will hold site-based information on climate change, biodiversity, land degradation, ecosystem values, conservation status which are key for planning and decision-making. The collection of data and information around indicators require technologies and analytical methodologies, data and information protocols, learning by-doing training as well as the construction or strengthening of institutional partnerships and associated management regime for collecting, creating and transforming data and information into knowledge. Strengthening cooperation among institutions for gathering and sharing data is a key activity to reduce transaction costs of data management and reduce duplication, ensuring the reliability, validity, timeliness and relevancy of data. The success of the EIMS is strictly correlated with its user-friendliness (visualization of data, easy to understand for all users...), ability to accommodate a variety of data sources, easily searchable, data processing speed, ability to identify data gaps and flexibility to accommodate new indicators and data when required. Evidently the system is as good as the quality and quantity of data and information that it hosts; the system is no substitute for the consistency and quality of data production. Public access to ANLA's Environmental Licensing portal depends on the availability of IT facilities; thus, ANLA closely works with SSE staff in municipalities to accommodate semi-manual systems for environmental licensing applications from entities which lack IT facilities or which are not yet familiar with the platform.

The recent creation of CEEI (October 2019) and ANLA (September 2019), as autonomous agencies with indirect administrative relationship with SSE is part of an institutional reform to ensure the implementation of the legislation on environment and environmental licensing, programs on environmental education and awareness raising activities. The Online Environmental Licensing application already proved to be widely appreciated, as it promises to reduce the bureaucracy associated with granting environmental permissions; yet, it still requires additional human resources to properly function.

Overall, participants confirm interest and appreciation for the training received, recognizing the importance of mainstreaming Rio Conventions into national planning and programming. If processes are sustained, technical and institutional capacity support to cross-sectoral ministries may enable the collection, analysis, and use of data on various environmental issues; this will improve evidence-based national planning, budgeting, and coordination on climate risk and ecosystems management at the national level and will strengthen reporting to international conventions. The MoF has a well-integrated budget transparency portal since 2011, which captures information from all relevant ministries and directorates. It can be a model for other government agencies. Although trained people are mostly technical public servants and therefore likely to remain in post (although conditions may always be altered by political changes), almost all stakeholders consider that there is the need for continued training support, IT and equipment, coordination, legal advice (i.e. ANE appreciates the legal expert support for developing the Renewable Energy Law) and also English language courses. ANLA IT personnel requires introductory training on the environmental licensing but can provide provisional support for SSE for EMIS management; it is however paramount for SSE to recruit its own IT personnel, ideally in its human resources department to ensure availability for the entire unit and not only for CEEI. Various stakeholders also point to the need to focus on issues related to UNCBD and UNCCD as much as on UNFCCC. SSE is called to assume a leading and coordinating role to ensure that Rio Conventions'

content is mainstreamed across agencies and that projects learn from other relevant initiatives. The draft inter-ministerial and inter-directorates MoU envisages the participation of a wide number of agencies and entities but this is clearly subject to availability of budget and resources.

4.4.2.4 Environmental risks to sustainability

Aligned with national policies and regulatory framework as well as with GEF and the UNSDCF/CDP, the Project's approach was based on the assumption that by addressing the barriers limiting Timor-Leste's ability to meet obligations under the three Rio Conventions and other MEAs, the country will be able to make better and informed decisions related to the sustainability of natural resources, biodiversity and adaptation to climate change. Several key documents, policies, and strategies have been completed and approved during Project implementation, demonstrating continued relevance and contribution towards sustainability such as:

- ✓ the **NAP**, validated at the end of 2020 and submitted to UNFCCC on March, 2021: it provides a framework for comprehensive adaptation planning and implementation, addressing several of the needs related to MEA's obligations: i) mainstreaming climate change into national development policies and sectoral policies, planning and budgeting, and regulatory frameworks; ii) strengthening regional and international coordination on climate change-related issues; and iii) promoting the participation of the private sector, non-government institutions, civil society organizations, and other stakeholders in decision making and implementation processes related to climate change adaptation.
- ✓ the **NCCP**, approved by the Council of Ministers in December 2021: it provides strategic priorities and directions for mainstreaming climate change considerations across sectors; it includes several recommendations for addressing issues on loss and damage and technology transfer relevant to climate change adaptation and mitigation; it provides a common platform that brings adaptation and mitigation policies across different economic sectors; it lays the groundwork for the future establishment of the planned **National Climate Change Strategy and Action Plan**, which will assist the government to effectively implement, fund, and monitor the implementation of the policies set out in this national policy. Through the NCCP, the GoTL will continue its work to build a strong, low-carbon economy that is capable of managing the adverse impacts of climate change while adhering to the principles of Rio Conventions.
- ✓ The **National Action Programme to Combat Land Degradation** is still under revision in the office of the MAF; it is linked to the SDGs and it's the mechanism for implementing the UNCCD.
- ✓ The **INDC**, recently revised and completed, communicates to the UNFCCC the country NDC towards achieving the objectives of the Paris Agreement; a target has not been set but a commitment to reducing emissions through various activities is outlined in sectors such as transportation, agriculture, forestry, and energy. Priority adaptation areas were also identified concerning food security, water resources, health, natural disasters, forestry, biodiversity and coastal ecosystem resilience, livestock production, and physical infrastructure.

The Project is centered on the development of tools and methodologies to improve environmental data and information management which are tailored to improve environmental sustainability and resilience, and reduce natural resources degradation. Awareness raising activities are key for environmental sustainability and under Component 4 a number of sound actions have been implemented which have involved also the media, traditional leaders, youth groups, communities and schools therefore going towards the right direction; nevertheless, these are efforts which require continuity and further expansion. In the long run, Project's results will contribute to improved environmental management planning and decision-making as well as in strengthening the linkages between global environmental and national socio-economic priorities.

4.4.3 Country Ownership

Country ownership has been extensively described above describing alignment of the Project activities with national development policies and plans. The Project is a direct answer to the requirements of the 2017 NCSA; although the capacities for a direct government implementation were lacking, through LoAs with UNDP, DGE/SSE had taken the lead for successfully implementing a wide range of awareness raising and training activities; under the SSE, a number of directorates are quite active and the NEIS is placed under the

CEEI. The participation in WGs allows government representatives to engage in implementation but not to the desirable extent as some line ministries are not always participating. The WG-CC does not sufficiently represent an interagency committee where various ministries come to discuss project activities and design the way forward; non-state stakeholders are fully involved in project activities but not in decision-making bodies; the involvement of rural actors, both at municipal and community level, is key as they are both those most at risk from land and natural resources degradation and contributors to unsustainable land management practice. Government co-financing well above original pledges is a clear sign of interest and commitment.

4.4.4 Gender equality and women's empowerment

As a policy-based project, enhancement of gender equality and women's empowerment within project's environmental and resilience outcomes is different from conventional site-based projects. The project seeks to improve the participation and decision-making of women in natural resources governance and equality of access to benefits and services. The lack of reference to gender disaggregated data is a common problem in CCCD projects which probably take for granted that environmental data will be collected in a gender disaggregated way but do not give visibility to this possibility in the PRF as well as in the project descriptive text; it is however noted that APR 2020 makes a due reference to considering specific arrangements to promote gender equality in data and information management and decision-making. Efforts have been made to ensure the participation of women in various projects activities, including capacity building programs (English course and environmental journalism training) and public consultations with communities.

The ProDoc envisages the development of a gender analysis and a gender action plan which have effectively been prepared by a gender consultant hired at Project start. The Gender Action Plan is quite articulated and demanding; it can inform the overall UNDP CO programming, well beyond the current initiative; as the PIR 2021 changes the Gender Marker from 1 to 2 (*Gender equality as a significant objective*), the Consultants thought that the Action Plan would have been fully embraced; however the change of Gender Marker appears to have been an error (the PIR 2022 reports the original Gender Marker 1 – *Limited contribution to gender equality*), there is no evidence that the Action Plan is monitored, with indicators reported in the UNDP trackers for the CCCD project.

Gender mainstreaming is supported by the project through activities contributing to the policies and institutional settings that empower women. The project deliberately involves women in various initiatives to overcome cultural stereotypes and ensure their access to economic and social benefits is equal to their male counterparts. Approximately 300 different stakeholders (45% are women) have benefitted directly through various training, workshops, and conferences. The project understands that awareness-raising and alternative roles for women offer an opportunity for them to play a greater role in promoting ethical approaches to sustainable development. Therefore, public awareness campaigns, workshops, and training are done throughout the country, involving local leaders, and activists to mainstream Rio Conventions included at least 40% female stakeholders. The Project also supported the first Timor-Leste LCOY event in 2021 with 30 young delegates, out of whom 70% are women. Another activity demonstrating strong project commitment to women's empowerment is English courses. In line with CCCD's commitment to ensuring that Gender Equality and Social Inclusions principles are mainstreamed, the Project has ensured the equal participation of women and men in the capacity-building program; 53% (40) women out of 75 trainees from line ministries of the current English language training proved that more women are given opportunities to access available capacity building activities; female students have made significant improvements in English language skills in reading, speaking, and listening; are now able to express and exchange ideas, feelings, and opinions, to attend international virtual meetings, and to assist children in studying English subjects at home. Government institutions whose female civil servants took English courses include: (i) MAF; (ii) MSA; (iii) SSE under the Minister of Coordinator for Economic Affairs; (iv) MoP; (v) MCIT; (vi) MoH; and (vii) MoF.

As part of improving gender representation and equality in public discussion and achieving gender-balanced representation, the Project produced talk shows, involving women and youth representatives in panels

and/or as guest speakers to discuss environmental topics. Additionally, there were 50% (5) women out of 10 who participated in Environmental Journalism training held in June 2021.

4.4.5 Cross-cutting issues

The CCCD Project directly contributes towards the three Rio Conventions, each of which is an instrumental contribution to the 2030 Agenda on Sustainable Development; thus, its value and potential go beyond the Rio Conventions, contributing to SDG monitoring and reporting.

The effort to provide open access to data, including the general public answers the specific human right to real and equal information. As mentioned, efforts should be made to collect gender disaggregated data, targeting women, indigenous and marginalized groups to ensure benefits are widely shared.

The CCCD Project is well integrated in the UNDP environment portfolio, generating added value to other projects and contributing to the national policy discussion on environmental management and natural resources protection; i.e. the NAP, the Renewable Energy Law – which is hoped that it will be soon approved by the Council of Ministers - and the Environmental Basic Law which are instrumental also for other projects; Tara Bandu revitalization is instrumental to mainstream the Rio Conventions at community level. Activities contribute to pave the path for a smoother implementation of climate change and environmental related projects of UNDP in Timor-Leste.

The experience of Timor-Leste may be relevant for other countries in the region and/or of other small islands states with similar priority needs; reflections on environmental management can arise, possibly leading to improvements in environmental governance and therefore in poverty alleviation. The NEIS will be one of the first of its kind in the country and may potentially become a game changer; not only will the online platform for environmental licensing application make the system more effective and efficient but also paperless. The revitalization of traditional knowledge as Tara Bandu certainly constitutes best practice to be shared, as a tool to implement the Rio Convention at community level. Yet, to make it sustainable, Tara Bandu needs to be complemented with regular enforcement and provision of alternative source of livelihoods.

Sharing of experience, leveraging knowledge and skills for replication and upscaling is in line with UNDP's approach to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of SDGs.

Timor-Leste is already engaged with its regional actors and projects such as: a) Coral Triangle Initiative, b) the Arafura Timor Sea Expert of Forum, and c) the Partnerships for Environmental Management for the Seas of East Asia. Each of these initiatives has potential major benefits for Timor-Leste in strengthening institutional mechanisms to integrate environmental governance and ecosystem management. Cooperation with other countries has been limited by the pandemic.

4.4.6 GEF additionality

In terms of **GEF's additionality**, the CCCD Project definitely helps stakeholders to approach a transformational change in environmental data and information management; investment to date in this sector have been limited but it is possible to appreciate a growing interest and understanding of the importance of collecting and managing environmental data and of making it more centralized and accessible to a variety of users for planning, decision-making and research purposes; as in many other countries, this information is often not readily available to decision-makers as too decentralized and therefore difficult to access, is subject to being lost, and to duplication of efforts; in addition, datasets are often incomparable due to inconsistent standards. Through its cross-cutting capacity development strategy, the Project represents an important step forward into addressing these challenges, in line with the requirements of the Rio Conventions. Sustainable development and sustainable environmental management result from increasing the capacities of diverse

stakeholders to collect, manage, monitor, use and report on environmental information, potentially making data more readily available, easier to track and interpret.

CCCD projects are innovative as they target significant drivers of institutional sustainability; namely, they work to strengthen a country's absorptive capacities that are necessary to sustain environmental outcomes; unlike thematic projects, they are not limited to one specific Rio Convention, but are cross-sectoral. CCCD projects are designed to create synergies within the government and with development partners. Environmental awareness raising activities and knowledge and information management have been quite innovative, especially for the country.

4.4.7 Catalytic/Replication Effect

The CCCD Project strengthens the availability of environmental information of the country, thus contributing both to national environmental monitoring and policy development; in doing so, environmental trends and gaps of data will become more evident, and potentially the quality of data and its comparability with that of other countries will be improved, thereby contributing also to global monitoring. This requires that environmental indicators are constantly updated to reply to changes either in the national, regional or international arena. Information available on open platforms can be used by a wide range of stakeholders, from the global to the community levels; linking the System with a stronger user base is critical to maintaining government support and for long term sustainability.

The catalytic and replication potential of the activities ranges from the possibility that: i) development partners and others projects join efforts and continue improving the information systems and stakeholders coordination; ii) the commitment of specific agencies stands as an example for other line ministries to join in; iii) the successful functioning of the Online Environmental Licensing application may bring additional useful applications to be integrated into the system; iv) knowledge management and awareness raising activities reach not only the national but also the regional/international levels. Within the GEF funded project ATSEA-2 (Arafura and Timor Sea Ecosystem Action Phase 2) of which Timor-Leste has 2.12 million USD for the implementation on the south coast, the development of policies and regulations are potentially replicable beyond the country level such as the Transboundary Diagnostic Analysis (TDA) which include the management of common issues such as Illegal, Unreported and Unregulated (IUU) fishing, marine and land based pollutions, Ecosystem Approach to Fishery Management (EAFM).

4.4.7 Progress to Impact

The situation and timing are not yet mature to assess impact but certainly the foundational basis for more effective environmental data and information management are laid down. Project's results are promising in terms of their contribution to strengthening the country's capacities to collect, share and manage environmental data and information in order to meet and sustain global environmental commitments and obligations under the three Rio Conventions, while advancing national development priorities. Within a challenging country-specific (a general lack of expertise and capacities) and global (COVID-19 pandemic) context, some important milestones have been reached; it is important to keep up momentum and build on the progress achieved and the partnerships created. The Project applies capacity development as a cross-cutting approach to the three Rio Conventions, a unique approach given that traditionally capacity development projects target one of the Convention at a time, and therefore have a narrower system boundary than the CCCD Project approach.

Capacity building is the key component to transform the country's socio-economic development so that it integrates global environmental objectives and priorities within national decision-making. Capacity needs and gaps have been well identified and capacity development efforts are supporting government partners in raising awareness, improving the level of understanding of Government agencies in negotiating climate affairs at international fora as well as in formulating measures for climate change adaptation. Notable achievements include the formulation of the NAP (seen as one of the best examples), the approval of the NCCP, the revision of the INDC, the draft of the Renewable Energy Law, among others which improve and legitimate Rio Convention mainstreaming into national development plans, policies, budgeting and

regulatory framework. There is a general agreement that the focus is more on UNFCCC and partly on UNCBD but much more should be done to promote sustainable land and soil management towards UNCCD which is critical for the three Rio Conventions.

The regulatory framework suffers not only from a lack of enforcement but also require new regulations to mandate/incentivize a certain number of best practices. The language barrier remains an issue at different levels: i) laws and regulations are written in three different languages making it difficult for anybody to fully understand legal nuances; and ii) English remains poorly mastered at government level and those more proficient tend to follow an international career and flight out of the country. The revitalization of Tara Bandu promises to be effective as a means to implement the mainstreaming of Rio Convention at community level; yet, its success much depends on the accompanying measures that national and local governments will apply to provide communities with alternatives source of livelihood to incentivize them to comply with the rules.

The project continues to be highly relevant and has the potential to produce a real impact on the countries' environmental management and on the environmental regulatory framework, even if current results can be considered work in progress and a solid and needed point of departure. The mixed approach of strengthening capacities and coordination at institutional, systemic, and individual levels, identifying gaps in the regulatory framework and raising awareness is ideal to trigger a process of critical thinking in understanding the implications of the global environment and sustainable development and produce with time behavioral changes; there is no doubt and all stakeholders are aware of it, that this type of projects require continuous support and years to generate significant impact. SSE should fully take ownership and leadership to ensure collaboration and coordination of relevant stakeholders; when the capacities are developed and institutionalized, dependency on external funding will be gradually diminished.

The NEIS will create a solid foundation upon which the institutional capacity of all relevant government institutions can be strengthened and sustained beyond the end of the CCCD project. The Project contributes to national environmental monitoring and policy development as well as to global monitoring by strengthening the availability of information thus starting to point gaps in quantity, quality and comparability of science-based information and environmental trends in the country; notwithstanding, human resources and technical expertise remain challenging: ii) agencies are understaffed and require technological upgrade for data collection and management and therefore contributing to populate information into the System; iii) intern-ministerial coordination suffers from a lack of personnel due to multiple tasks and priorities so meetings and working groups are not participated to the desired extent. Engagement is critical because many sectors contribute to and influence environmental conditions. Bringing knowledge, training and data sharing within departments will increase the number of staff aware of data requirements so that turnovers of staff do not challenge the sustainability of the processes.

Impact can be appreciated only in the long-term when and if data will be collected on the type of users (government and non-government entities, the academia, the media), the frequency of use (systematically), the user friendliness (easy to access for a variety of users) and the purpose of use (i.e. planning, decision-making, awareness raising, reporting). The Project is implemented in a context of concurrent national and regional projects and initiatives; fully "attributing" results is uneasy as many actors collaborate for similar purposes; interviews clearly revealed that there is a strict collaboration and coordination with development partners; although it may be arduous to identify the contribution of the CCCD Project compared to that of other projects to common aims and targets towards the three Rio Convention, this becomes irrelevant when coordination is the primary tool to reach common objectives and the result is an overall empowerment of national stakeholders and a contribution to global environmental monitoring.

5. CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS

5.1 Conclusions

The Project is **relevant** in relation to GEF CCCD strategies, aligned with UNDP policies and plans and instrumental for implementing national policies and legislation on environmental management; the Project was certainly needed in the country.

The UNDP DIM chosen is the one appropriate to the context and the approach to utilize the NIM modality to the maximum possible extent is gradually strengthening the SSE leadership, the technical capacity of staff to manage data and information and the negotiation capacity of decision-makers to participate to COPs and other international fora. **Adaptive management** has been skillfully applied to counteract difficulties posed by the COVID-19 pandemic and to recuperate delays when necessary. Although achievements represent more a solid point of departure than a point of arrival, **implementation** is rated as **satisfactory** in the context of a small, young state island, with limited capacities and budget allocations. Management is effective in obtaining results but often too busy to involve in promoting a higher level critical discussion on environmental management; evidently, producing outputs does not quality and translating measures and recommendations into action. The Project is well set towards reaching most of the targets of the indicators, at least at a first stage of progress; as mentioned, the quality of the consultants' products is uneven and much remains to be done to progress to the level in which stakeholders take full ownership and fully understand the significance of implementing a set of actions to mainstream the Rio Conventions for the country's benefit; being a process, many of the products can and should reach further levels of development.

The overarching approach to the three Rio Convention together brings a unique approach to implementation. Achievements are **effective** and the Project contributes to reinforce capacities for stakeholder engagement, for information management and knowledge and for strengthening environmental governance, corresponding to the different set of articles under the Rio Conventions. National environmental monitoring is paramount for improving development planning and decision-making as well as for contributing to global environmental monitoring. Despite important gains made over the past two decades, Timor-Leste's progress towards a transition from a least developed country to an upper-middle income country and towards the SDGs require consolidation and rapid acceleration. Poverty levels remain high in all their dimensions, and inequality in accessing quality services and opportunities continues to be a challenge. The CCCD Project focuses on strengthening coordination and the capacities of government and non-government institutions for accessing and exchanging data and information, which is a key element of development planning and decision-making, especially within the context of climate change which is particularly affecting the country; stronger awareness of sustainable land management is required being paramount for the three Rio Conventions. The **consultative process** is effective within the departments and directorates of SSE and with some additional agencies (i.e. MAF, ANLA, INAP) but further efforts are needed to include more line ministries to grant a truly collaborative and participative approach; as capacities are limited and always the same experts and decision-makers are called to participate in meetings and workshops, meetings may be often skipped according to perceived priorities; it is necessary to continue to train people and improve the capacity to delegate. Managing data and information is always complex; many studies are being conducted but obtaining data is difficult; a culture of data sharing is not yet in place but the first steps are laid down. The collaboration between SSE and ANLA is promising, the second one being more technically fit for the management of the Information System; yet, SSE must ensure to have its own IT expertise within its premises and available not only for CEEI but for all its departments. The overall mission of the SSE for the NEIS is to collect, store, validate, analyze and manage data in order to ensure its timeliness, reliability and accessibility for its users, promoting an open exchange of data.

Awareness raising activities have been well conducted and contribute to increase the stakeholders understanding of environmental and climate change issues, at all levels ranging from national and local governments, NGOs, journalists, and communities; the revitalization of Tara Bandu is proving effective in protecting natural resources, although its sustainability depends on the provision of alternative means for

communities to be incentivized not to break rules. The equitable participation of women in training, workshops and meetings is documented; an additional effort for implementing and monitoring the Gender Action Plan could further improve the Project and UNDP gender environmental mainstreaming action.

Assessing **Impact** definitely requires more time but solid basis have been laid, interest and commitment is demonstrated by the active engagement of SSE with its departments and directorates and an important co-financing which goes beyond expectations. Results contributes to strengthening the country's capacities to collect and manage environmental data and information while identifying regulatory gaps which require attention even for making possible the application of best practices. Significant results were achieved in supporting the development/revision of climate change policies in line with the Rio Conventions and in starting addressing the weaknesses of the regulatory framework. The NEIS already promise to reduce the bureaucracy entailed in the provision of Environmental Licensing and the relative online application may become best practice for other items in the country and also to be shared with other countries. As the environment is complex, measuring and monitoring indicators are important tasks for discerning trends, tracking changes, interpreting the possible implications, communicating for drawing attention to critical situations and using them for decision-making; the identification of a set of suitable environmental indicators still require further adaptation to local conditions and to be translated included in a Monitoring Plan able to gradually increase tasks according to resources availability and identification of needs and gaps.

Sustainability is partly built through the adoption of the NIM modality wherever possible, and designing capacity building across agencies and the three Rio Conventions. The SSE has taken the lead, ensuring the participation of its departments and directorates and building upon the complementarities with a number of projects implemented by development partners, which are fully integrated in the consultative processes; the participation of some line ministries has instead been less effective; there is the need to get the firm commitment of additional agencies to participate to the sharing of data and population of the system; this also require further training and probably further upgrade of each agency technologies. A growing interest for the potentiality of the EIMS, for making the legal framework more conducive and for increasing technical and managerial capacities make sustainability possible, if processes initiated continue to be sustained.

5.2 Lessons Learnt

The CCCD Project implementation in Timor-Leste is generating a few but important lessons learned which may be interesting over and above the country for capacity building in environmental data management.

L1. Appropriateness of the UNDP DIM but within a NIM approach. UNDP is gradually building the capacity of SSE to implement GEF and environmental projects, promoting and sustaining the leadership of the agency and its capacity to coordinate ministries for environmental management. The NIM approach addresses existing capacity gaps and sets the foundation for building up SSE's competency to eventually meet donor's criteria for accreditation.

L2. Awareness raising activities strongly contribute to environment management. When implemented at all levels (national government, municipal government, journalists, communities), actions to increase stakeholders' awareness complement and reinforce each other. At government level, networking and awareness raising remain fundamental to ensure systematicity of data and information share and accuracy. At municipality and community level, it enhances participation in enforcing environmental practices, rules and regulations, including both Statutory and Customary system such as Tara Bandu.

L3. Effectiveness of the cross-cutting approach through the three Rio Conventions. The unique characteristics of the GEF CCCD Projects to address capacity building for reporting across the three Rio Conventions is effective; it also highlights sectoral gaps - i.e. insufficient attention to sustainable land management in the case of this initiative - which are however critical for the three Rio Conventions.

L4. GEF CCCD projects should ensure that gender mainstreaming includes the collection of environmental gender disaggregated data. Gender mainstreaming is much more than reporting on the presence of women in meetings and trainings. Even when projects develop at policy and legislative level, the need to collect gender disaggregated data in

environmental data and information collection must be ensured and given visibility. Usually, no target is there to express a “gender responsiveness” quality attribute which is instead very important to raise awareness and sustain attention on the need to focus on gender disaggregated environmental indicators, whenever possible and relevant.

L5 The GEF Indicator on the number of beneficiaries requires specific attributions: the number alone does not tell much unless specified; the indicator is interesting only if it expresses the number and type of institutions involved (public, private...), the type of users (government, non-government, academia, media), the frequency and friendliness of use, the purpose of use (i.e. planning, decision-making, awareness raising, reporting, communication).

L6. COVID-19 pandemic has shown the importance to utilize various and complementary means for coordination and collaboration. The use of online meetings can certainly be less effective than face-to-face consultations and cause “zoom” fatigue; however, it has become common practice and there is the need for the government to technically and culturally enable this possibility which may be cleverly used for short meetings with many people, saving both time and resources.

5.2 Recommendations

The following recommendations are tailored to improve the sustainability of the CCCD activities and to share experiences at regional level to inform the design of similar projects.

Table N.11 Recommendations

N.	Recommendation	Responsible entity	Timeframe
A	Monitoring & Evaluation		
A.1	-Consider using an online smart-sheet in managing UNDP projects and ensure fully documenting participation, including gender: UNDP CO manages a considerable number of projects through the DIM modality; an online smart-sheet could be used to allow systematic registration of project descriptions, work plans, outputs status, upcoming/outstanding activities and milestones and performance data; it would also be possible to upload and generate documents and reports; data on project participants and beneficiaries would be quickly available and could include the careful monitoring of the Gender Action Plan which is valid beyond the current CCCD projects with proper integrations	UNDP CO	For future projects
A.2	-PRF Indicators to include gender and indigenous group indicators, specifically targeting the incorporation of traditional knowledge and gender-disaggregated environmental data.	UNDP CO SEE	For future CCCD projects In NEIS M&E Plan
A.3	Monitor the utility of the portals considering, among others: i) Visitors: individuals can be tracked by IP addresses, domain names and cookies; ii) Hits: number of single actions on the site or site section as it is recorded by the web server; iii) Page: count any document, dynamic page or form visited in a valid session; iv) Page view: hits to files designated as pages; v) Forum: number of topics posted and number/frequency of threads; vi) Knowledge base: number of documents downloaded.	CEEI/SSE ANLA	For NEIS management
B	Project Implementation and Adaptive Management		
B.1	Consider a no-cost extension of the Project. Delay materialized for the initial late hiring of the PC, later for the occurrence of the COVID-19 pandemic and for the difficulties in hiring appropriate national consultants. A project extension of about 3-6 months is suggested, according to funds availability to ensure development of the financial strategy (key for sustainability), completion of certain activities and documentation of lessons learned (to be noted that this possibility was already discussed but the UNDP management did not take action on time to respect the 6 months deadline before Operational Closure).	RTA, UNDP PO, Project Board, UNDP GEF Coordinator	ASAP
B.2	Environmental indicators and Monitoring Plan to be adapted to local conditions: the incorporation of internationally accepted environmental indicators in NEIS and the Monitoring Plan must be adapted to the current capacity, with provision for gradual uptake of further indicators as suggested by international best practice, as resources are available and gaps identified.	PC, SSE, International Consultant	ASAP
B.3	Ensure IT management of NEIS by: i) hiring IT resources for SSE to complement IT ANLA staff capacities; ii) ensuring the signature of the MoU between TIC and SSE identifying roles and responsibilities; iii) extending the contract with R2M to ensure troubleshooting, bugs fixing and training on a longer period.	SSE, PC	ASAP

C	Sustainability		
C.1	Design an exit strategy to consolidate the Information System: establishing the system is only the starting point; to keep momentum, as a minimum there is the need to: i) identify users' roles and responsibilities for the management and maintenance of NEIS; ii) SSE to work on data entry to populate the information sections and explore NEIS' different features in order to identify gaps and problems; iii) ensure close collaboration between ANLA and SSE's municipalities staff to implement a semi-manual system for online environmental licensing applications; iv) conduct a Training Needs Assessment and design a Training Plan for the mid-term; v) ensure that training of staff go beyond data collection, i.e. instead of collecting rainfall pattern data and simply displaying it, ensure capacity to perform data analysis and link it to climate change and its impact on agriculture.	SSE, ANLA, DM2, Municipalities, PC, Agencies	By EoP and beyond, as soon as feasible
C.2	Government to take responsibility to train its staff in basic English: GEF funds should not be used to improve the basic capacities for the English language but only to improve environmental reporting capacities. It is also required than local English trainers are provided with induction courses on environmental and climate change issues.	SSE and other government agencies; UNDP CO and GEG	In future projects
C.3	SSE to strengthen its coordination and leadership role: i) although the lack of experts and the overwhelming demands of participation to a small group of experts and government representative is recognized, technical WG are unavoidable in projects like this; it is necessary to train more staff and increase the capacity to delegate at technical level, keeping board and decision-making meetings to the minimum necessary; ii) ensure the signature of the MoA and the commitment of agencies to sustain the NEIS and the incorporation of Rio Conventions' principles in their sectoral plans; iii) ensure that newly acquired skills and knowledge are effectively utilized by keeping trained people in post; iv) further engage with MAF- Forestry Dept. to better support UNCCCD activities; v) further engagement with INAP and the Timor-Leste University to identify supports required for delivering specific environmental and climate change modules for civil servants' induction training; vi) as NEIS is a new feature in SSE, there should be efforts to increase its visibility and use for the general public.	SEE, line ministries, INAP and Timor-Leste University	By EoP and beyond

Annex A – Terms of Reference.

Terminal Evaluation (TE) Terms of Reference (ToR) Template for UNDP-supported GEF-finance projects

BASIC CONTRACT INFORMATION

Location: Dili Timor-Leste

Application Deadline: 20 May 2022

Category: 1 International Consultant (Lead)

Type of Contract: Individual Contract

Assignment Type: Evaluation Consultant

Languages Required: English

Starting Date: 30 May 2022

Duration of Initial Contract: 35 days

Expected Duration of Assignment: May to September 2022

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities (PIMS#00108967/00109706) implemented through UNDP Timor-Leste. The project started on 6 December 2018 and is in its *fourth* year of implementation. The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

2. Project Description

The overarching goal of this project is to strengthen capacity of Timor-Leste to meet their obligations under the three Rio Conventions. This requires the country to have the necessary capacities to coordinate efforts as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes.

The objective of the project is to strengthen institutional capacity to effectively manage information systems for national MEAs obligations and monitoring impact and progress. The project has four outcomes: (i) Enhanced institutional and technical capacities to use data and information for

planning and decision-making on cross-cutting global environmental issues; (ii) Coordination of technical directorates, policy, planning, and programming (iii) Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programs; and (iv) Enhanced awareness and value of the global environment to meet socio-economic priorities.

The commitments Timor-Leste has made in signing the Rio Conventions are aligned with this constitutionally mandated mission and provide an overall framework for the country to achieve environment sustainability through application of international best practices. Timor-Leste has taken additional steps to incorporate the Rio Conventions into domestic legal, policy, and regulatory frameworks in the relevant sectors.

To further assist Timor-Leste in effectively integrating the Rio Conventions into its legal, regulatory, and governance frameworks, the Government, in partnership with UNDP, conducted the National Capacity Self-Assessment (NCSA) to identify specific action items. The NCSA was a Global Environmental Facility (GEF) program intended to assist countries in assessing their environmental management capacities with a specific focus on the implementation of the Rio Conventions. Since completion of the NCSA, the Government of Timor-Leste has taken significant steps to integrate environmental and biodiversity considerations into its overall strategic development and legal frameworks. In 2010, Timor-Leste approved its Strategic Development Plan (SDP 2011-2030) which provides fundamental guidance for the country's development stakeholders and is considered as the country's sustainable development strategy. Soon after, the National Report on Sustainable Development in Timor-Leste (2011) was published. The Sustainable Development report concluded that though a widely accepted national consensus on the importance of sustainable development exists in the country, a sustainable development pathway can only be achieved with a strong political will, financial commitment, and collaborative stakeholders' involvement.

Timor-Leste also adopted the 2030 Agenda for Sustainable Development and the SDGs in 2015, which has several goals which are directly and indirectly relevant to the Rio Conventions, including:

- SDG13: Take urgent action to combat climate change and its impacts
- SDG14: Conserve and sustainably use the oceans seas and marine resources for sustainable development; and
- SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

This project further contributes to Timor-Leste's United Nations Sustainable Development Cooperation Framework (UNSDCF/CPD) Outcome 6: "By 2025, national and sub-national institutions and communities (particularly at-risk populations including women and children) in Timor-Leste are better able to manage natural resources and achieve enhanced resilience to climate change impacts, natural and human-induced hazards, and environmental degradation, inclusively and sustainably". The project specifically contributes to output 2.1 (Sustainable management of natural resources and ecosystems promoted through policies, guidelines, information systems, knowledge,

and community-level conservation) and indicator 2.1.2 (Number of policies, strategies, plans, guidelines, systems related to sustainable environmental and marine ecosystem development prepared and submitted for approval) of the UNSDCF/CPD.

At the end of the project, the implemented activities are expected to have resulted into a set of targeted capacities in improving national stakeholders' understanding of the three Rio Conventions, with a particular emphasis on good practices for planning and decision-making. Taking into account that a major barrier to Timor-Leste's ability to meet and sustain Rio Convention obligations arises from inadequate access to best practices due to lack of technical language skills and opportunities to apply these within the framework of planning and decision-making, this project is strategically structured to overcome this underlying challenge. Towards this end, the project will enhance existing institutional structures and mechanisms to absorb new and improved data and information. Social actors working on various aspects of environmental governance, e.g., government staff and Non-Governmental Organization (NGO) representatives, among others, to better apply improved knowledge and skills to integrate global environmental objectives in national planning frameworks.

The COVID-19 pandemic and its associated restrictions in international and national travels have hampered project implementation. Due to airport closures around the world, the project could not engage international consultants. Furthermore, the State of Emergency and Health Fencing in Timor-Leste also caused delays in project implementation as movements were highly restricted. Implementation of project activities involving meetings, workshops, and training has been delayed due to travel restrictions and observance of social distancing. The project conducted a few meetings online and its international consultants are working on a remote basis assisted by the project team and national consultants.

3. TE Purpose

The Terminal Evaluation (TE) will assess the achievements of the project against the expected objectives and outcomes as specified in the Project Document's Strategic Results Framework and establish the project's success or failure in meeting its goal and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of GEF and UNDP programming. The TE will also review and document project results and their contribution towards achieving GEF strategic objectives aimed at global environmental benefits. The findings of the TE will also contribute to strengthening the promotion of transparency and accountability for GEF-financed projects and help to synthesize lessons that can help to improve the selection, design and implementation of future UNDP-supported GEF-financed initiatives; and to improve the sustainability of benefits and aid in overall enhancement of UNDP programming. The outcome of the TE will be further used to gauge the extent of project convergence with other priorities within the UNDP country programme, including poverty alleviation, strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such as gender equality, empowering women² and supporting human rights.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable, and useful.

Overall, the TE consultant and/or team will:

- I. Review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation;
- II. Be required to review the baseline and midterm GEF focal area Core Indicators/Tracking Tools (i.e., project Results Tracker) submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools (project Results tracker), if applicable, that must be completed before the TE field mission begins;
- III. Be expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders;
- IV. Review technical and managerial aspects and consider issues of effectiveness, efficiency, relevance, impact and sustainability. This review should be conducted throughout project's components, strategy and approach against its objectives, output and outcome targets.
- V. Identify factors that have facilitated and/or impeded the achievement of the project objectives and provide recommendations and lessons learned that will help project managers/project team in reorienting and re-prioritizing future and/or similar project and the managerial arrangements for future project designs. The TE should also consider all relevant factors including social and/or gender factors that could have hindered the achievement of the expected project results. Hence, gender lens should be applied in the whole approach and methodology of the evaluation.
- VI. Make recommendations for the project team, donors, government and partners and provide them with a clear understanding of the major outcomes and with a strategy and policy options for future projects to achieve expected results more effectively and efficiently.

Engagement of stakeholders is vital for a successful TE4, interviews will be arranged to include, but not limited, to the following stakeholders who have responsibilities to the project:

- Secretary of State for Environment, key partner: Directorate General for Environment, National Directorate for Biodiversity, National Directorate for Climate Change, National Directorate for Centre of Environmental Information and Education, National Directorate for Pollution Control, and National Agency for Environmental Licensing)
- Ministry of Agriculture and Fisheries (MAF): Directorate General for Forestry, National Directorate for Research and Geographic Information.
- Ministry of State Administration (MSA); National Directorate for Urbanization
- Ministry of Public Works (MPW); National Directorate for Meteorology and Geophysics

⁴ (link to stakeholder engagement in UNDP Eval Guidelines?)

- Ministry of Commerce, Industry and Tourism (MCIT); Directorate General for Tourism
- Ministry of Health (MoH); National Directorate for Public Health-Department of Environmental Health
- Ministry of Finance (MoF)- Directorate General for Statistics

Consultations will be further arranged with the executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time, and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

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

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design

- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide

knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluations Ratings Table for the Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of implementation/Execution	
Assessment of Outcomes	
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	
Financial resources	
Social-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. Expected Outputs and Deliverables

The TE consultant/team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than 2 weeks before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date [6 June 2022](#)
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: [1 July 2022](#)
- Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the TE mission. Approximate due date: [22 July 2022](#)
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: [12 August 2022](#).

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Country Office in Timor Leste.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, including an updated stakeholder list with contact details, set up stakeholder virtual and in-person interviews, and arrange National Consultant's field visits if required. In addition, the Project Team will provide a workstation for the National Consultant in Dili. Frequent meetings will be conducted among the Commissioning Unit, the Project, and the TE teams to ensure timely completion of the assignment targets.

8. Duration of the Work

The total duration of the TE will be approximately *35 working days* over a period of **May to September 2022** starting **30 May 2022** and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *20 May 2022*: Application closes
- *25 May 2022*: Selection of TE Team
- *30 May 2022*: Prep the TE team (handover of project documents)
- *31 May-6 June 2022*: Document review and preparing TE Inception Report
- *14 June 2022*: Finalization and Validation of TE Inception Report- latest start of TE mission
- *15 – 30 June 2022*: TE mission: stakeholder meetings, interviews, field visits
- *1 July 2022*: Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
- *4-22 July 2022*: Preparation of draft TE report
- *25 July – 8 August 2022*: Circulation of draft TE report for comments
- *9-12 August 2022*: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *15-31 August 2022*: Preparation & Issue of Management Response(*date*): (optional) Concluding Stakeholder Workshop
- *6 September 2022*: Expected date of full TE completion

9. Duty Station

The National Consultant will conduct meetings and interviews with national stakeholders in Dili as per list provided by the Project Team.

Travel:

- International travel will not be required to conduct consultations, site visits and assessment in Timor-Leste during the TE mission; The national consultant will primarily conduct all field activities if required;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

REQUIRED SKILLS AND EXPERIENCE**10. TE Team Composition and Required Qualifications**

A team of two independent evaluators will conduct the TE – one International Consultant (with experience and exposure to projects and evaluations in other regions) who will be working remotely and one National Expert from Timor-Leste. The International Consultant will be designated as the team leader and will be responsible for the overall design of the evaluation methodology, providing guidance on the TE mission and workplan with the national expert, writing of the TE report and preparing the audit trail. The National Expert will review regulatory frameworks and budget allocations, coordinate with the *Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities* Project Management Unit in developing the TE itinerary, and conduct stakeholder meetings and interviews. For the TE mission, the National Expert is expected to conduct data collection as well as support translation (Tetun-English) during the service contract period.

The National Consultant will work closely with the International Consultant in supporting any work that needs to be undertaken as laid out in this ToR, and other tasks, as required. The National Consultant will also act as a focal point for coordinating and working with relevant stakeholders in Dili. Since international travel is restricted, the International Consultant will not join the National Consultant in the TE mission. Therefore, the International Consultant is encouraged to use alternative means of communications (i.e. Skype interview, mobile questionnaires, etc.) to present findings, participate in stakeholders meetings, and conduct additional interviews.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of **National Consultant** will be aimed at maximizing the overall "team" qualities in the following areas:

Education

- Recognized university degree (minimum Bachelor's degree level) in a subject related to environmental education, environmental law, environmental science, environmental management, sustainable development, international development, or a closely relevant field.

Experience

- Minimum of 5 years of progressively demonstrable relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to cross-cutting capacity development with particular emphasis on Rio Conventions
- Experience in evaluating projects;
- Experience working in Timor-Leste;
- Experience in relevant technical areas for at least 3-5 years;
- Demonstrated understanding of issues related to gender and cross-cutting capacity development with particular emphasis on Rio Conventions, experience in gender-responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;

Language

- Fluency in written and spoken Tetun and English;
- Ability to communicate in Portuguese, Bahasa Indonesia and/or other local languages considered an asset.

11. Evaluator Ethics

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).

- The Audit Trail includes responses to and justification for each comment listed.

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN’s Daily Subsistence Allowance (DSA) rates are (N/A) , which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.*)
- The lump sum is fixed regardless of changes in the cost components.

14. Recommended Presentation of Proposal

- Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- CV** and a **Personal History Form** ([P11 form](#));
- Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address *Procurement Unit, UNDP UN House, Caicoli Street, P.O. Box 008, Dili Timor-Leste* in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of the Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities” or by email at the following address ONLY: procurement.staff.tp@undp.org by 23:59 (UTC/GMT+9) on **20 May 2022**. Incomplete applications will be excluded from further consideration.

15. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

16. Annexes to the TE ToR

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

Annex B – Documents consulted/available for consultation

General documents

- TORs for the Terminal Evaluation
- UNDP Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects (2020 revision)
- UN Development Assistance Framework (UNDAF) for the Democratic Republic of Timor-Leste 2015-2019
- United Nations Sustainable Development Cooperation Framework (UNSDCF) for Timor-Leste 2021 to 2025

Project documents

- Project Document: Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities
- GEF Project Identification Form (PIF)
- Project Inception Workshop Report, March 2019
- CEO Endorsement Request
- Social and Environmental Screening Procedure (SESP) & associated management plans (attached to ProDoc)
- Project Board MoMs: Jan 2020, Dec. 2020; Dec. 2021
- MoMs of the Working Group on Climate Change workshops (July 2020; Dec. 2020; March 2021; May 2021)
- National Climate Change Conference (NCCC) Notes Report, April 2022 and Manifesta
- UNDP Project Quarterly Progress Report:
- Annual Progress Reports 2019 and 2020
- PIRs 2021 and 2022
- Project Capacity Development Scorecard (Initial)
- Project Capacity Development Scorecard (Final)
- Workplans (attached to APR)
- Diploma Ministerial N.2/2017, Establishment of Working Group on Climate Change
- 14 ToRs for various national and international consultancies
- Budget Revisions
- Co-financing letters
- Government Co-financing report
- Media/articles published
- ToRs for all consultancies engaged
- Consultancies reports from: National Environmental Policy Specialist; National Consultant Forestry Management; International Consultants for Environmental Indicators; National Consultant for the Gender component; International Consultant for Environmental Mainstreaming; National Consultant for NAP formulation; National Consultant for NEIS scoping; National Consultant for NEIS set up; National Consultant for the Renewable Energy Law; Reports from the implementation of the English courses
- Communication and knowledge management material
- Manifesto IV National Climate Change Conference 2022
- List of related projects/initiatives contributing to project objectives
- Three Letters of Agreements with SSE
- Two Low Value Grants with The Timor-Lest Journalists Association
- Draft Memorandum of Agreement for the Rio Convention Group of Stakeholders

Annex C – Itinerary, and Institutions/People interviewed: July-August 2022

Task/Interview	Date – Time	Location	Contact
Preparation	First week of July	Home based	
Presentation of Inception Report	Delivered draft 4 th July; final 10 th July	Home-based	
Interviews with the Implementing Agency UNDP and GEF staff			
Lazima Onta-Bhatta – UNDP Deputy Resident Representative	Mon 25 th 10:30	Virtual	lazima.ontabhattera@undp.org +67078306003
Domingos Lequi Siga Maria – Head of Climate Change and Sustainable Ecosystem Unit	21 July, 9:00 (16:00 Dili)	Virtual	domingos.sigamaria@undp.org +67077147087
Honorina Sarmento – Monitoring & Evaluation Specialist	28 July	Presence	honorina.sarmiento@undp.org +670774258
Expedito Belo – Project Manager/Coordinator	30 June-9:30 04 July 10:30	Virtual	expedito.belo@undp.org +67077731035
Nadezda Liscakova , UNDP RTA Thania Eloina , UNDP RTA	13 July 18:00 plus mail exchanges	Virtual	nadezda.liscakova@undp.org thania.eloina.felix.canedo@undp.org
Ermelinda Amaral – Finance Officer	20 July 10:30 (17:50 Dili)	Virtual and Presence	ermelinda.amaral@undp.org
Alamgir Hossain , initial Project Coordinator	Tue 19 July 11:00	Virtual	Alamgir_environment@yahoo.com
Interviews with Implementing Partner: DGE-SSE			
Demetrio do Amaral de Carvalho – Secretary of State	11 August	Individual	+670 77777777 (Clarisse Trindade- Advisor), maulapa@yahoo.com , Clarisse Soares Trindade nstrin19@gmail.com (advisor)
João Carlos Soares – Directorate General for Environment, CCCD Project Director, National Project Focal Point (NPPF)	5, July 8:00 (15:00 Dili)	Virtual and Presence	+670 77327062 soaresjoaocarlos@ymail.com
Julião dos Reis – UNFCCC National Focal Point (currently working for USAID)	5, July 12:30 (19:30 Dili)	Virtual and Presence	+670 77556677 j.dosreis@connect.qut.edu.au
Rui dos Reis Pires – National Directorate for Biodiversity, UNCBD National Focal Point for Resource Mobilization	Wed 6, July 15:00 Dili	Virtual and Presence	+670 77327067 eveley69@yahoo.com
Fernando Da Costa – Technical Staff, National Focal Point for LoA between CCCD project and SSE Antonio Lelo Taci – Executive Secretary, National Agency of Environment Licensing	Mon July 25	Presence	+67077392253 fernando.belun@gmail.com +670 333-9119; +670 77115444 infonael2019@gmail.com
Amenica Machado Fernandes – National Director, Center Education and Environment Information	Mon July 25	Presence	+670 3339119; +670 77087435 Machado.amenica@gmail.com
Interviews with MAF			
Raimundo Mau – Director General for Forestry, UNCCD, NFP Egas Brites da Silva – UNCCD, National Focal Point	01 August	FOCUS GROUP	+670 3310052 raimundo.mau@maf.gov.ti raimundomau31871@gmail.com +670 77233137 egasbritesdasilva@gmail.com
Interviews with MNEC (Foreign Affairs and Cooperation)			
Adão Soares Barbosa – Board Member, Envoy and Ambassador at Large for Climate Change, (Former UNFCCC NFP), attended all COPs	21 July	Presence	+670 77271436 adaosoaresb@yahoo.com
Interviews with beneficiaries' agencies and other stakeholders			
Zevonia Viera – President of Timor-Leste Journalist Association (TLJA)	14 July 15:00 (Dili)	Presence	+67078562929 voniavieira@yahoo.com

Adam Taylor – International Director, AHHA Education	21 July 14:30 Dili	Presence	+8562077982889 timorleste.ahhaeducation@gmail.com
Ruben Jeronimo Freitas – President of National Authorities for Electricity	13 July	Presence	+67077059475 ruben.freitas@untl.edu.tl
Delfim Marques – National Director of the National Institute of Public Administration	14 July	Presence	+670 77258655
Beneficiaries of English training courses	Various moments	Presence	
Individual or Focus Groups Interviews with Consultants			
Ashwin Bouraskar , International Consultant Environmental Education Specialist	Wed 6 July, at 15:00	Virtual	Phone: +1(202)4688752 abhouraskar@gmail.com
Keith Bettinger , International Consultant, Mainstreaming Environmental Obligations into national and sectoral policies	02 August	Virtual	keithb@hawaii.edu + 1 (808) 347-2612
Maria José Lopes , International Consultant for Development of Standardized Indicators and Monitoring for global environmental objectives	Tue 5 July at 17:00	Virtual	pepa.lopez@gauss-int.com
R2M IT Solutions Company , for design of NEIS	19 July at 17:30 (Dili)	Presence	
Field Visits			
Mr. Rosario dos Santos, Chief of Suco of Hatuquesi, Liquica Municipality	12 August	Presence	Discussion about the significance of the Tara Bandu revitalization and community participation
Debriefing and final interviews			
-Debriefing end of interview phase			

Annex D – Evaluation Questions

Evaluative Criteria Questions	Indicators	Sources	Methodology
RELEVANCE: Project Design and Strategy: How appropriate is the strategy and project design?			
<ul style="list-style-type: none"> • Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in ProDoc. • Review the relevance of the project strategy and Theory of Change and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design? • Review whether project is aligned with relevant GEF and UN System priorities, including thematic objectives at the national/regional and international levels. • Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country? • Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes? • Review the extent to which relevant gender issues were raised in the project design. • Review if project design adequately identifies, assess and design appropriate mitigation actions for the potential social and environmental risks posed by its interventions? 	<ul style="list-style-type: none"> • Existence of a clear relationship between project objectives and GEF and UN policies and strategies • Degree of coherence between the problems addressed and underlying assumptions • The Theory of Change clearly indicates how project interventions and projected results will contribute to the reduction of identified capacity barriers • Degree of coherence between project strategy and most effective route to achieving results • Degree of coherence of the project proposal with national environmental and development priorities • Stakeholders mapping and ways to engage them • Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities: evidence of incorporation of their perspective • Degree of involvement of stakeholders in project design and implementation • Evidence of lessons learned incorporated in project design • Evidence of SESP checklist compiled appropriately and risks and mitigation actions identified 	<ul style="list-style-type: none"> • Project documents • PIF • UNDAF/UNDP/GEF/policies and strategies • National and regional policies and strategies • Key project partners and stakeholders • SESP Annex 	<ul style="list-style-type: none"> • Documents analyses • UNDP website • GEF website • Interviews with UNDP, GEF, project staff and participating national stakeholders • Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects • Interviews with relevant stakeholders

PROJECT STRATEGY: Results Framework/Logframe

<ul style="list-style-type: none"> • Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary. • Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame? • Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits. 	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project expected results and actions to be implemented • Adequacy of Indicators (SMART) • Evidence of gender monitoring 	<ul style="list-style-type: none"> • Project documents • Results Framework • Key project stakeholders 	<ul style="list-style-type: none"> • Document analysis • Key interviews
<ul style="list-style-type: none"> • Review the Result’s Framework indicators against progress made towards the end-of-project targets and following the Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved. • Has the project contributed directly to any changes in legislation or policy in line with the project’s objectives? • Has the project developed and leveraged the necessary and appropriate partnerships with stakeholders? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation? • Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? • Compare and analyze the GEF Tracking Tool/Core Indicators/Scorecard at the Baseline with those completed right before the TE. • Identify remaining barriers to achieving the project objective in the remainder of the project. • By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits. 	<ul style="list-style-type: none"> • Indicators in Project Document/Results Framework • GEF Tracking Tool/Core Indicators/Scorecard information • Examples of supported partnerships • Evidence that particular partnerships/linkages will be sustained • Draft legislation • Appreciation by stakeholders and degree of involvement • Identification of risks and assumptions • Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> • Project documents • Quarterly Progress Reports • Annual Reports • Project team and relevant stakeholders • Beneficiary testimony • Steering Committee MoMs 	
<ul style="list-style-type: none"> • Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? 	<ul style="list-style-type: none"> • Management Arrangements 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF 	

<p>Were responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?</p> <ul style="list-style-type: none"> • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement. • Were risks related to COVID19 managed? 	<ul style="list-style-type: none"> • Evidence of efficiency of management procedures • Analysis of delays and respect of timeline • Adaptive management demonstrated with necessary changes integrated into planning, workplans and budgets • COVID-related risks were defined against project activities with mitigation actions proposed 	<ul style="list-style-type: none"> • Project team
<ul style="list-style-type: none"> • Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results? • Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start. 	<ul style="list-style-type: none"> • Timeliness and adequacy of work planning • Evidence of efficiency of management tools 	<ul style="list-style-type: none"> • Project documents • UNDP and Project team
<ul style="list-style-type: none"> • Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. • Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. • Was co-financing adequately estimated during project design (sources, type, value, relevance), tracked during implementation and what were the reasons for any differences between expected and realised co-financing? • Has the project adequately used relevant national systems (procurement, recruitment, payments) for project implementation where possible? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Level of discrepancy between planned and utilized financial expenditures • Cost in view of results achieved • Co-financing was tracked continuously throughout the project lifecycle and deviations identified and alternative sources identified • Cash or in-kind co-financing funds committed and effectively delivered and level of its strategic use 	<ul style="list-style-type: none"> • Project documents • Annual Workplans • Quarterly reports • Steering Committee MoMs
<ul style="list-style-type: none"> • Review the monitoring tools used: Did they provide the necessary information? Did they involve key partners? Were they aligned or mainstreamed with national systems? Did they use existing information? Are they efficient? Are they cost-effective? How could they be made more participatory and inclusive? 	<ul style="list-style-type: none"> • Quality of results-based management • Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency • Participatory monitoring 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF • Project team

<ul style="list-style-type: none"> • Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to M&E? Are these resources being allocated effectively? 		
<ul style="list-style-type: none"> • Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements • Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners 	<ul style="list-style-type: none"> • Quality of results-based management reporting (progress reporting, M&E) • Timeliness and adequacy of reporting provided 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF • Project team
<ul style="list-style-type: none"> • Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? • Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?) 	<ul style="list-style-type: none"> • Level of Project's communication efforts • Quantity and quality of knowledge management material 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF • Project team
<ul style="list-style-type: none"> • Validate whether the risks identified in the Project Document, Annual Project Review and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. <p>Financial risks to sustainability:</p> <ul style="list-style-type: none"> • What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? <p>Socio-economic risks to sustainability:</p>	<ul style="list-style-type: none"> • Identification of risks and assumptions • Quality of risk mitigations strategies developed • Evidence / quality of sustainability strategy • Evidence / quality of steps taken to ensure sustainability • Level and source of future financial support and commitments following project ends • Level of recurrent costs after completion of project and funding sources for those recurrent costs if any • Degree to which project activities and results have been taken over by local counterparts or institutions/organizations • Level of financial support available to continue activities 	<ul style="list-style-type: none"> • Project documents and reporting • Project Case Studies • UNDP/GEF, project staff and partners • Beneficiaries

<ul style="list-style-type: none"> • Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future? <p>Institutional Framework and Governance risks to sustainability:</p> <ul style="list-style-type: none"> • Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? <p>Environmental risks to sustainability:</p> <ul style="list-style-type: none"> • Are there any environmental risks that may jeopardize sustenance of project outcomes? 	<ul style="list-style-type: none"> • Exit strategy includes explicit interventions to ensure financial, technical, environmental and socio-political sustainability of relevant activities • Key stakeholders are assigned specific, agreed roles and responsibilities outlined in the exit strategy • MoUs exist for on-going monitoring, maintenance and oversight of phased down or phased over activities 	
<ul style="list-style-type: none"> • Are there verifiable improvements in environmental data management that contribute to improve the ecological status, or to reduce ecological stress, that can be linked directly to project interventions? 	<ul style="list-style-type: none"> • The project is contributing directly to improved environmental management and ecological conditions 	<ul style="list-style-type: none"> • Quarterly Reports • Annual Reports (APR) • Monitoring Reports • Pilot Data • Analysis/Reports

Annex E – UNEG Evaluation Consultant Agreement Form

Evaluator 1:

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

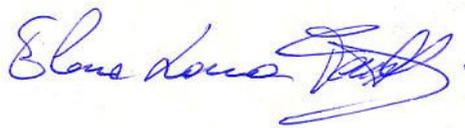
Evaluation Consultant Agreement Form⁵

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

Name of Consultant: Elena Laura Ferretti

Name of Consultancy Organization (where relevant): _____

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



Signed in Florence, Italy on July 2022

Evaluator 2:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

⁵ www.unevaluation.org/unegcodeofconduct

3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project’s Mid-Term Review.

Evaluation Consultant Agreement Form⁶

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

Name of Consultant: Octavio Araujo

Name of Consultancy Organization (where relevant): _____

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



Signed in Dili, Timor-Leste on July 2022

⁶ www.unevaluation.org/unegcodeofconduct

Annex F – PRF Matrix with rating and comments**Coloring Legend**

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by project closure
---	--	---

Objective: Strengthen institutional capacity for effectively managing information systems for national MEA obligations and monitoring impact and progress.				
Description of Indicator	Baseline Level	End of project target	Progress as of July 2022	Rating & Comment:
1. Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	-Coordination and formal mechanism are inadequate. Further, many solutions for the sustainable management of natural resources are only available within the construct of externally-funded projects. Thus, the baseline of this indicator is effectively zero.	<p>1a) Institutional arrangements and interagency agreements on information management are negotiated.</p> <p>1b) One new cooperation mechanism targeted to catalyzing Rio Convention mainstreaming at the directorate level among stakeholder agencies and organizations.</p>	<p>1a and 1b) Institutional arrangements and inter-agency agreements on information management are still under discussion; a MoA on interagency coordination on information management and on cooperation for mainstreaming Rio Conventions is drafted to be signed by SSE and line ministries and includes representatives of NGOs, the Academia and development partners. Signature is expected after the launch of the NEIS</p> <p>-Once NEIS is established, through a cooperation agreement, TIC will support the CEEI, under SSE hosting the server and providing TA to NEIS</p> <p>-Various existing mechanisms were utilized to coordinate and consult on the mainstreaming of Rio Conventions (i.e. WG-CC; the Standing Committee on Climate Finance; and the National Designated Authority for the Green Climate Fund); the WG-CC is the primary mechanism to consult stakeholders on linkages and synergies between climate change, biodiversity and land degradation; it was established in 2017 by Ministerial Diploma and is currently chaired by the National Directorate for Climate Change (NDCC);</p> <p>-The Special Committee on Climate Finance (SCCF) serves as the primary</p>	<p>-The Project is effectively contributing to improving the way the country manages environmental data and information.</p> <p>-A specific Rio Convention WG has not been created; the WG-CC was supposed to meet every three months but due to the COVID-19 pandemic and limited resources for virtual meetings; it has met only once per year; MoMs do not confirm the wide expected participation: SSE directorates are fully involved but the participation of line ministries is limited; non-state participants include the Academia and international NGOs as development partners.</p> <p>-A draft MoU between SSE and TIC is ready but not yet signed; engagement with TIC is essential to secure needed support to fully operate NEIS.</p> <p>-The WG-CC does not function as a technical group to discuss Project's activities in detail and the way the NEIS should be structured and managed; it is more of a forum to exchange information on existing projects and activities</p> <p>-The draft MoA envisages the creation of a JWG-RC, widely open to state and non-state institutions; for the</p>

			mechanism for government coordination on climate finance. The SCCF is comprised of Directors-General, Directors and Chief of Departments of relevant ministries. The permanent membership of the Committee includes the Ministries of Environment, Finance, and Foreign Affairs, with other ministries participating depending on issues being considered. SCCF aims to determine and review climate investment priorities, review funding proposals and supporting materials, and oversight of the M&E of climate investment projects.	moment it is a declaration of intentions; its functioning remains subject to funds availability and budget priorities; the financial mobilization strategy has not yet been designed; there is yet no assurance that this will be effectively functioning as a forum for discussion, revision, and advice. At this stage it is not possible to assess the participation of women; there seem to be no obstacles but most decision-making posts are covered by men.
2. Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.	<p>2a) One consultative and coordinating mechanism that catalyzes the mainstreaming of global environmental obligations within national development planning and policy formulation</p> <p>2b) At least one by-law or legal instrument has been developed or strengthened to catalyze compliance with standards to support the realization of Rio Convention obligations</p> <p>2c) At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements.</p>	<p>2a) The Consultative and coordinating mechanism has been discussed with the NDCC on amending the mandate/role of the WG-CC to also serve as the consultative and coordinating mechanism to catalyze the mainstreaming of global environmental obligations within national development planning and policy formulation.</p> <p>-CCCD Project supported the finalization of the NAP- which was highly participatory; it was validated in October 2020 and submitted to UNFCCC on March 2022; it addresses several of the needs related to Rio Convention obligations: i) Mainstreaming climate change into national development policies and sectoral policies, planning and budgeting, and regulatory frameworks; ii) Strengthening regional and international coordination on climate change-related issues; and iii) Promoting participation of the private sector, non-government institutions, civil society organizations, and other stakeholders in decision making and implementation processes related to climate change adaptation.</p> <p>-CCCD Project supported the development of the NCCP which was approved by the Council of Ministers</p>	<p>-Significant progress achieved but implementation of Rio Conventions remains complex and challenging</p> <p>-The NCCP provides a common platform that brings adaptation and mitigation policies that are currently in place in Timor-Leste across different economic sectors. This includes existing policy commitments in all of Timor-Leste's key international and national policy documents.</p> <p>-The NCCP also lays the groundwork for the future establishment of the planned National Climate Change Strategy and Action Plan (NCCSP), which will assist the government to effectively implement, fund and monitor the implementation of the policies set out in this national policy.</p> <p>-Through the NCCP and the Renewable Energy Law, GoTL will continue its work to build a strong, low-carbon economy that is capable of managing the adverse impacts of climate change while adhering to the principles of Rio Conventions.</p> <p>-The creation of ANLA and CEI is part of institutional reforms to ensure the implementation of the legislation on environment and environmental licensing, programs on environmental</p>

			<ul style="list-style-type: none"> -The Renewable Energy Law is drafted -TA has been provided to MAF to review/update the draft Timor-Leste National Action Program (NAP) to Combat Land Degradation which was developed in 2009. - Other key documents are relevant to the criteria and indicators that reinforce Rio Convention obligations achievement, i.e. 2011-2030 Strategic Development Plan, INDC, NAPA and NBSAP. -Support was provided to facilitate the development of the Climate Public Expenditure and Institutional Review which contains a methodological examination of national climate change policies, climate policy implementing institutions, and climate public expenditures. -A number of sectoral plans have been integrated with criteria and indicators that reinforce the Rio Conventions obligations, including, Agriculture and Livestock, Food Security; Fisheries & Coastal Zone Management; Forestry & Land Management; Health; Tourism; Infrastructure; NRM and Biodiversity; Water; Transport; Waste management 	<p>education and environmental awareness raising</p> <ul style="list-style-type: none"> -Strengthening cooperation among institutions for gathering and sharing data is a key activity to reduce transaction costs of data management and reduce duplication, ensuring the reliability, validity, timeliness and relevancy of data
3. Number of direct project beneficiaries.	-The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities	-At least 350 different stakeholders have benefitted directly from project activities	<ul style="list-style-type: none"> -Approximately 300 different stakeholders benefitted directly through training, workshops and coordination meetings - 9 institutional stakeholders directly benefited from Project's activities, namely, SSE; MAF, MSSSI, MSA, MTCI, MFA, MoF, Ministry of Public works, and Ministry of Health. - Overall, 75 (75% women) stakeholders from the above ministries participated in English courses; -Activities have raised awareness on Rio Conventions and environmental issues through production and broadcasting PSAs, talk shows, organizing workshops and conferences as well as community 	<p>-Overall, the Project reports a total number of about 300 beneficiaries and of 9 government institutions but a much larger number of people has been involved in various awareness raising activities; in any case, the number alone does not tell much unless specified; the indicator is interesting only if it expresses the number and type of institutions involved (public, private...), the type of users (government, non-government, academia, media), the frequency and friendliness of use, the purpose of use (i.e. planning, decision-making, awareness raising, reporting, communication).</p>

			<p>dialog and publications of articles and brochures. Direct and indirect beneficiaries can reach up to 250,000 people or more. 80% satisfaction is indicated in the surveys conducted by the Project.</p> <p>- The information system platform will be accessible to different stakeholders and partly also open to the public.</p>	<p>-LoAs and LVGs provide opportunities for partners to develop their proposals, implement their activities and increase their exposure to results base dmanagement and reporting..</p> <p>-The number of participants of English courses that effectively pass the exam is more or less the half of the participants; stakeholders interviewed reveals satisfaction. The use of GEF resources to train in basic English is questionable; this should be a national responsibility and GEF funding used to improve environmental reporting</p>
<p>4. Systems for data and information are strengthened and Rio Convention obligations are mainstreamed into sectoral plans that include targets to measure progress toward achieving global environmental obligations</p>	<p>-Strategies, policies and programmes for environmental conservation are inadequate</p> <p>-The existing institutional structures and mechanisms for data and information management are out of date and hinder by limited data sharing.</p>	<p>4a. Institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues</p> <p>4b. There is improved coordination between stakeholders</p> <p>4c. Obligations under the Rio conventions are mainstreamed into select sectoral policies, legislation, plans and programmes</p> <p>4d. There is an increase in the appreciation of the Rio Conventions among the general public</p> <p>4e. Rio Convention obligations are being better implemented through an integrated system of data and information management</p>	<p>-Assessment of institutional and technical capacity to collect and use data and information, as well as data needs identification is completed. Findings and recommendations have been shared and discussed to strengthen coordination between stakeholders for data sharing and management.</p> <p>-The NEIS is designed and will be soon launched</p> <p>-Environmental indicators have been broadly defined and presented to stakeholder together with a M&E Plan; they still require further selection to be adapted to the local context and associated training</p> <p>-Obligations of the Rio Convention have started to be mainstreamed into select sectoral policies, legislation, plans and programmes including National Adaptation Plan and National Climate Change Policy.</p> <p>-An additional knowledge survey on Rio Convention is planned for October 2022</p>	<p>- Technical and institutional capacity support to cross-sectoral ministries enables the collection, analysis, and use of data on various environmental issues. This will improve evidence-based national planning, budgeting, and coordination on climate risk and ecosystems management at the national level and will strengthen the capacity to meet obligations under Rio Conventions.</p> <p>-A system is being set up to manage environmental data and information contributing to improved environmental planning, decision-making, reporting for different purposes</p> <p>- The implementation of the NEIS is a process which requires to be sustained in time and further developed.</p> <p>-NEIS will hold site-based information on climate change, biodiversity, land degradation, ecosystem values, and conservation status which are key for planning and decision-making; No reference is made to gender and indigenous group disaggregated environmental data.</p>

				-As several projects contribute data, NEIS will be the most updated and relevant database of the country -Obligations under the Rio Convention are started to be mainstreamed into select sectoral policies, legislation plans and programs, including NAP; NCCP; NAP-CLD; NDC; Environmental Strategy Plan 2022-2025 and Renewable Energy Law.
Component 1.1: Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues. Total budget: US\$ 820.000 of which GEF budget: US\$ 440.000				
Output 1.1.1 Systems and processes for managing key environmental data and information across key ministries are strengthened. Output 1.1.2 Targeted institutional reforms for improved access to data and information. Output 1.1.3 Standardized indicators on national values for global environmental objectives developed and related training carried out. Output 1.1.4 Monitoring and Evaluation (M&E) processes are developed and implemented into programming. Output 1.1.5 Institutions and stakeholders trained on best practice skills to use data and information for planning an decision-making on the global environment.				
Description of Indicator	Baseline Level	End of project target level	Progress as of July 2022	Comment & Rating: On Track
<p>5. A Data & Information Management System is developed and tested that allows data, information, knowledge to be tracked through creation to informing policy and plans</p> <p>6. Stakeholders are trained on best practice skills to use data and information for planning and decision-making on the global environment</p> <p>7. A long-term training programme is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project's learning-</p>	<p>-Data creation and management remains a major challenge for Timor-Leste.</p> <p>-Systems for data and information management are outdated and inadequate</p> <p>-Decision-makers and government staff have limited technical skills</p>	<ul style="list-style-type: none"> • Systems and processes for managing key environmental data and information updated by month 12 • Institutional reforms for improved access to data and information implemented by month 31 • Environmental indicators are selected and incorporated into M&E processes by month 36 • A cost-effective monitoring plan finalized by month 12 • Select monitoring and compliance reforms piloted from month 13 to 36 • Institutional arrangements and inter-agency agreements on information sharing are negotiated by month 31 	<p>5) National Environmental Information System (NEIS or EIMs) is designed as a web-based platform, within the Centre for Environmental Education and Information (CEEI), under SSE (created in 2019 to improve public awareness and understanding of environment)</p> <p>-The server will be hosted by TIC – the Information and Communication Technology Agency, with which a draft MoU is prepared but not yet signed</p> <p>-Preparatory work entailed: i) an assessment of institutional and technical capacities; ii) mapping of institutional actors involved in environmental data and information management; iii) a feasibility study for NEIS technological structure; iv) identification of existing databases and data to be collected; v) gap analysis of existing decision-making processes and information management systems; v) review of existing best practices for collecting and sharing data.</p>	<p>-Mostly on track, with some components delayed. Notwithstanding the implementation of this first component is the most articulated, targets are almost fulfilled, expecting full coverage by EoP.</p> <p>-NEIS final structure – which is still under development - is reported to be user-friendly and based on hardware and software technologies suited to local conditions and in-country available expertise. It is subject to User Acceptance Testing before final approval and release.</p> <p>-TIC is a public institute created in 2017 to centralize and secure government IT systems and data centers. A detailed Service Level Agreement has to be established.</p> <p>-Environmental indicators proposed are in line with international best practice but not yet suitable to current local conditions and require further selection work.</p>

by-doing workshops and related exercises		<ul style="list-style-type: none"> • Early implementation of the system is completed by month 36 • Institutions and stakeholders trained by month 36 • Training exercises begin by month 18 and continues through to month 36 • At least 150 stakeholders (at least 40% women) are trained on data management skills relevant to the NEIS • Long-term training programme on data and information management developed by month 40 	<ul style="list-style-type: none"> -Various meetings were held to agree on institutional reforms to improve access to data and information -An international consultant was hired for the selection of environmental indicators for each Rio Convention thematic area to be incorporated into M&E procedures; this activity is still ongoing and a training workshop is under preparation -A cost-effective Monitoring Plan is still to be completed and should be informed by feedback to be collected during the training workshop -An Online Environmental Licensing Application is created under the NEIS, managed by ANLA; -A draft institutional arrangements and inter-agency agreement on information sharing and data management is ready (details below under component 2) - Training for the management and use of the NEIS will be shortly implemented (planned for August 2022) 	<ul style="list-style-type: none"> - NEIS is a living platform which requires constant updates, according to raising needs in both the national and international context; it is fed by national sources of information, according to a monitoring plan which is still to be fine-tuned for a gradual uptake of indicators, according to local capacities. -The Online Environmental Licensing Application is a key and appreciated item with the potential to reduce bureaucratic procedures to grant permissions; -The Platform will be accessible to all users including the public for certain features -The technical management of NEIS require training, hiring of IT experts for SSE (during transition ANLA IT experts will provide support), fixing of bugs, maintenance (to be provided by the company setting up NEIS) -A long-term training programme for practice skills to use data and information for planning and decision-making in the global environment is not being prepared.
Component 1.2 Coordination of technical directorates, policy, planning and programming. Total budget US\$ 390,000 of which GEF budget: US\$ 200.000				
Output 1.2.1 Strengthened inter-ministerial and inter-directorate communication, coordination, and collaboration for planning and decision-making on the global environment				
Output 1.2.2 Non-state public consultative mechanisms developed and integrated into official planning and decision-making processes				
<p>8. Inter-ministerial and inter-directorate communication, coordination, and collaboration is strengthened</p> <p>9. Non-state public consultative mechanisms developed and integrated into</p>	<ul style="list-style-type: none"> -There is limited inter and intra agency coordination -There is a weak legislative base for coordination and information sharing of research activities 	<ul style="list-style-type: none"> • Non-state public consultative mechanisms developed my month 38 • National inter-directorate coordination group established by month 5 and convened • Inter-ministerial council meetings convened 	<p>8) Initially relevant ministries and directorates discarded the idea to create an Inter-ministerial and Inter-Directorate coordination group due to both government restructuring in 2019-2020 and the need to avoid duplication of efforts; instead, it was agreed to reinvigorate already existing coordination groups, choosing the WG-CC as the suitable one to discuss synergies and</p>	<ul style="list-style-type: none"> -Achieved to a certain level of progress, with participants confirming interest and commitment but it is an ongoing process. -While it is sound to avoid the creation of many WGs where the same people/institutions participate and the WG-CC is even backed up by the law (was created in 2017 by Ministerial Diploma), MoMs of the meetings reveal that these forums mainly

official planning and decision-making processes		<ul style="list-style-type: none"> • Training workshops for improved inter-agency coordination and collaboration held 	<p>linkages between the thematic of the three Rio Conventions;</p> <p>-During 2020-21, various inter-directorate and multi-agency WGs meetings, workshops and conferences were supported, i.e.: i) CC-WG meetings; ii) for NAP formulation; iii) for NCCP formulation; iv) small group-technical meetings with key directorates during the COVID-19 state of emergency period; v) meetings and trainings on planning, coordination, M&E, and reporting, with technical staff from key ministries, organized by SSE and the National Designated Authority, Office of Inspectorate, National Environmental Agency and National Agency for Planning, M&E-UPMA, under the Office of the Prime Minister; vi) the 2022 National Climate Change Conference</p> <p>- Government capabilities to implement the Paris Agreement were strengthened, supporting two Timor-Leste delegation members to prepare negotiations and attend UNFCCC COP26</p> <p>-A draft MoA has been prepared on information and data sharing and cooperation for mainstreaming Rio Convention in national plans and programmes between the Coordinating Ministry for Foreign Affairs (CMFI), SSE and MAF, Ministry of Strategic Planning and Investment; MoF, Ministry of Interior (Secretary of State for Civil Protection), Ministry of Public Works, Ministry of Education, Ministry of Social Solidarity (national Directorate for Disaster Risk Reduction), Ministry of State of Administration, Local Authorities, NGOs, Academia and Research Institutions, International development and technical assistance partners.</p>	<p>convened government institutions - with a strong involvement of SSE, Rio Convention NFPs and development partners, with a limited and not constant presence of line ministries and absence of non-state participants (local NGOs, and civil society)</p> <p>-In addition, these forums appear to be the occasion to exchange information on existing and planned projects and activities but not a technical WG to discuss the form and technicalities of the NEIS and in general of data collection, storage, management and use.</p> <p>-Stakeholders report a strong focus on UNFCC and partly on UNCBD but limited focus on UNCBD. The responsible line minister for UNCBD is reported not to have bene active.</p> <p>-The draft MoA has not yet been signed and information sharing and coordination is reported to be subject to funds availability and budget priorities. Commendably, the MoA involves not only government agencies but also development partners, the Academia and NGOs; yet, stakeholders are not yet fully identified in the list of signatures; signature is expected after the launch of the NEIS.</p>
<p>Component 1.3 Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programs. Total budget US\$ 620.000 of which GEF budget: US\$ 280.000</p>				
<p>Output 1.3.1 Targeted policies, legal and regulatory instrument are amended</p>				

<p>Output 1.3.2 Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans and/or programme (through learning-by-doing and mentoring processes)</p> <p>Output 1.3.3 Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012</p> <p>Output 1.3.4 Resource mobilization strategy</p>				
<p>10. Operational by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans.</p> <p>11. New and improved best practice approaches to reconcile sectoral priorities with Rio Convention obligations are integrated into the decision-making framework</p> <p>12. A sustainable financing strategy is developed for the national environmental information system</p>	<p>-Strategies, policies and programmes for environmental conservation are inadequate</p> <p>-There is limited availability of funding</p> <p>-Existing government and private sector budgets for environmental management are very limited</p>	<ul style="list-style-type: none"> • Targeted policies, legal and regulatory instruments are amended by month 18 • Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programme (through learning-by-doing and mentoring processes) • Roadmap prepared to implement global environmental in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 by month 41 • Feasible resource mobilization strategy finalized by month 39 	<p>10) TA provided to: i) review and study existing policy /regulatory framework, strategic documents, national plans, and reports related to Rio Conventions; provide recommendations for amendment and identify those for pilot mainstreaming into Rio Conventions.</p> <p>- A learning by doing workshop-training on mainstreaming of Rio Conventions in sectoral development plans, policies, legislation, and programme conducted in February 2021: examples of the country's laws and regulations were used to demonstrate best practice</p> <p>Five possible options were offered:</p> <p>Option 1: <i>Improve sectoral mainstreaming of Rio Conventions.</i> It focuses on establishing standard operating procedures for reviewing new information and guidance from the Rio Conventions and identifying entry points in existing sectoral processes.</p> <p>Option 2: <i>Establish draft regulations and implementation guidelines for community forestry.</i> This could benefit community forestry for climate change mitigation and adaptation, preserving biodiversity, & combating deforestation. The right kinds of laws & regulations are a key part of establishing an enabling environment for community forestry.</p> <p>Option 3: <i>Encourage Tara Bandu in Natural Resource Management.</i> Tara Bandu is important under the Constitution, and also relevant to the three Rio Conventions. Therefore, this option is to conduct a project to create the enabling conditions for approaches</p>	<p>-On track, with effective progress. Management finds this component the most challenging as it would flow after the implementation of the other three components; notwithstanding, achievements are considerable given the country's low capacities and the complex regulatory framework, written in three different languages and thus difficult to master for anybody.</p> <p>-The options offered for Rio Convention mainstreaming are not alternatives but possibilities that can be all gradually embraced. Encouraging Tara Bandu is already under progress.</p> <p>-The finalization of the NAP and approval of NCCP improve and legitimate Rio Convention mainstreaming into national development policies and sectoral policies, planning and budgeting, and regulatory framework. They also contribute towards the achievement of the UNDP/CPD (2021-2025).</p> <p>-The drafting of the Renewable Energy Law is a much appreciated support, key for national development</p> <p>-The sustainable financing strategy is not yet developed and is a key activity justifying the need for a project extension, together with the complication of the Environmental Roadmap.</p>

			<p>to implementing the Rio Conventions that incorporate custom systems.</p> <p>Option 4: <i>Climate proofing infrastructure investments.</i> This option would be to draft regulations and related materials for climate-proofing investments in infrastructure. There would likely be synergies between this effort and the NAP support project that will be implemented with GCF support</p> <p>Option 5: <i>Establish regulations to support ecosystem-based adaptation.</i> Implementing EbA approaches is a way to advance all 3 Rio Conventions, also with possible synergies with the NAP.</p> <ul style="list-style-type: none"> -A draft operational by-law developed to improve and legitimize Rio Convention Mainstreaming into the sector development plan -NAP formulation was completed at end of 2020 and submitted to UNFCCC in March 2021 -the National Climate Change Policy (NCCP) was approved by the Council of Ministers in Dec. 2021. -The INDC was recently revised and completed. -Reportedly, MoF is relaying on Climate Public Expenditure and Institutional Review to plan for 2023 state budget. -Although developed earlier, other key documents are relevant to the criteria and indicators that reinforce Rio Convention obligations achievement, i.e. the 2011-2030 SDP, NAPA and NBSAP, Operational Law of Clean Development Mechanism, Decree-Law on Export, import and use of Ozone Depleting Substances (Decree-Law 36/2012), Law on Protected Areas (Decree-Law 5/2016), NBSAP, Biodiversity Law; Decree-Law No. 6/2020, Land 	
--	--	--	---	--

			<p>Degradation Neutrality to combat degradation.</p> <ul style="list-style-type: none"> -The Project is supporting the National Authority for Electricity to develop a Renewable Energy Law which is already in a draft format - Consultancy is being hired to prepare Environmental Strategy Plan 2022-2052 and finalize the draft Environmental Roadmap prepared by SSE . -A feasible resource mobilization strategy is still to be prepared. 	
<p>Component 1.4: Enhanced awareness and value of the global environment to meet socio-economic priorities Total budget 824,000 of which GEF Budget: USD 399,000</p>				
<p>Output 1.4.1 Stakeholder dialogues on the value of the global environment (Rio Conventions) Output 1.4.2 Brochures and articles on the Rio Conventions Output 1.4.3 Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives Output 1.4.4 Improved educational curricula and youth civic engagement in partnership with the Ministry of Education Output 1.4.5 Internet visibility of integrated and streamlines environmental legislation and environmental valuation tools Output 1.4.6 English language courses</p>				
<p>13. Raised awareness of the contribution of global environmental values to socio-economic development</p> <p>14. Education modules on the importance of the global environment developed and English language courses held</p> <p>15. Collectively and over the three years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders</p> <p>16. A government-based website is created to network existing sources of electronic data and information</p>	<p>-There have been notable observations by stakeholders that low level of awareness among policy makers is a key challenge to promote all environmental issues in TL – particularly for finalizing national policies, plans, strategies and also for allocation of resources in relevant ministries and agencies.</p> <p>-Government stakeholders and the general public remain unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</p> <p>-Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of</p>	<ul style="list-style-type: none"> • Public Service Announcement (PSA) • Environmental awareness module prepared • Project Launch and Results Conference held by months 4 and 46 • Private sector and media sensitization panel discussions held • Articles on linkages between the global environment and socio-economic issues • Survey developed (N>500) and employed by month 6 and 46 • At least two (2) national and three (3) sub-national awareness workshops held, spread out in years 2,3,and 4 	<p>- Journalists training conducted in 2021, with 30 journalists (12 or 40% women) from print, electronic, and/or online media, to build capacity to report/communicate on environmental issues and Rio Conventions</p> <p>-3 PSAs on environmental issues and Rio Conventions produced and broadcasted on national TV through the Low-Value Grant (LVG), with the Timor Lorosa'e Journalist Association (TLJA)</p> <p>-7 Environmental Awareness modules developed, to be integrated into INAP's curriculum and used to train public servants</p> <p>-Consultancy ongoing to develop environmental education curricula for high schools</p>	<p>-Some activities are still ongoing but substantially awareness-raising activities were initiated early in project implementation and well conducted.</p> <p>-Media talk-shows, PSAs, workshops /community meetings in municipalities have been effective in increasing knowledge of government stakeholders and the public in general on environmental issues and Rio Convention.</p> <p>-Activities are appreciated and comprehensive, including information dissemination on pollution control laws and policies.</p> <p>-A Government-based website will be launched together with the NEIS in August.</p> <p>-As INAP promotes the development and qualification of</p>

	<p>conserving the global environment.</p> <p>-During PPG consultations, limited English skills were identified as a major limitation to meeting obligations under the Rio Conventions.</p>	<ul style="list-style-type: none"> • At least two (2) private sector and two (2) media sensitization panel discussions held, one held each year • At least 12 articles and at least 2 per year on linkages between the global environment and socio-economic issues published • At least six (6) sets of English training courses with at least 30 stakeholders participating in each course. • At least 180 stakeholders will benefit from the English language courses by the end of the project. 	<p>-Project presented to stakeholders during the Climate Change Working Group Conference in June 2020</p> <p>-Through the LVG with the TLJA, 4 talk show produced and broadcasted on national TV on environmental issues and Rio Conventions involving private sector, national government authorities, civil society, academia, youth groups and community leaders</p> <p>-Initial 8 knowledge surveys done in 8 municipalities with about 300 respondents (80% satisfied with awareness-raising activities; 90% got new info on Rio conventions)</p> <p>-3 sets of English training courses held with 75 people, (53% women) from relevant ministries including; MAF; SSE; Ministry of State Administration; Ministry of Public Works; MoF; Ministry of Commerce, Industry and Tourism; Ministry of Health.</p> <p>- Under the public awareness campaign and through LoAs with SSE, 19 sub-national workshops for 8 municipalities and 2 <i>Tara Bandu</i> ritual events for 2 municipalities, involving about 1.500 local traditional leaders, government authorities, youth activists. Topics included Rio Conventions, environmental base law, biodiversity conservation, dialog with communities, and reviving local customary law of <i>Tara Bandu</i>.</p> <p>-More than 12 articles published on national media (<i>Neon Metin</i> and <i>Dili Post</i>) and Social Media (Facebook and Twitter) and</p>	<p>human resources in the Public Administration, it was ensured that environmental modules were included in teaching materials. Some modules were already prepared in the past but discontinued; now revised, revived and integrated with new subjects on gender and environment and leadership training. Engagement with INAP is required regarding the mechanism to deliver environmental modules considering INAP has limited resources and knowledge of the subject.</p> <p>-IVAs implemented at suco level have involved a large number of community leaders and people; they were also the occasion to inform and raise awareness on environmental priorities; they well feed into Rio Convention reporting.</p> <p>-Tara Bandu revitalization promises good results and is a sound way to implement the Rio Conventions at community level, provided alternative and diversified livelihood means are offered to communities to incentivize continuous respect of the rules.</p>
--	--	---	---	---

			<p>shared widely; 2 <i>Tara Bandu</i> events broadcasted on national TVs (TVTL and GMN TV).</p> <ul style="list-style-type: none">-Over 20 articles published on Government's and UNDP's Social Media (Facebook, Twitter)-Support provided to Timor-Leste first Local Conference of Youth (LCOY), which is part of the UN YOUNGO, the official youth constituency of the UNFCCC. The event was attended by 30 young delegates (21 females and 9 males) from 11 municipalities who developed their own manifesto and submitted it to the 16th Conference of Youth (COY16) and 26th Conference of Parties (COP26) of UNFCCC.	
--	--	--	--	--

Annex G – Documented evidence of Participation

Meeting/Workshop	Institutions (type and number)		N. of People (Women)	
Inception Workshop	SSE and its Directorates; MAF; Ministry of Public Works, EDTL, National Directorate for Renewable Energy, Directorates for Meteorology and Geophysics; Ministry of State Administration; Ministry of Health, Department for Environmental Health; Ministry of Finance, Statistics; Directorate for Natural Disaster Risk Management	Government	12	21 (7)
	Mercy Corps; Mary Mackillop	INGO	2	2
	UNDP; WHO; USAID	UN Agencies	3	13 (4)
	Haburas Foundation; Nazareth Foundation	NGO Local	2	
	Centre of employment and Professional Training Development; National University of Timor-Leste	Academia	2	
1st Project Board Meeting (2020)	SSE and its Directorates; MoF (Directorate for Statistics); MAF	Government	6	6 (3)
	National Institution for Public Administration	Public Institution	1	1
	National University of Timor-Leste	Academia	1	2
	UNDP	International Agency	1	7 (5)
2nd Project Board meeting	SSE and its Directorates; MoF (Directorate for Statistics); MAF	Government	8	10 (2)
	National Institution for Public Administration	Public Institution	1	1
	National University of Timor-Leste	Academia	1	1
	UNDP	International Agency	1	10 (7)
3rd Project Board Meeting (2021)	SSE and its Directorates; Ministry of Tourism; Ministry of Public Works, National Directorates Meteorology & Geophysics	Government	8	9 (2)
	National Institution for Public Administration	Public Institution	1	1
	National University of Timor-Leste	Academia	1	1
	UNDP	International Agency	1	9 (5)
Working Group Meeting, 3rd December 2020- Hotel Timor Plaza	SSE and its Directorates; Ministry of Public Works, Directorates for Meteorology and Geophysics, Directorates for Public works-water resource management, EDTL-National Directorate for Renewable Energy; Ministry of Health; Ministry of Foreign Affairs and Cooperation	Government	11	30 (10)
	CVTL; Mercy corps; CRS; RAEBIA; FCOTI; IFRC; Care International; Water Aid; USAID; EU; Haburas	INGO	10	16 (7)
	UNDP; IOM; UNICEF	UN Agencies	3	6 (6)
Working Group Climate Change- 15 July 2020- Tower Bar	SSE and its Directorates; Ministry of Public Works, Directorates for Meteorology and Geophysics, Directorates for Public works-water resource management department, EDTL- National Directorate for Renewable Energy; Ministry of Health; Ministry of Foreign Affairs and Cooperation	Government	11	30 (10)
	CVTL; Mercy corps; CRS; RAEBIA; FCOTI; IFRC; Care International; Water Aid; USAID; EU; Haburas	INGO	10	16 (7)
	UNDP; IOM; UNICEF	UN Agencies	3	6 (6)

Working Group on Climate Change Virtual Meeting, 10 May 2021	SSE-NDCC, Ministry of Public works-water resource management department.	Government	2	2 (2)
	UNDP, IOM, JICA	UN Agencies	3	3 (1)
	CRS, Mercy corps, CVTL	INGO	3	1 (2)

National Climate Change Conference, 2022	SSE and its Directorates; MoF; Ministry of transport and communication; Ministry of Education; Ministry of Public works, EDTL; Ministry of Tourism; Ministry of Health, Environmental Health; Ministry of Agriculture & Fisheries, Directorates of ALGIS; Secretary of state for Civil protection; Ministry of Planning and Territory; Ministry of foreign Affairs and cooperation	Government	20	52 (15)
	ANPM; ANE	Public Institution	2	3
	UNTL; DIT; UNPAZ; IOB	Academia	4	30 (14)
	ECC; Peace Center ; LSA-TL; 3R-TL	Youth Groups	4	5 (2)
	Mercy Corps; Water Aid; Oxfam; CVTL; EU; USAID; Plan International; US Embassy; Alinea International; CRS; FCOTI	INGO	11	63 (27)
	Hasatil; One Seed; Savi; Raimatak; Anatil; CODIVA; RAENAL; RAEBIA; Permatil	Local NGO	9	15 (5)
	UNDP; WHO; IOM; UNICEF; WFP; UNFPA; FAO; ILO		7	16 (6)
Workshop on Mainstreaming of Rio Convention (February 2021)	SSE and its Directorates; MAF; Ministry of Public Works, EDTL, National Directorate for Renewable Energy, Directorates for Meteorology and Geophysics; Ministry of Planning and Territory	Government	14	26 (3)
	National University of Timor-Leste	Academia	1	1
	UNDP	International Agency	1	6 (5)
	INAP	Institution	1	1 (1)
NAP Consultation and Validation workshop – 4-5 March 2020, Hotel JL Villa	SSE and its Directorates; MAF; Ministry of Public Works, Directorates for Meteorology and Geophysics; Ministry of State Administration; Ministry of Health, Department for Environmental Health; Ministry of Finance, Statistics; Directorate for Natural Disaster Risk Management, Ministry of Education	Government	18	29 (12)
	UNDP, EU, USAID	UN Agencies	3	4 (4)
	RAEBIA-TL, F-COTI, HASATIL	NGO Local	3	2 (2)
	CVTL, World vision, Mercy Corps, CRS	INGO	4	2 (4)
NAP Consultation and Validation workshop – 23 June 2020, Hotel Timor Plaza	SSE and its Directorates; MAF; Ministry of Public Works, Directorates for Meteorology and Geophysics; Ministry of State Administration; Ministry of Health, Department for Environmental Health; Secretary of state for civil protection,	Government	17	20 (7)
	UNDP, EU, FAO, UNICEF, WHO, IOM	UN Agencies	6	4 (5)
	RAEBIA-TL, F-COTI, HASATIL, HABURAS, CCT-NCBA	NGO Local	5	5
	CVTL, Mercy Corps, WaterAid,	INGO	3	1 (3)
Integrated Vulnerability Assessments (IVAs)	Villages Note: under the LoA between SSE and UNDP, the CCCD project provides direct support to 10 villages (Suco	Communities	10	514 (294)

-Sub-national workshops -Tara Bandu events	Local traditional leaders, government authorities, youth activists	Local Government (municipalities)	19 2	1.500 people involved
Green school	Primary School of Fatuku, Manufahi municipality	Students	1	42 (125)
Journalism Training	Gardamor-RTV, Timor post, Dili post, Lolu-Wari, Naunil media, TVE-T, RTTL, Business Timor and GMNTV.	Journalists	9	18 (12)
English Training	MAF; Ministry of State Administration; SSE; MPW; Ministry of Commerce, Industry and Tourism; Ministry of Health; and MoF.	Civil servants	8	52 (23)

Annex H – Government co-financing report as of July 2022



REPÚBLICA DEMOCRÁTICA DE TIMOR-LESTE
Secretário de Estado do Ambiente
Direcção Geral do Ambiente
Edifício do Fomento, Rua D. Boa Ventura, Mandarin, Dili
Telemóvel: +67077327062



26 July 2022

To: : Munkhtuya Altangerel
UNDP Resident Representative
Dili, Timor-Leste

Subject: Update on co-financing support for "Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities" project

The Government of Timor-Leste, through the Directorate General for Environment under the Secretary of State for Environment, is pleased to inform its fulfillment of co-financing support to the "Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities" project.

The total in-kind, co-financing support is \$ 1,721,500 to complement the resources already approved by GEF. Please see attached detailed co-financing figures and descriptions.

The project has complemented previous and ongoing efforts to assist the country in effectively integrating the Rio Conventions into its legal, regulatory, governance frameworks, and provide the country a unique opportunity of building up the highly needed foundational capacities that currently limit the country's ability to meet and sustain Rio Convention obligations.

Sincerely,


João Carlos Soares
Director General for Environment

CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

PLEASE COMPLETE ALL PROJECTS AT MTR AND TE STAGES

Please include evidence for co-financing for the project with this form (please add rows as necessary)

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount at CEO Endorsement (\$)	Amount at TE(\$)
Government	Director General for Environment	Office Space from 2019 - 2022	4	\$ 1,500.00	\$ 6,000.00
	1) Directorate General for Environment, 2) Centre for Environment Education and Information, 3)National Directorate for Biodiversity (NDB), 4)National Directorate for Climate Change (NDCC), 5) National Directorate for Pollution Control (NDPC), 6) Cabinet of Secretary of State for Environment (CSSE) and 7) National Agency for Environmental Licensing (NAEL),	Office stationeries	4	\$ 700.00	\$ 2,800.00
		Transport & Fuel	4	\$ 2,000.00	\$ 8,000.00
		Staff time for Assisting Training and Workshop (150 Staffs) from 2019 - 2022	4	\$ 30,000.00	\$ 120,000.00
		Staff time for assisting activities in the field	4	\$ 37,500.00	\$ 150,000.00
		Assisting in formulation, development of NAP, Climate change policy, Environmental Strategy and Road Map	4	\$ 14,000.00	\$ 56,000.00
		Assisting in Consultancy works by project (data collection, interview & report review) Total of 14 Consultancy Works	14	\$ 4,000.00	\$ 56,000.00
		Assisting and facilitating awareness-raising activities (Tara Bandu, Talkshow, Community Meetings)	50	\$ 5,000.00	\$ 250,000.00

GEF 7 MTR/TE template for co-financing, June 27, 2019

	Integrated Vulnerability Assessment - Climate Change Adaptation at Village Level (62 out of 400 Villages)	62	\$ 2,500.00	\$ 155,000.00
State Secretary of Environment, Ministry of Foreign Affairs and Cooperation, Ministry of Agriculture, Ministry of State Administration	Supporting Government delegation Members to participate CoPs technical and high-level meetings (UNFCC, UNCB, UNCCD)	4	\$ 30,000.00	\$ 120,000.00
State Secretary of Environment	Information and Technology (Equipment, Technical Assistant)	4	\$ 5,000.00	\$ 20,000.00
1) Directorate General for Environment, 2) Centre for Environment Education and Information, 3) National Directorate for Biodiversity (NDB), 4) National Directorate for Climate Change (NDCC), 5) National Directorate for Pollution Control (NDPC), 6) Cabinet of Secretary of State for Environment (CSSE) and 7) National Agency for Environmental Licensing (NAEL),	Inter-directorate Coordination Meeting working group meetings	4	\$ 2,500.00	\$ 10,000.00

GEF 7 MTR/TE template for co-financing, June 27, 2019

	State Secretary of Environment	Capacity Building for all staff (programa Fomasaun Professional e Seminario)	4	\$ 189,925.00	\$ 759,700.00
	Ministry of Education, INAP	Environmental Education Curriculum Development	4	\$ 2,000.00	\$ 8,000.00
Total Co-financing					\$ 1,721.500

GEF 7 MTR/TE template for co-financing, June 27, 2019

Annex I – UNDP/GEF Capacity Development Scorecard (July 2022)

Project Name: Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities

Project Cycle Phase: PPG

Date: 17 March 2017

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
CR 1: Capacities for engagement								
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	2	3	In Timor-Leste, the Secretary of State for Environment; the Ministry of Agriculture and Fisheries; and other relevant ministries have clear mandates. These ministries also have clear management and operation systems. However, there are a number of issues hindering environmental management and implementation processes. Political leaders at the decision-making level lack support and environmental issues are not considered a top priority. In addition, there is a lack of legal systems to provide clear roles and responsibilities among relevant ministries.	There is a need for a comprehensive and clear policy and guidance framework to define roles and responsibilities, and avoid duplication. Relevant ministries must enhance collaboration and coordination to ensure that each ministry is aware of other ministry's work. The project will work to better define mandates of key environmental organizations. The awareness raising and sensitization activities of social actors in component 4 will help increase the recognition of environmental organizations' mandates and legitimacy.	Policy and regulation defining roles and responsibilities have been developed including ministries' organic law and MoU between line ministries/government institutions. In terms of collaboration and coordination a number of coordination meetings establishes and functioning, (e.g., Climate Change Working Group). Many activities related to environmental awareness raising have been completed through community meetings, Public Service Announcements, workshops and training on environmental journalism, TV talk-shows.	3, 4
	Organizational responsibilities for environmental management are identified	1						
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2						
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3						
Indicator 2 – Existence of	No co-management mechanisms are in place	0	1		There are limited co-management agreements among government ministries. However, the resilience of	It is vital that relevant ministries enhance		2

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
operational co-management mechanisms	Some co-management mechanisms are in place and operational	1		2	these is unknown, and there is a lack of commitment from involved parties.	coordination and ensure that activities are implemented according to existing MoUs or agreements. Under component 2, the project will develop coordination mechanisms.	New co-management mechanisms are established, agreed and are functional (e.g. MoU between relevant technical directorates an line ministries in information and data sharing, service level agreement between the Secretary of State for Environment and National Agency for Technology and Information in management of the National Environmental Information System)	
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2						
	Comprehensive co-management mechanisms are formally established and are operational/functional	3						
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	2	All relevant ministries are identified, yet, there is lack of coordination on specific activities implemented in each line ministry. An established working group has been created, but its operation is entirely dependent upon the availability of funding. When new political leaders are elected, different political priorities lead to changes in the existing structure. Often, political parties replace staff with their own candidates who lack of knowledge on on-going activities.	There is a need to establish an institution or legal authority with clear mandates, such as a sectoral working group or an inter-ministerial committee to coordinate and enhance transparency among ministries and relevant organization. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. Mechanism for coordination	A national Working Group (WG) was officially recognized by the through the issuance of a Ministerial Diploma, no 2/2017, 25 of January. The WG is the primary mechanism by which the Government of Timor-Leste consults stakeholders on linkages and synergies between climate change, biodiversity, and land degradation matters. The WG is composed of technical directorates from various ministries with a role in climate change and biodiversity policies and programmes, as well as international organizations, donors, universities, and others. It has been chaired by the National Directorate for Climate Change (NDCC). Coordination between stakeholder has been improved through their participation in regular WG and directorates meetings, information sharing and participation in various project planning, and decision making.	1, 2, 3, 4
	Stakeholders are identified but their participation in decision-making is limited	1						
	Stakeholders are identified and regular consultations mechanisms are established	2						
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
						will be developed under component 2.		
CR 2: Capacities to generate, access and use information and knowledge								
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	1	2	<p>The Government of Timor-Leste has signed a number of agreements (MEAs). However, each line ministry has limited collaboration. Political influence over decisions is a major issue.</p> <p>Although political leaders may have limited technical knowledge, generally they are knowledgeable about the environmental issues. However, there is a need for technical staff to work closely with political leaders and provide information related to MEAs.</p> <p>Overall, there is a lack of information available to members of the community.</p>	<p>Capacity building and improved technical skills are required to have better understanding of MEAs processes, provisions of adequate infrastructure, and support to enhance better communication skills. The project will help publicize global environmental issues within the construct of the Rio Conventions, and in particular their value to socio-economic and sustainable development</p>	<p>Awareness raising on global environmental issues to stakeholders have been carried out through various project activities. Stakeholders are also participated in different trainings on MEAs and global environment related matters. However, further capacity building on MEAs related issues is required to allow the stakeholder to actively participating in the implementation process.</p>	
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1						
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2						
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3						
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	3	<p>Relevant ministries have produced reports and have introduced Decree Laws that are relevant to environmental issues. However, management of information is poor. Generally, it is inaccessible to the public and difficult for other ministries to access.</p>	<p>The project will establish information sharing platform, database and/or databank to enable easy access and utilization. The project will also work to update the</p>	<p>The project develops the National Environment Information System (NEIS) to address the country's environmental information needs with as system that is user-friendly and based on hardware and software suited to</p>	1
	The environmental information needs are identified but the	1						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
	information management infrastructure is inadequate					Secretary of State for Environment information portal and ensure that it is available to all relevant ministries.	local conditions that support expertise available in-country. The establishment of NEIS is in-line with the environmental Decree-Law No26/2012, chapter VII which stipulates that the government must establish an Environmental Information System in the country to facilitate the ordering, access, distribution and sharing of environmental information, and to promote environmental education and citizen participation in decision-making processes and the conservation and protection of the environment and natural resources.	
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				The project will also provide technical capacity building to staff on data management and communication.		
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3						
Indicator 6 – Existence of environmental education programmes	No environmental education programme are in place	0			Environmental education has been integrated at the primary school level, but not at the secondary, high school, or university level.	There is a need to establish environmental education at the tertiary level, as well educate all key government staff, especially the decision-makers in the country. More specifically, there is a need to:	The Environmental Curricula for Public Administration Institution consists of 7 modules that were developed by and tested/piloted including (i) Module 1-An Introduction to Key National & Global Environmental Issues; (ii) Module 2-The Rio Conventions & National Environmental Management; (iii) Module 3-Cross-cutting Capacity Challenges & National Environmental Management; (iv) Module 4-Environmental Mainstreaming; (v) Module 5-Integrated Strategic Planning; (vi) 6-Environmental Policy-making and (viii) Module 7-Environmental Project Visit & Review.	4
	Environmental education programme are partially developed and partially delivered	1			Awareness raising initiatives have been planned. However, the media has a limited understanding of the issues, and are thus limited in their abilities to advocate.			
	Environmental education programme are fully developed but partially delivered	2	1	2	Open and close-ended environmental awareness questionnaires have been employed by the Secretary of State for Environment in eight municipalities. However, there needs to be further improvement in terms of capacity building and awareness-raising through non-formal education.	<ul style="list-style-type: none"> Integrate environmental related information in all training materials which are used by government staff Train journalists Improve tools currently used (questionnaire) to 	National Consultant for Environmental Education Specialist has been hired to develop education curricula module for secondary school. The draft is expected to be completed by October 2022.	
	Comprehensive environmental education programme exist and are being delivered	3						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
					<p>“Green” school programmes have also been implemented by relevant ministries. Unfortunately, this education has not been prioritized resulting in lack of funding.</p>	<p>determine the impact of environmental education</p> <ul style="list-style-type: none"> • Revise social science programme that include environmental aspects in education curriculum • Establish regular monitoring on environmental education <p>The project will work with partner institutions (such as the Ministry of Education) to strengthen environmental education. Stakeholders will learn best practices on data access and interpretation for environmental management and evidence-based development planning using modules and curricula developed under the project. The project will coordinate with other similar training workshops carried under other related projects. Youth engagement will be prioritized.</p>		
Indicator 7 – Extent of the linkage between environmental research/science	No linkage exists between environmental policy development and science/research strategies and programmes	0	1	1	There are plans made by each line ministry. However, no assessments are conducted to base the plans upon, and plans are not based on scientific evidence.	Assistance is needed to support staff in conducting assessments and research studies, especially to determine the appropriate	Research needs for environmental policy development are identified, however it needs adequate resources (human and financial) to translate into relevant research strategies and programmes	1,2, 3

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
and policy development	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1			Also, there is a lack of programme planning integration resulting in each line ministry conducting contradicting activities.	methodology for data collection, analysis, communication, and implementation. This project is expected to help identify the research needs for implementing the Rio conventions. Research and other academic institutions will play a key role given their comparative advantage in identifying empirically valid best practice data and information needs, including metrics and methodologies. The project will work to develop stakeholders' ability to think critically and use data and knowledge to make improved decisions for the environment.		
	Relevant research strategies and programme for environmental policy development exist but the research information is not responding fully to the policy research needs	2						
	Relevant research results are available for environmental policy development	3						
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	2	3	In Timor-Leste, Tara Bandu (local knowledge) exists, is recognized as important, and is sometimes used in decision-making. Further, local law (Tara Bandu) is implemented, but not entirely followed. Traditional knowledge is not always used in decision-making as it is believed to be flawed and in some cases untrue.	There is a need to integrate and synchronize local or traditional law and existing policy, taking into consideration different beliefs in each municipality. The project will make every effort to engage local community and civil society representatives who can	“Tara Bandu” the Traditional knowledge has been utilized and shared for effective participative decision-making processes at community level.	1, 4
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				objectively represent this category of stakeholders in various project activities. Stakeholder representatives, will be brought together to discuss and agree on best practicable approaches to collaborate and coordinate their respective activities with a view to maximizing the utility of high quality data, information and knowledge.		
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3						
CR 3: Capacities for strategy, policy and legislation development								
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0			There are a number of policies that have been produced, but they are only partially implemented. This is due to the fact that funding at ministry level is often reallocated to other plans that may not have been included in originally. In addition, funding allocation is reduced due to shifting priorities.	There is a need to establish a Standard Operating Procedure, as well as build capacity and plans for allocation of funding. There is also a need to have better coordination among line ministries to strengthen the importance of proposed programme. It is important that stakeholders understand that this project is not an enabling activity project, the objective of which is to prepare assessments or develop a national implementation or action		3
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1	2	2				
	Adequate environmental plans and strategies are produced but there are only partially	2						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
	<p>implemented because of funding constraints and/or other problems</p> <p>The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented</p>	3				<p>plan. The project will focus on key reforms in policy, legislation, and implementation in accordance with the provisions under the Rio Conventions through by-laws and/or associated operational guidance (roadmap). For these to have a meaningful impact, they will need to be formally approved.</p> <p>This project will also strengthen targeted organizational relationships, promoting and forging stronger partnerships and commitments. These will be directed towards improved collaboration and coordination that will increase the effectiveness of existing capacities to monitor and formulate better planning frameworks for the global environment.</p>		
Indicator 10 – Existence of an adequate environmental	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0			Some important environmental policies exist, such as the Basic Environmental Law, the Environmental Impact Assessment Decree Law, the draft Climate Change Policy, and the draft Environmental Policy	There is a need for specific capacity development to strengthen individuals' ability to understand laws,		2, 3

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
policy and regulatory frameworks	Some relevant environmental policies and laws exist but few are implemented and enforced	1	1	2	and Strategic Plan While these policies exist, there are not fully implemented or enforced.	and implement and enforce them. There is also a need to develop new policies. The project will focus on key reforms in policy, legal, and regulatory instruments. This project will also strengthen organizational relationships, promoting and forging stronger partnerships and collaboration.	Adequate environmental policy and legislation frameworks exist but there are challenges in implementing and enforcing them.	
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2						
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3						
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	2	2	Some information is available to support relevant ministries, especially the Secretary of State for Environment. However, often the information is not valued, nor used in the decision-making process.	The project includes the design and implementation of an environmental information management and monitoring system that will serve to increase access to data, information and knowledge, as well as a robust training programme that will strengthen critical thinking and impart new and improved analytical tools and processes.	Relevant environmental information and data is available and shared with stakeholders and have been made available to environmental decision-makers but the process to update this information is not functioning properly	
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1						
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3						
CR 4: Capacities for management and implementation								
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programme and projects and the requirements have not been assessed	0		2	There are insufficient resources in terms of infrastructure, allocation of funding, and trained human resources.	In order to reduce financial barriers to the implementation of the Rios Conventions and support project outcomes after the project is implemented, the project will develop a resource mobilization strategy to perform a set of resource mobilization activities in a coordinated manner. Included in this effort is an assessment of appropriate infrastructure, and appropriate training to individuals with inadequate capacity to carry out their roles.	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	
	The resource requirements are known but are not being addressed	1						
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2					
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0		2	While some of the required skills and technologies exist in the country, Timor-Leste remains heavily dependent on foreign sources for as much as half of the skills/technology.	Timor-Leste needs capacity development and technology upgrades to better utilize available resources from abroad, and at the same time, continue to develop local skills and knowledge for future independence. The project will pursue selected updating of technologies for information monitoring and management and stakeholders will be trained on best practice skills to use data and information for planning and decision-making on the global environment.	The required skills and technologies are obtained but their access depend on foreign sources	1
	The required skills and technologies needs are identified as well as their sources	1						
	The required skills and technologies are obtained but their access depend on foreign sources	2	2					
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3						
CR 5: Capacities to monitor and evaluate								
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	0		There is no clear framework or standard guidelines to monitor programme activities. There is no independent monitoring and evaluation wing of the government apart from the Ministry of Public Works, Transport and Communication.	There is a need for capacity building on monitoring, and the establishment of standard guidelines and monitoring processes. This CD Scorecard in addition to the results framework will be a tool to be used for monitoring the performance and progress of the mainstreaming activities. Monitoring will be	The project assist the development of M&E framework that will help to monitor particular project or programme.	1, 2, 3, 4
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1		2	Notwithstanding the significant investment from the international donor community, capacities developed in the area of monitoring and evaluations have not been adequately institutionalized.			
	Regular participative monitoring of results in being conducted but	2						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
	this information is only partially used by the project/programme implementation team					undertaken in participatory approach.		
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3						
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0			There are plans in place for evaluation, but transportation issues and lack of funding impede implementation. Delays of budget approval at the national level also affect the regular evaluation.	There is a need for greater support with developing adequate instruments and techniques to carry out evaluation activities. Project/programme evaluation is a critical part of the project strategy. A very important part of programme evaluation is the capacity to interpret data and information leading to the creation and use of knowledge to better inform more holistic, resilient, and institutionally sustainable development constructs, i.e., policies, plans, programme, legislative and regulatory frameworks, and natural resource management regimes.		1, 2, 3, 4
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1	1	1			An adequate evaluation plan is in place but evaluation activities are irregularly conducted	
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2						
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if	3						

Capacity Result / Indicator	Staged Indicators	Rating	Score initial	Score TE stage	Comments	Next Steps	Update at TE Stage	Contribution to which Outcome
	needed and to learn for further planning activities							

Annex J – Rating Table

Table 9. TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance

6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings

5 = Satisfactory (S): meets expectations and/or no or minor shortcomings

4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings

3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings

2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings

1 = Highly Unsatisfactory (HU): severe shortcomings

Unable to Assess (U/A): available information does not allow an assessment

Sustainability ratings:

4 = Likely (L): negligible risks to sustainability

3 = Moderately Likely (ML): moderate risks to sustainability

2 = Moderately Unlikely (MU): significant risks to sustainability

1 = Unlikely (U): severe risks to sustainability

Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

Annex K - TE Clearance Form

Terminal Evaluation Report for *(Project: Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities (CCCD) & UNDP PIMS ID: 5754)* **Reviewed and Cleared By:**

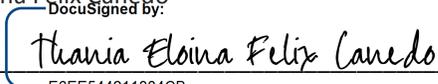
Commissioning Unit (M&E Focal Point)

Name: Honorina Barros Da Silva Sarmiento

Signature:  _____ Date: 12-Oct-2022
DocuSigned by: F19F8EBB2D9E48A...

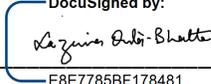
Regional Technical Advisor (Nature, Climate and Energy)

Name: Thania Eloina Felix Canedo

Signature:  _____ Date: 12-Oct-2022
DocuSigned by: E6EE544211884CB...

Deputy Resident Representative

Name: Lazima Onta-Bhatta

Signature:  _____ Date: 13-Oct-2022
DocuSigned by: E8E7785BF178481...