

2017 - 2020



Centro Comunidade Covalima

Rural Women's Development Program
End of project evaluation
May 2021

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The Rural Women's Development Program is supported by:



Report produced by Sustainable Solutions Timor-Leste in May, 2021 for IWDA

Executive Summary

CCC is a central figure in Covalima and has been in partnership with IWDA since 2009 in The Rural Women's Development Program (RWDP), funded by the Australian NGO Cooperation Program (ANCP). From 2017 – 2020 the program focused on promoting women's leadership, financial independence and safety through integrating programming that provided training to women, support to groups and awareness raising to male partners and community leaders. Overarching this was public awareness raising and advocacy as well as organisational development.

This evaluation was conducted between November 2020 – May 2021 and was intended to:

- IWDA and CCC better understand the extent to which the project's objectives were achieved, and the enabling factors and barriers which influenced achievements.
- IWDA and CCC can articulate the longer-term impacts of the program.
- IWDA and CCC contribute to recommendations for improvements to both strategic design of the program, sustainability and practice – to inform the next iteration of the program.

Taking a feminist participatory approach, the evaluation used interviews and FGDs to consult with 54 individuals from CCC, donors, civil society and government representatives and most importantly, CCC's beneficiaries. It assessed the effectiveness, efficiency, impact, relevance and sustainability of CCC's work.

The primary barriers to the program were identified as patriarchy, lack of awareness, resources and access and dependency. The key enablers were found to be CCC's approach: based on human rights and feminism, intersectional and integrated and firmly entrenched in transformative, community development principles. These approaches contributed to building women's social capital and helped facilitate an enabling environment for women's advancement and gender equality through networking, advocacy and awareness raising.

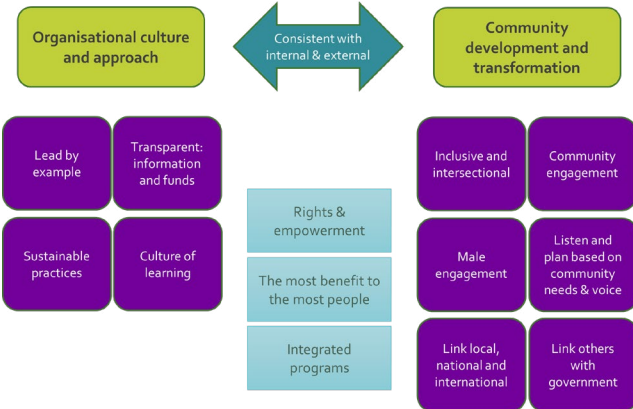


Image 1: CCC's organisational approach was found to be a key enabler of progress towards objectives

Women, including women with disabilities, had been supported to assume, retain and successfully navigate leadership positions, challenging social norms that women are not good leaders and paving the way for other women to follow in their footsteps. Many women had made progress towards financial independence, and though not fully achieved, made significant gains in building skills, knowledge, self-confidence and experience. Male partners were more aware and supportive, and male leaders were more aware of gendered discrimination and expressed feminist values.

The evaluation found that CCC's approach is **effective and efficient**, had many **impacts** and that there is a high likelihood of **sustainability** in many areas. Their work is very **relevant** to the context, and would be replicable in other areas – keeping in mind that the organisation itself contributes to a large part of their success, in the way its run, its culture, placement and reputation gained. Part of the success of CCC is its rural community development approach which requires a **long term, sustained and engaged approach**. However, it was also found that the sustainability of the results and impacts are dependant on further, ongoing inputs and support from CCC and its partners to ensure that hard earned gains aren't lost. The degree of dependency on CCC is largely caused by the incomplete decentralisation process and lack of government programs in Covalima.

Summary of recommendations

These build on existing efforts and propose some new ideas to address some identified challenges.

- Supporting peer-to-peer support and focal points, with experienced women taking up some of CCC's current work in supporting new and existing groups in leadership and economic empowerment; conducting awareness raising and advocacy on GBV prevention and response. This can alleviate the dependency on and high workloads of CCC as well as provide women with valuable experience in leadership roles
- Support male advocates to take on awareness raising and advocacy, as well as create male-to-male groups with the aim of addressing male violence, toxic masculinities and increasing gender equitable relationships
- Include LGBTQI+ rights through training to CCC, policies, target beneficiaries
- Include more prevention topics in community awareness raising and training to include positive parenting, gender

diversity, positive masculinities and more information on how communities can identify and report human trafficking

Being able to do all of this relies on CCC's internal systems being strong and for there to be sufficient human resources.

- Recruit volunteers and interns which can alleviate workloads, contribute to succession planning and skill up more people in Covalima
- Revising reporting to reduce the number of reports produced by using CCC's strategic plan as the central M&E framework on which indicators and reporting are based, combining reports to donors, simplifying and condensing reporting and writing reports in Tetun
- Prioritising some fundamental IT improvements to hardware, software and staff skills to save time including some training in using windows, word, excel and other technologies like Miro, Google Forms and Kobo.

Areas for professional development include:

- Using tools such as the ecological model for advocacy, planning and analysis and a decision-making tree to guide new projects
- Research skills including: identifying indicators, developing and using online surveys, designing research, data collection and analysis. This also involves ethical research practices, adapting existing data and tools and networking with others involved in similar areas of interest such as UN agencies and civil society organisations.

For these recommendations to be adopted, donors need to support CCC, be flexible and CCC are encourage to leverage their position to push back on unreasonable donor demands and advocate for core funding to cover necessary operational costs.

Key Evaluation Questions

1. Effectiveness: To what extent and in what ways did the program progress towards the intended outcomes?

1.1 To what extent have women in Covalima, including women living with disability, had more opportunities to lead and participate in decision-making at the local level as a result of the program?	CCC made clear progress in this project period, with women in decision making roles feeling more competent and confident, women having the skills and mindset to lead, having aspirations for future elections and participating in civil engagement and women with disabilities having more opportunities; combined with a more supportive environment as a result of CCC's awareness raising and male engagement.
1.2 To what extent have women in Covalima, including women living with disability, had more opportunities and safer access to participate in income-generating activities as a result of the program?	Results of the GMA have improved safety in the marketplace; some economic groups prior to Covid-19 had advanced considerably had gained national and international attention and the ROMANSA program led to increased savings. Women with disabilities able to earn a small income. However some groups were not as successful and Covid-19 had a severe impact on all.
1.3 To what extent do people in Covalima have a greater awareness about gender-based violence (GBV) and know how to access support services including the formal justice system through referrals as a result of the program?	The evaluation found evidence of greater awareness and response to GBV, including CCC beneficiaries making referrals and CCC providing support to victims to access support services. CCC is considered a key member of the referral network in raising awareness and providing support to other referral network organisations.
1.4 To what extent has CCC strengthened its systems, processes and capabilities to achieve its mission, through the partnership with IWDA?	IWDA is considered a flexible and supportive partner that offers much more than funding; CCC's systems are robust and donors are very satisfied. CCC could improve on their reporting and data collecting, management and analysis.
1.5 What, if any, were the unintended outcomes of the program (positive or negative)?	<p>Positive outcomes included group members supporting others' family, and women in groups being invited to assume a number of leadership and representative positions.</p> <p>Other than conflicts within some groups, negative outcomes were not found, though the evaluation did not explore this in depth for ethical reasons. Many stories were heard of families and husbands not supporting women to join groups, of rivalries between women running for leadership positions and of some conflict within groups. Some backlash is to be expected, though this was not explored because of the limitations of the evaluation and not being able to offer supports if backlash or other negative consequences were disclosed. It is difficult to say that this is because of the program and RWDP's work, rather than a result of entrenched social norms and gender roles.</p>

2. Effectiveness: What were the enablers and barriers to achieving program outcomes?

2.1 What have been the key enabling factors and barriers affecting program outcomes?	<p>Barriers identified are patriarchy, lack of awareness, lack of resources, access issues and dependency.</p> <p>Key enablers were CCC's approach of intersectionality and integration, focus on networking, awareness raising and advocacy and based on feminist, community development principles. Government interest, partially attributable to CCC's engagement, and private sector buy in enabled significant changes.</p>
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3. Impact: What has been the longer-term impacts of the program for program beneficiaries and CCC?

3.1 What components (or thematic focus) of the RWDP have had the greatest impact?	The evaluation found that building social capital among women was one of the key areas of success that cut across all of CCC's work and each of the 4 RWDP objectives. This has included increasing skills, confidence and social networks whilst providing opportunities for women and affecting social and systemic change.
3.2 What are the stories of change that can help CCC and IWDA to articulate the impact of the program?	CCC has presented many examples of women who have entered leadership and overcome challenging circumstances. IWDA and other donors should assist with articulating these stories from an external perspective, rather than relying on CCC to do this.

4. Sustainability: How likely will program results be sustained beyond the project cycle?

4.1 To what extent have the seven 'livelihoods-focused' women's groups moved towards operating self-sufficiently?	Some elements of the program are likely to have lasting impacts, especially on individual women with the social capital including confidence, skills and opportunities they have had; attitude change is likely to be sustainable if ongoing efforts are continued; concerns about sustainability of economic and savings groups remain.
4.2 In what ways, if any, should CCC continue to engage with longstanding 'livelihoods-focused' groups in the future?	Continuing to support the groups with focusing on the necessary conditions for financial growth whilst building social capital has been an effective strategy when combined with facilitating networks with other groups and markets.

5. Relevance: Is the RWDP relevant to the local context in Covalima and the gender context in Timor-Leste more broadly?

5.1 To what extent are program strategies that focus on women's leadership and advocacy relevant to replicate in other communities within Covalima?	Although the program implementation is deeply connected to local context, the objectives and approach were found to be highly relevant to other areas in Covalima and other areas of Timor-Leste - considering localised differences in specific locations that may impact the design and effectiveness.
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6. Efficiency: Are program approaches efficient ways to achieve the intended outcomes?	
6.1 Are key program activities such as multi-day training workshops and large awareness raising events (eg IWD events) efficient strategies to achieve the intended program outcomes?	<p>CCC has had clear impacts on changing attitudes and shifting the enabling environment through raising awareness including hosting large events that allow women “to see and be seen”. All those interviewed raised large events as a key area of success and influence on gender equality and promotion of women’s leadership and economic participation, including women and men with disabilities.</p> <p>The combination of supporting individuals and working towards systemic, transformative change at community level; advocacy and engagement with municipal and national actors as well using large events was an efficient and effective use of resources.</p>
6.2 Do trainings, peer support through women’s groups and opportunities to identify and advocate on collective issues effectively increase women’s leadership and participation at the local level?	Women reported having increased social capital, having access to opportunities they had never imagined and women supporting each other. Women had opportunities to raise their priority issues to local, municipal and national level actors and were supported in doing so.
6.3 Does engaging with men and community leaders about gender equality through trainings and community events, lead to a more enabling environment for women’s leadership and participation?	The evaluation found evidence of male leaders expressing feminist values, prioritising issues that women have raised to them and having a strong commitment to supporting women and people with disabilities in Covalima. Women in groups reported their husbands and families being supportive because of CCC’s interventions.



Photo 1: International Women’s Day March organised by CCC, Suai.
Photo © CCC, March 2019

Acknowledgements

An extended thank you goes to CCC, and in particular Hilaria Amaral Do Carmo and Teresa Maia Moniz and their self-proclaimed feminist leader, Alberto de Jesus. They were prepared to take this journey together, face multiple challenges along the way, learn new tools and technology and always did it with graciousness and ready a warm laugh and smile. CCC truly are an inspiration and leader among their peers and it’s been an honour to work together.

A very special thank you to all the women who gave their honest and insightful feedback. Particular mention needs to go to Xefe Suku Maria Fatima who answered our follow-up questions even whilst being in the middle of responding to the first community outbreak in her own suku. Maria deserves credit and respect for overcoming so many barriers to become the exemplary leader that she is, and encouraging other women along the way.

IWDA’s program manager, Lisa Vettori, deserves a special thanks for being so patient and understanding as the evaluation team faced Covid-19 evacuations cutting fieldwork short, personal disasters, a national disaster than affected members of the team, health issues and more that saw multiple delays in the process. Also to Sophie Purdue (ex-IWDA) and Carla Harlock (Friends of Suai) for such great historical background and insights.

To all those that responded and gave their time willingly, thank you for providing your knowledge, experience and visions to this evaluation.

And finally to the SSTL evaluation team who faced more challenges than should ever be faced during fieldwork and who supported each-other during those challenging times:

Deonisia Regina Leite de Oliveira for forming the foundations of the evaluation, doing the first field trip without the support that you should have had and making impeccable notes late at night after travelling long distances;

Mersu for your wisdom and insights into Covalima and making so much happen;

Rosa (Lulu) Martins for your endless follow-up, analysis and support and working through all the learning curves we faced together to complete this report;

Edy Ramos of Edysign for your support during the evaluation and layout and design which as always, puts my word formatting to shame.

In addition, thank you to Alexandra A. Oliveira Ximenes, Joao Rosa Ximenes Caldas Soares and Raul Ambrosius da Conceicao Amaral for all the support you gave and more.

Any errors in this report are mine and mine alone and I apologise for any misrepresentation or mistakes.

This evaluation was conducted by [Sustainable Solutions Timor-Leste](#) and any questions can be addressed to: info-timor@sustainablesolutions.consulting.

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Design and layout by Edy Ramos

Introduction

Program background

Covalima Community Centre (CCC) is a community-based organisation with extensive experience supporting community development in Covalima district, Timor-Leste. Their programming spans many areas of rural development, including a focus on rural women's participation. International Women's Development Agency (IWDA) is an Australian-based organisation, resourcing diverse women's rights organisations primarily in Asia and the Pacific, and contributing to global feminist movements to advance our vision for gender equality for all.

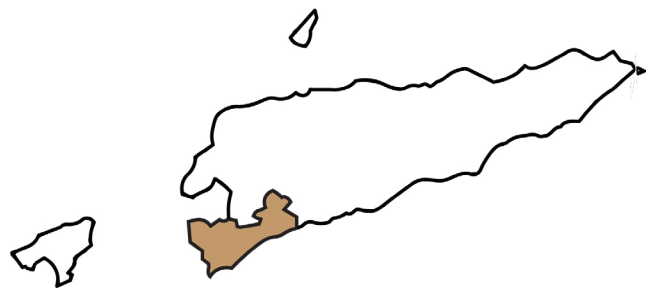


Image 2: Map of Timor-Leste showing Covalima Municipality. Designed by Edy Ramos © SSTL, 2021

IWDA and CCC have been partnering together to deliver the Rural Women's Development Program (RWDP) since 2009 with funding through the Australian NGO Cooperation Program (ANCP). The RWDP was last formally evaluated in 2015 and based on the results of the evaluation the program was re-designed (with a one-year bridging period in-between). This report regularly refers to findings from this evaluation. The current four-year iteration of the program has been implemented since July 2017 and ending in June 2021.

The RWDP has a primary focus on promoting women's leadership and participation at the municipal, community level and within the home, through leadership, advocacy, and gender equality training to elected women leaders and other women in the community; and facilitating forums and processes through which women can identify and advocate for their priorities to relevant stakeholders. It aims to create an enabling environment for women's leadership and participation by engaging with community leaders and male partners and addressing their role as 'gate-keepers'.

As a secondary focus, the RWDP contributes toward women's financial independence through supporting 'livelihoods' focused women's groups with their small business activities and improving safe and inclusive access to markets through research and advocacy. These activities are a vehicle for social empowerment outcomes; providing women with opportunities to participate in work and life outside of the home.

Underpinning the RWDP is a focus on women's safety through awareness raising activities on gender-based violence (GBV) and human trafficking with the community; gender equality and GBV training for women and male partners; and facilitating access to support services and the formal justice system through the referral network.



Image 3: Word Cloud created by analysing responses during the evaluation. Created by © SSTL, May 2021

RWDP provides a model of strong grassroots, rural community development, effectively linked with wider women's rights movements at the national level. CCC's relationship with the Covalima community and their extensive network is a key strength of the organisation and CCC leverage this network to achieve program outcomes and act as a bridging agent between the community and sources of support.

In the context of COVID-19 during 2020 – 2021, CCC has also been working with the community and local authorities to raise awareness about prevention strategies, the increased risks of GBV and other gendered dimensions of the pandemic.

The program's overall goal was to 'empower women to take part in making decisions in their families and in their communities, and to participate in development and become leaders' and 4 intended outcomes. The

evaluation primarily focused on the progress toward achieving outcomes 1 and 2 and related outputs, as these have been the more significant components of the program, as well as outcome 4. It touched on outcome 3 (but not directly target survivors of GBV who accessed services):

- **Outcome 1:** Women in Covalima, including women living with disabilities, have more opportunities to **lead and participate in decision-making** at the local level.
- **Outcome 2:** Women in Covalima, including women living with disabilities, have more opportunities and **safer access to participate in income-generating activities**.
- **Outcome 3:** People in Covalima have a **greater awareness about gender-based violence** (GBV) and know how to access support services including the formal justice system through referrals.
- **Outcome 4:** CCC has **strengthened its systems**, processes, and capabilities to achieve its mission.

Contextual analysis

The following presents a contextual analysis of the areas that CCC work in women in politics, women in agriculture and violence against women and children. It also provides a brief and general overview of Covalima Municipality.

Women in politics in Timor-Leste

Timor-Leste's government and state administration in 2021 includes:

- **65** National Parliament members
- **12** Municipal Administrators and the Special Administrative Region of Oé-Cusse Ambeno (RAEOA). Also referred to as districts (*pre-decentralisation term*).
- **65** Post Administrators. Also referred to as sub-districts (*pre-decentralisation term*).
- **452** Suku councils
- **2,233** Aldeia assemblies (also often called councils)

National

At national level, women currently hold 25 seats in parliament (38.5%) and political parties have a 33.3% quota for women. In May 2020, a government reshuffle saw a woman appointed to the highest position a woman has held so far when Armanda Berta dos Santos was appointed as Vice Prime Minister. Out of 20 ministers in the Council of Ministers, women hold 3 positions, or 15%.

¹ <https://www.ipu.org/parliament/TL>

Municipal and Administrative Post

None of the Administrators of the 12 Municipalities or RAOEA are women, and women hold few of the decision-making roles within the structure. All 65 Post Administrators are men. This is a key area for advocacy which civil society are engaged in, with issues stemming from the lack of legislation governing administration.

Decree-Law no. 4/2014 on Administrative Pre-deconcentration, provided the legal framework for increased decentralisation to the municipalities, however much of its implementation and supporting laws remain have not been actioned including the Local Power and Administrative Decentralisation and the Electoral Law for Municipal Assemblies that governs Municipal elections.

Community consultations, including with CCC, were held in 2020 on the draft Municipal Law which was first introduced in 2008 and has undergone many reviews and revisions with no results to date. The current system involves candidates for Municipal and Post-Administrative positions being selected by the State Administration, and many civil society advocates are pushing for this to change, among other provisions that would give more opportunity for women.

A new municipal president was recently elected and it is not known if or when the next elections will be held as this depends on the new law.



Photo 2: Timorese Members of Parliament at Australian Parliament House, Canberra. Photo © IWDA, February 2019

Suku and Aldeia

There are 452 suku of which 22 (4.9%) xefe suku are women. The structure of suku councils includes the below members, and elections are held every seven years with the last election being in 2016. 319 women competed which was a significant increase from 15 women in 2009 and 66 women in 2004), an increase attributed to civil society's 100% *I'm Ready* campaign which successfully changed the law to mandate a minimum number of women on a nomination ballot and supported scores of women throughout the country to run.

The number of women elected as xefe suku in 2016 was 21 or 4.7% (compared to 11 women in 2009 and 7 women in 2004), and this has since increased to 22 out of 452 suku. Out of

the 2,233 xefe aldeia, 85 positions are held by women or 3.8%, an increase from 1% in 2009. Each aldeia has one mandated position for women, and each suku has one mandated position for young women, in addition to the aldeia delegates.

Women face multiple barriers from their own families, broader society and social and legislative frameworks that still value men higher across all forms of governance. Two reports released by IWDA, *Perceptions of Women in Leadership* and *Women's Pathways to Leadership* provide important insights into this.

Elected by popular vote:	Elected by aldeia assembly/suku council:
1. Xefe suku	1. Delegates - one female and one male from each aldeia
2. Xefe aldeias from each aldeia in the suku	2. Youth delegates - one female and one male from the suku
	3. One lian-na'in (all men)



Photo 3: Santina De Jesus (middle) alongside CCC staff Teresa and Hilaria. Photo © IWDA, 2018

Women in agriculture

Women's involvement in agriculture is vast and they contributed to over 50% of production, though probably much higher as vegetables produced around the home and small numbers of livestock are generally counted as housework rather than agriculture.

80% women are not paid for their work (compared with 33% of men) and earning opportunities are scarce. Access to markets is a challenge and many farmers are reliant on local markets to sell their produce, often travelling long distances to do so. Processed goods can fetch a higher market price, but accessing the knowledge, technology and markets are a challenge.

The census found that in Covalima:

- 35% of women said that agriculture was their primary occupation compared to 59% of men
- 52% of women were engaged in paid work, of which agriculture made up 68% (compared to 75% and 79% of men)
- 24.3% of women listed home duties as their primary occupation, compared to 0.16% of men⁴.



Photo 4: Road in Suai showing challenging conditions. Photo by Nisia L. Oliveira © SSTL, January 2021

Violence against women and children

Over 59% of ever-partnered women have experienced violence in their lifetime (physical and/or Sexual Intimate Partner Violence, with 46% having experience violence in the past 12 months. Child marriage rates are estimated at 19%, though this could be higher⁵. A 2019 report found that 87.4% children – or more than 612,000 children – experiences physical or emotional violence at home and that 72% of people with a disability having never attended school⁶.

There is a strong referral network in Covalima made up of civil society and police, including the Vulnerable Person's Unit (VPU). The head of the VPU is the President of CCC's Board and members are mostly involved in supporting victims, supporting victims to lodge cases with police, accompanying victims through justice pathways and to a lesser extent, prevention work.



Photo 5: Women's group in Suai weaving Tais. Photo © CCC

Covalima

Covalima is located on the western part of the country and borders Indonesia to the west. It has a population of 64,550 inhabitants (Census 2015) and an area of 1,226 km². The capital of Cova Lima is Suai which lies 136 km southwest of Dili, the national capital. Cova Lima district comprises 7 administrative posts (formally known as subdistricts) of Fatululik, Fatumean, Fohorem, Zumalai, Maucatar, Suai and Tilomar; divided into 30 suku and 148 aldeia⁷ – of which 52 remain unconnected to the national electricity grid⁸. The map below shows the vast distances from the capital Suai, especially to further areas of Zumalai, Fatumean and Fatululik.

Climate change is an increasing issue in Covalima, with a long dry season that often brings strong winds, soil erosion and droughts that destroy crops, followed by heavy rains that cause flooding, further destruction and food insecurity.

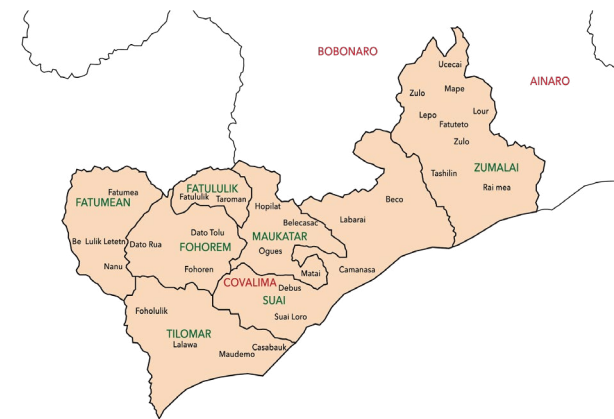


Image 4: Map of Covalima by Edy Ramos © SSTL, 2021

Based on the story told by the people of Suai, etymologically "Cova Lima" comes from the Tetun Terik words *Coba Lima*. *Coba* refers to traditional basket handicraft where people carry Betel leaves and Betel Nut, and *Lima* refers to the five daughters of a King from the Kingdom of Fohorem Nutetuk. According to another version, *Cova Lima* represents the five kings who were ruling in the area of Cova Lima: Camnasa, Fohorem, Suai, Maucatar no Taromana.

The population of Suai has been subject to displacement not only due to climate change, but also large-scale developments; namely the Tasi Mane (South Sea) Refinery, Suai By-pass and the "International Commander-in-Chief of the FALINTIL Kay Rala Xanana Gusmão Airport", which received its inaugural international flight from Darwin in September 2018. There have been no international flights since and similar to the International Airport in Oecussi, the airport is rundown and in a state of disrepair. The sustainability of the supply base is uncertain, and the by-pass has experienced severe damage; meaning that the once 10 hour journey between that was cut to 4 hours, has once again climbed to over 6 hours from Dili.

Many of the remote communities in Suai have very strong, deeply rooted cultural traditions and familial ties. Communities rely on leaders as sources of information, to advocate for government services and to provide or seek support in times of need. In remote areas, leaders are some of the only people who have regular contact with the broader community and as such, play a pivotal role in people's lives.

² <https://iwda.org.au/resource/public-perceptions-of-womens-political-leadership-in-timor-leste>

³ <https://iwda.org.au/timor-leste/>

⁴ https://www.statistics.gov.tl/wp-content/uploads/2013/12/Covalima_en.pdf

⁵ <https://asiafoundation.org/publication/understanding-violence-women-children-timor-leste-findings-main-report/>

⁶ <https://www.wvi.org/newsroom/timor-leste/unseen-unsafe-underinvestment-ending-violence-against-children-pacific-and>

⁷ NGO partner TOMAK have reported this as the most updated figures, however this hasn't been confirmed due to lack of available figures

⁸ Municipal Administrator, Covalima



Photo 6: Agricultural workers, Maliana.
Photo by Edy Ramos © SSTL, 2020

Methodology

The intended outcomes of the evaluation were:

- IWDA and CCC better understand the extent to which the project's objectives were achieved, and the enabling factors and barriers which influenced achievements.
- IWDA and CCC can articulate the longer-term impacts of the program.
- IWDA and CCC contribute to recommendations for improvements to both strategic design of the program, sustainability and practice - to inform the next iteration of the program.

The evaluation also looked at the enablers and barriers influencing progress toward outcomes and outputs and the sustainability of these, and aims to support CCC to articulate the longer-term impacts of the program.

An ethics approval and risk assessment were conducted prior to starting the evaluation, with approval granted by IWDA. A desk review was then conducted of key reporting documents before designing the methodology together with CCC in Suai.

Other than work produced for IWDA's ethics approval and for updating, all work was conducted in Tetun, with some respondents during the first fieldwork communicating in Tetun Terik. FGDs and interview notes were translated by SSTL. Where clarification was needed, respondents were contacted where possible and SSTL takes full responsibility for any errors.

People with disabilities were self-identified and no attempts at classification were made to either identify or grade.

Activity	Who	Start	End
1. Develop evaluation framework	IWDA/CCC	1/12/2020	
2. Desk Review	SSTL	10/01/2021	
3. Co-design detailed evaluation plan based on existing evaluation framework and desk review results	SSTL/CCC	18/01/2021	
4. Data collection phase	SSTL/CCC	18/01/2021	25/03/2021
a. First field trip to Suai		24/01/2021	29/01/2021
b. Second field trip to Suai		13/02/2021	15/02/2021
c. Remote data collection		16/02/2021	25/04/2021
5. Joint analysis & recommendations	SSTL/CCC	31/03/2021	28/04/2021
6. Summary of key findings	SSTL/CCC		29/04/2001
7. Finalisation of report	SSTL	01/05/2021	20/05/2021

Co-design

Initial discussions were held with CCC to ascertain their priority areas and what they would like to get out of the evaluation as an organisation. When designing the research questions, CCC were involved to make sure they were relevant and appropriate. Throughout the evaluation, CCC were fully engaged and consulted with to make sure the direction and content were in-line with their expectations and desired outcomes, and to maximise learning opportunities.

Approach

Principles of feminist participatory action research (F-PAR) were used, aimed at ensuring maximum participation of those affected by the process and outcomes, transparent, awareness of power dynamics and deliberate efforts to not reinforce or replicate power inequalities. The questions and approach aimed to centre the programming staff at CCC, and women and marginalised people.

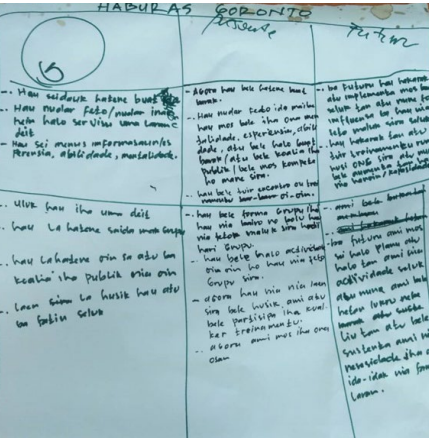


Image 4: Timeline reflection during FGD

FGDs involved participatory methodologies using timeline mapping, group discussions and group reflections. Individual and group interviews used semi-structured questions. Follow up interviews with some participants was done via telephone (WhatsApp).

Transformative approaches

The evaluation was approached as a two-way discourse, rather than one way. Findings were discussed during interviews and FGDs with some non-critical feedback provided by SSTL evaluators. An example:

During an FGD, participants expressed the view that men make better leaders

- The researchers delved into this and asked 'why' questions to explore unconscious bias
- Researchers talked about how there are many successful female leaders in Timor-Leste – thus gently providing the opportunity for people to further question their beliefs



Photo 7: FGD at CCC in Suai. Photo by Imercio Noronha © SSTL, February 2021

Participants were invited to provide suggestions and solutions – both those that are within the scope of RWDP and outside the scope, with researchers facilitating and providing their own experiences and suggestions.

Joint analysis

Analysis of the finding was conducted together with CCC, remotely, using Miro boards, adhering to IWDA’s principles of accountability, collaboration and transformative approaches. Doing analysis together meant that the results were interpreted by those most familiar with the context and meant that key findings and recommendations were directly relevant and understood by CCC.

Limitations (and opportunities)

The most significant limitation was the impacts and restrictions from Covid-19 and SSTL being based in Dili. Field work had to be cut short and SSTL members were placed in voluntary isolation when they were evacuated to Dili after borders were closed to Covalima in February. Travel restrictions meant not being able to travel back to Suai and the SSTL office being closed in Dili. Some respondents were heavily involved in Covid-19 response and there was a long wait to be able to interview them. In addition, the East Sunday floods on the 4th April 2021 led to further delays.

Technology was employed to try and overcome some of these limitations, using phone, WhatsApp, Zoom and Miro. Bad internet connection often made this challenging, especially after the floods damaged national infrastructure. The participatory and co-evaluation model meant that CCC were able to use the findings and recommendations of the evaluation prior to this report being finalised. All fieldwork and analysis was conducted in Tetun to facilitate this.

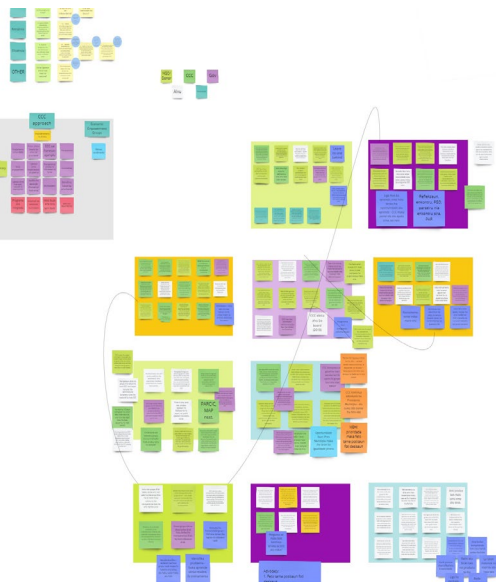


Image 5: Miro board used for joint analysis with CCC and SSTL, © SSTL 2021

Participant Data

Type	Number
FGD	31
Interview	17
Group interview	6
Total	54

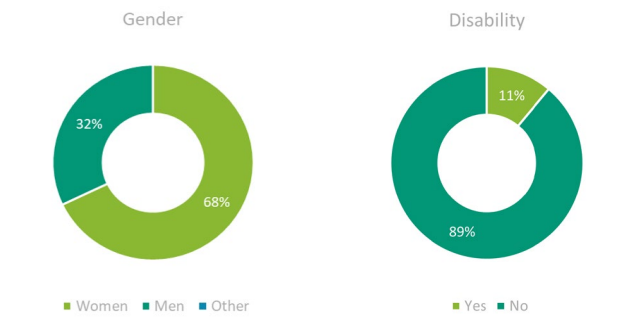


Image 6: Evaluation respondents by gender and disability

	Disability		
Category	No	Yes	Total
CCC	15	2	17
Donor	2		2
Government	5		5
Woman's Groups	17	1	18
Comunity	2	2	4
Leaders (woman)	3		3
NGO's	4	1	5
Total	48	6	54

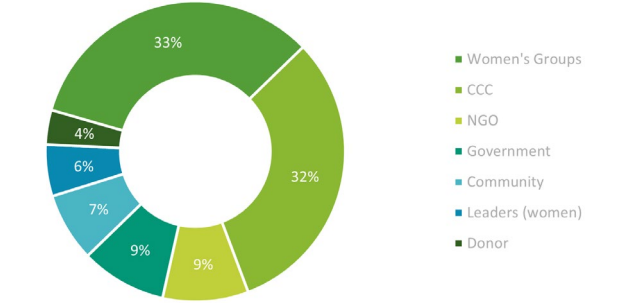


Image 7: Respondent by type

Program Findings

A challenge in writing this report is also one of CCC’s key strengths – programs are very integrated, and many topics, activities and successes cut across the four RWDP objectives and beyond. Activities in the economic empowerment objective are highly relevant to women’s leadership; efforts to include and promote people with disabilities was visible in all of CCC’s work and themes of violence prevention could be seen within most of CCC’s activities. CCC strategic network building and awareness raising and advocacy, including large events, contribute to progress towards all the objectives as well as broader systemic change.

The report remains mostly in the structure of the program design in an effort to be most useful during program planning, with three additional sections added to reflect the above (A, B and i).

Cross cutting strategic approaches

- A. Networking
- B. Awareness raising and advocacy

Objectives of RWDP

- i. Inclusivity: Supporting people with disabilities
 1. Women’s Leadership
 2. Women’s Economic Empowerment
 3. Reducing and responding to GBV
 4. Organisational strengthening

The final section of the report addresses a range of areas that were outside the scope of the report but are considered useful tools, feedback and guidance for CCC.

Most barriers and enablers were found to be relevant across all program areas, and can be identified as patriarchy, awareness, lack of resources and access and dependency (see table below).

Table showing identified barriers by category and CCC program area

	PATRIARCHY	AWARENESS	LACK OF RESOURCES	ACCESS	DEPENDENCY
Leadership	<ul style="list-style-type: none">• Persistent attitudes that women can’t lead• Difficult for women and people with disabilities to take up leadership• Higher expectations of female leaders	<ul style="list-style-type: none">• People reluctant to trust women leaders• Misunderstanding of laws• Not having visible examples of leadership by women• Lack of confidence	<ul style="list-style-type: none">• Women don’t have access to funds and resources for campaigning• Need access to training opportunities	<ul style="list-style-type: none">• Election processes controlled by men	<ul style="list-style-type: none">• Need peer networks that support leadership
Economic	<ul style="list-style-type: none">• Women’s domestic labour as a burden• Women need ‘permission’ to join	<ul style="list-style-type: none">• Low knowledge of marketable products• Low knowledge on how to produce products	<ul style="list-style-type: none">• Don’t have the equipment needed• Don’t have a space to work	<ul style="list-style-type: none">• Low demand for products• Challenges linking to markets• Products not high value	<ul style="list-style-type: none">• Reliant on others to make connections with market• Need government to improve conditions
GBV	<ul style="list-style-type: none">• Tolerance of violence• Valuing women less than men	<ul style="list-style-type: none">• Don’t understand impacts of GBV• Low awareness of rights• Lack of positive discipline for children	<ul style="list-style-type: none">• Transport and funds to support survivors• Economic (real and perceived) on male partner• Difficult to report cases (distance, telephone networks)	<ul style="list-style-type: none">• Lack of access to support services• Lack of access to justice	<ul style="list-style-type: none">• Need community support• Local authorities resolving cases at local level• Poor responses from police
CCC internal	<ul style="list-style-type: none">• High expectations on staff	<ul style="list-style-type: none">• High demand for ongoing awareness raising• Community focal points need significant investment• Limited research and data skills	<ul style="list-style-type: none">• High workloads• IT equipment – hardware and software• Poor internet	<ul style="list-style-type: none">• Having to meet donor demands• Burden of multiple report• Funding cycles creating gaps	<ul style="list-style-type: none">• Dependency on donor funds, cycles and priorities• Dependency on a few individuals
Inclusion	<ul style="list-style-type: none">• People with disabilities perceived as deficient• Difficult to take up leadership positions• Lack of confidence	<ul style="list-style-type: none">• People reluctant to trust people with disabilities• Lack of examples of leadership by people with disabilities• Misunderstanding causes of disability	<ul style="list-style-type: none">• Denied work and income generation opportunities• Lack of access to physical and communication aids	<ul style="list-style-type: none">• Denied access to education opportunities	<ul style="list-style-type: none">• Need family support

Cross cutting strategic approaches

A. Networking

A key pillar of CCC’s approach is networking and creating connections between people and organisations, truly living up to its objective of being a ‘bridge’. They have linked local women with each-other, to other groups and to market support and government, created opportunities for local government to connect more with municipal and national government and worked to connect NGOs with individual women, groups and to government partners. The list goes on.

Access to networks was listed as the top enabler for economic groups during workshops that CCC held in 2019 to look at transition plans. This is echoed in research on women’s leadership and is a key factor in building social capital for women and for successfully advocate on a range of issues.

“CCC have taken on the role of advocating on a whole range of issues because they have all these connections across community and government departments – that’s one of their strengths.”

Donor

“In the past people didn’t really know who we were, but CCC always invited us to join in their activities and so people became aware of and familiar with us.”

Local NGO

“Our group has solid connections to other groups through CCC, and also with other non-CCC groups. We help to promote their products and we also get invited to attend seminars and congress because of CCC.”

Group member

“I congratulate CCC because female delegates now have a space to come together. I’ve really benefited from CCC, coming together to develop activities. You could say that CCC are like an umbrella for women.”

Leader (female)

CCC also creates connections between partners in Covalima and national and international actors. There was a repeated theme of CCC leading by example; whenever there are opportunities, CCC participate in national events and fortify numerous networks. CCC bring people together and others then follow this lead. This is discussed further under objective 4 on page XX

“Remajaleju has strong connections with other groups through CCC, and also aside from CCC; we support each other to promote our products. We’ve been invited to participate in national seminars and congress through our involvement with CCC.”

Group member

Groups and individuals supported by CCC have become known to other NGOs and agencies. Various members are now on commissions, advisory boards and members of municipal group as a directly result of CCC actively creating those networks. One group member listed over six NGOs that she had personally been connected with and now is now involved in.

⁹ IWDA, Women’s Pathways to Leadership and Public Perceptions of Women’s Leadership

With ongoing challenges to the government's plans for decentralisation and de-concentration of power, CCC have filled a lot of gaps. Whilst this means that they have achieved a lot, the government not following its obligations under a number of frameworks has been a significant strain on CCC's resources and time.

"CCC has helped fulfil the government's work in providing support for women's groups through RWDP."

SEEI representative

"Because of CCC there are a lot of events and we can get involved in a lot of things. The government themselves are only really active at national level, only sometimes they do anything at municipal or suku level."

Leader (woman)

CCC have also recently become more active in the Municipal Potential Women Candidate's Association (MWA). The government have spent a lot of money establishing the MWA but they've put no resources into supporting its ongoing functioning. "The network has just become symbolic", reflected a CCC staff member, and is therefore not currently effective. CCC have begun investing in the network and Hilaria has become the vice coordinator. The network could be promoted as a vehicle to strengthen gender equality, especially through welcoming women who are political and intelligent to join. In turn, this could push for and increase support for women's participation in the municipal and administrative-post government structures. The government are not fulfilling their obligations under a number of frameworks including the National Action Plans on GBV and resolution 1325 and the Maubisse Declaration, with CCC filling many of the gaps.

Summary of networking

Building networks is an **effective** way to build social capital, enable women and people with disabilities to be more active in decision making and economic opportunities and strengthens civil society in Covalima: it helps to **strengthen enablers** and **reduce barriers** to achieving program objectives. CCC's work has had clear impacts on strengthening a variety of networks which are likely to be **sustained** long term. The approach is highly relevant to other areas in Covalima, and beyond, and is a very **effective** way to reach the objectives of RWDP.

B. Awareness raising and advocacy

CCC have actively employed strategies of public awareness raising about a variety of issues and successfully utilised events like women's day to reach a large number of people and provide a platform to women and people with disabilities.

In an environment with limited opportunities for accessing information and for women and people with disabilities to publicly lead, these events provide a unique opportunity. They are one of the few opportunities that women and people with disabilities have to participate and speak publicly, that communities from different areas within Covalima have to come together and for individual women to meet and connect with others - community, civil society and government alike. The evaluation found that there is strong evidence that CCC's approach is both highly successful in allowing people to 'see and be seen'.

"We ended up commemorating Rural Women's Day in Fohorem, Covlima and invited the Secretary of State for Equality and Inclusion (SEEI) to participate. For me, this was really inspirational - it showed that we must have programs that involve women and women with disabilities."

Municipal Administrator

"Local leaders are almost all men, but from what I can see, the events have made the government more open. They're started to really support these activities and events that strengthen and support women."

Local NGO

"During International Women's Day and the 16 Days Campaign, CCC are the only ones that prioritise and take advantage of those days to advocate for women. They do public speaking, quizzes and bring women along to see and to showcase potential women candidates."

Local NGO

"Through CCC's work to capacity build women there have been so many results. With commemoration days and national women's events, there's been real change - particularly for those who weren't yet awakened."

Leader (female)

"The events show that it's not just men that have rights or power, and women have none. Women and men both hold the steering wheel in the drive for creating gender equality."

RHTO

"We now know the importance of days like women's day, and I feel liberated. When I stand up in front of people to speak, I feel so happy that I can finally speak up and have my voice heard. We used to just be spectators, but now we're up front."

Group member

Women having the opportunity to speak publicly addresses some of the key barriers and enablers that were found during the Public Perceptions research. 76% of respondents said confidence was a major barrier to women becoming leaders - speaking in public and demonstrating their confidence helps to overcome this perception. In addition, many of the characteristics and attributes that people associated with men are those that can only be demonstrated through public roles - being responsible, articulate and strategic; being well-known, taking initiative for the community and having the ability to lead and influence others. Public events provide the opportunity to show that women do actually have these abilities and the confidence and ambition to be leaders.

In addition to public awareness raising, CCC's advocacy continues to grow, targeting and involving community, civil society and government to advance gender equality and rights. Importantly, CCC base their work and advocacy plans on community priorities through regular consultations.

¹⁰ IWDA, Public Perceptions of Women's Leadership, pp. 37

¹¹ IWDA, Public Perceptions of Women's Leadership, pp. 32 - 36

“Women leaders from across Covalima come together to share information and conduct advocacy. CCC don’t just make their own plans, they bring the community together to identify their needs and priorities and then do advocacy based on that.”

VPU

“Our strategy is to have regular meetings with community leaders so that women can regularly raise their priority issues, that way leaders become aware of what’s needed and they get to know the groups well.”

CCC staff

CCC’s intentional strategy of advocacy has led to some other notable successes including:

- Improvements to the marketplace as a result of the gendered market assessment
- Increased awareness of and commitment from male leaders to improving gender equality
- RHTO being offered an office within a government building
- Women gaining land titles and a broader awareness of women’s rights to land through awareness raising and advocacy

Several women were spoken to in the marketplace who had heard of CCC but didn’t really know what their programs were or what information they shared. During large event days, they were often busy in the markets or at home. This suggests that doing some outreach within markets may be an effective way to conduct awareness raising and support women to do their own advocacy – particularly if existing women’s groups could do this rather than CCC.

Summary of awareness raising and advocacy

The efforts that CCC have made are recognised and appreciated by all stakeholders, particularly women themselves and other organisations working to promote gender equality. CCC are the only organisation organising large event days and using them as a platform for current and potential women leaders, including women and men with disabilities, and evidence was found that this has contributed to changes in awareness and perceptions of the abilities of women and people with disabilities. CCC are able to successfully undertake advocacy based directly on community identified needs and they are reputable, reliable and have strong relationships.

Notes for M&E for awareness raising

Although the outcomes of these events are difficult to measure, it can be assumed that the number of people attending represents the number of people who otherwise would not have had the exposure. In addition, some added tools to measure can include:

- Media clippings, social media reports
- Interviews with women and people with disabilities involved
- Notes from evaluation of the event
- Doing a series of ‘vox-pop’ interviews can be a useful way to qualify this, with some simple questions:
 - why did you attend today?
 - did you see or learn anything new?
 - what did you think of ... (for example, opening speech by a potential candidate or person with disability)?

Objectives of RWDP

Inclusivity: Women and men with disabilities

Barrier	Impact
Patriarchy	• People with disabilities perceived as deficient, less than
	• Difficult for women and people with disabilities to take up leadership positions
	• Difficult for women and people with disabilities to gain confidence
Awareness	• People reluctant to trust people with disabilities
	• Misunderstanding of causes of disability
	• Not having visible examples of leadership by people with disabilities
Lack of resources	• Denied work and income generation opportunities
	• Lack of access to physical and communication aids
Access	• Denied access to education opportunities
Dependency	• Need family support

CCC have made deliberate and consistent efforts to involve women, and men, with disabilities in their programs and awareness raising, going above and beyond the individual objectives of the RWDP program areas. Whilst the RWDP focuses on ‘including women with disabilities’, CCC’s intersectional approaches recognises that along with women with disabilities needing to be a priority target, men with disabilities also need to be included. CCC are encouraged to continue this approach and articulate the need for an intersectional approach which acknowledges multiple layers of inequality and goes beyond just including people with disabilities to fully involve them.

CCC’s long-standing partnership with RHTO resulted in CCC building a ramp in 2018, RHTO gaining an office space at the Municipal Authority, more women and men with disabilities being reached and more women with disabilities being involved in economic, leadership and advocacy activities.

CCC use a number of approaches to address the physical, structural, community and individual barriers that people with disabilities face: from advocacy to awareness raising and individual support to families of people with disabilities.

“CCC have collaborated with RHTO to share information with people with disabilities, to development partners and raise awareness in communities.”
RHTO staff member

“One of the barriers that women with disabilities face is that sometimes they want to join but their own families don’t want them to, so CCC go and talk to the family.”
NGO partner

“Women with disabilities are also involved in CCC’s groups and have taken up positions within them. She is able to earn her own money to sustain her life and household. She’s been involved in training like leadership and economic empowerment. In the past she was shy, didn’t want to speak up but after CCC’s training, she’s not shy at all, she’s really active. Sometimes I take my clothes to her for mending.”

VPU

CCC have been successful with disability inclusive approaches to leadership, economic opportunities and responding to GBV. Training and awareness raising for CCC staff has been an important part of this strategy. However, inclusion has yet to be fully realised within CCC itself and one strategy to continue building on inclusivity could include CCC actively recruiting volunteers and/or paid staff that have disabilities who could both contribute to, and gain from, CCC itself.

Summary of Inclusivity:
Women and men with disabilities

Overall, CCC were found to have an intersectional approach and they have successfully worked with RHTO and individuals with disabilities, leading to improved opportunities and community awareness of disability rights. The newly passed National Action Plan on Disabilities provides a solid framework for advocacy to government.

To further its inclusive approach, CCC should consider involving LGBTQI+ groups. LGBTQI+ rights were not mentioned by any of the respondents except one donor, and there’s an opportunity for CCC to take up advocacy and support in that area: taking learnings from work with people with disabilities – staff training and awareness, inviting individual people, building networks, creating safe spaces and opportunities and undertaking advocacy. As a well-respected community organisation in Covalima, they are well placed begin conversations, joining with national organisations like Acoiris and Hatutan.

Recommendations
for inclusion:

- Training for CCC staff on LGBTGI+ and the NAP on Disability Inclusion by RHTO or other DPO
- Advocate for the government to action the NAP on Disability inclusion and Maubisse Declaration to ensure inclusivity and accessibility in programs and activities
- Include LGBTQI+ community members as target beneficiaries and a point of advocacy
- Recruit including people with disabilities and LGBTQI+ people
- Social inclusion policy should include LGBTQI+ and small gestures can be made to show support: rainbow flags at the office, awareness materials/posters in CCC, public support on significant days

Outcome 1: Women’s leadership

Women in Covalima, including women living with disability, have more opportunities to lead and participate in decision-making at the local level. Including as a result of more enabling social norms and behaviours by men and women in the community.

Barrier	Impact
Patriarchy	• Persistent attitudes that women can’t lead
	• Difficult for women and people with disabilities to take up leadership positions
	• Lack of confidence
	• Higher expectations of women
Awareness	• People reluctant to trust women leaders
	• Misunderstanding of laws
	• Not having visible examples of leadership by women
Lack of resources	• Women don’t have access to funds and resources to campaign
	• Need access to training opportunities
Access	• Election processes controlled by men
Dependency	• Need peer networks that support leadership

This area had a lot of success with many positive impacts found and a high likelihood of sustainability. Women spoke of just being at home, not having any skill or self-confidence and placing very little value in themselves as women – until they started to join CCC’s programs. CCC’s leadership training, follow-up support, study trips, cross-visits and exchanges as well as public quizzes (*cerdas-cermat*) were highly valued inputs that had a significant impact on women, as well as those who participated in events and witnessed women’s contributions. CCC aims to promote enabling environments within the community and municipal government and whilst some aspects have yet to show outcomes, these efforts are encouraging and promising.

- 38 women have been supported over the three years of the project cycle in abilities and knowledge relevant to leadership and report having increased confident and skills because of CCC’s involvement

- 9 women are xefe aldeia and 1 xefe suku – all have been supported by CCC
- Women with low, or no, education are in leadership roles within CCC supported groups
- Suku government representatives report having more influence and power

CCC’s intersectional approach to women’s leadership recognises that different women face different challenges. They work with women who have low literacy and education, in very remote areas, women who are already in leadership positions, younger and older women, women with disabilities, women with large families and widowed women. This is something that CCC could articulate better as a successful strategy and outcome of their programs where women are coming together to support each-other and lift each-other up, and women who would not otherwise have opportunities are involved in leadership roles.

"I never used to have the confidence, I'm a widow and so people wouldn't listen to me and don't trust me. I'm so proud that I'm a delegate now and I've even been elected to lead in other positions."

Leader (woman)

Successful approaches for women's leadership

The next section outlines some specific and identified successes and the approaches which have contributed to increased opportunities for women to lead and take up decision making roles. They demonstrate an integrated, deliberate strategy of working with individual women and helping to create an enabling environment.

1.1. Women have been promoted within CCC and now hold positions of influence

As identified, one of CCC's key strengths has been to lead by example, to make changes within their own organisation and to use those changes as a driver for others. The training offered to CCC's program staff, and women in particular, has meant increased leadership and decision making by and for women within the organisation. What continually stands out about these efforts is that they are transformational and meaningful on a broader scale.

"The RWDP program has definitely achieved change. In the past, people didn't really listen to women's voices but now, we can speak up and be heard. We never used to consider women with disabilities, but this program has changed all of our attitudes and has opened up a range of opportunities for people with disabilities."

CCC staff member

"Our organisational systems are really robust in finances, logistics, child protection, sexual harassment, QuickBooks and online. Our staff have further developed the policies; in the past we'd just wait for the director to do it but now we can because of the training we've received. We can also made decisions about the programs we're responsible for, as long as they're inclusive and shared."

CCC staff member

This has also been observed by donor-partners, with the added caution that there needs to be future planning for more women, and feminists, to move through the ranks of the organisation to address dependency on individual staff members, as discussed under objective 4.

"The growth in her confidence and the way she deals with community has been so fantastic, her ability to lead meetings, lead conversations, she's a very strong woman. But CCC also need to make sure there's more than one."

Donor

1.2. The board of CCC is led by a woman, and women have significant decision-making power

Beyond CCC's internal structure, women are also significant and influential board members - the president of the board is a woman with broad influence within her role as VPU President. Two other board members are CCC group members, showing how long-term engagement and support has led to increased opportunities for women in decision making roles.

"I don't know of any other organisation where the beneficiaries end up on the board. There might be some, but I don't know of any."

NGO

Success Story

Amelia de Jesus Amaral, Head of VPU, President of CCC Board

My name is Amelia de Jesus Amaral and I'm the head of the VPU in Covalima as well as the President of CCC's board. I've been involved with CCC since 2002, from when the Australian group Friends of Suai wanted to create a partnership. As a woman from Covalima, I've been really involved in CCC's long history and I've been involved ever since in programs that have really helped young people in Covalima up until this day.



All these activities have encouraged me to be involved regularly and to learn a lot. I encouraged the Director of CCC with how to commemorate International Women's Day and to integrate that into the rural women's development program - something that is still happening now.

This program really attracted me. I used to be the vice president, then became the interim president and now I'm the president of the board after being elected at the Annual General Meeting.

One thing that I've learnt from CCC is that I can be a courageous woman and a strong advocate against GBV, for gender equality and to create a lot of networks at the aldeia, suku, municipal and national levels.

One thing I consider a great achievement is that I've become a trainer on GBV, sexual abuse, human trafficking, child protection and a local consultant on gender equality for CCC and its target beneficiaries. I also received a prize from the UN for my work in combatting GBV and helping survivors of domestic violence. I received an award Secretary-General of the UN. UN Women nominated me for a peace prize and I was awarded by Siniora Idelta from the National Scout Union of East Timor for my work on GBV and against discrimination against women and girls.

My dream for the future is to encourage more women to build their skills and to compete against men for decision making roles at the aldeia, suku and municipal levels.

Photo 8: Amelia de Jesus Amaral. Photo © UNWomen, May 2014

1.3. Women at local level elected to decision making positions

Whilst they doubled in the 2016 local government elections, the numbers of women who hold positions of xefe aldeia and xefe suku remain unacceptably low. It's therefore a great achievement when women are elected and are then supported to fulfil their position successfully. CCC's long-term engagement is an important strategy to prepare and support women in their journeys. Having the support of

an NGO was found to be a key factor in success for women in politics in Timor-Leste, with 85% of respondents in the Perceptions research saying that they would be more likely to vote for a woman if she was supported by an NGO.¹² Suku elections were planned for 2021, however with Covid-19, these have been delayed and no decision has been made about when they will be held. CCC continuing to work with women to prepare for the election, with high hopes for much higher numbers of women elected.

Success story

Regolinda Ikun Lessek, CCC Board member and suku delegate

My name is Regolinda Ikun Lessek, and I'm the group leader, a CCC board member, member of PTC/Parcic's board (head of Aroma Timor), the Delegate of Suku Asurai and I'm involved in the structure of UNARCO in women's economic empowerment and the treasurer of the weaver's network.

I became involved with CCC through establishing a group with the aim of providing more opportunities and skills for women through the RWDP program. This provided a lot of encouragement for women to participate in any activity to contribute to municipal development. Through this, I was entrusted by CCC and stakeholders to become a board member at the Annual General Meeting. This was made possible because of CCC's fight for gender equality and making spaces for women in decision making levels.

One of my greatest successes is that I've been able to become a leader, which is great. Our products have also reached national markets. I'm now a trainer in good governance, for local produce and a facilitator with PNDS.

My dream for the future is to compete with men for the position of xefe aldeia and continue to share and promote information about local food products.

Regolinda is also the head of Remajaleju Group. You can read more about her on [page 47](#).

1.4. Women who were not elected, were appointed to other positions because of community support and desire (following the incumbent leaving the position) and maintained motivation.

"I used to just stay at home, but after joining the group and getting training, I had started on a path that lead me to run for xefe suku in 2016 ... I was running against Maria, the current xefe suku. We didn't see eye to eye back then. I didn't win but the most important thing is to not just give space to men. Losing is just a part of it all."

Candidate for xefe suku, group member

It's a big achievement for women to nominate themselves for positions in local government; even when not elected, many women have shown that the process of competing in the election has itself gained them success. For some, this has been recognition that they have the ability, for others they were subsequently chosen for the position of delegate. One group member was asked to run as xefe aldeia when the incumbent stepped down. She was not able to take up the position as she didn't have the right citizenship status but she continues to be very involved in the group and other leadership positions within her community.

Another woman came second place in the election and was appointed xefe suku when the incumbent resigned, but local leaders misinterpreted the law and they did not allow her to retain the position despite the community wanting her to. She was appointed other leadership positions and despite the challenges, she nevertheless remains persistent.

"When I was xefe suku I faced a lot of resistance and people would ask, 'can a woman do this job?' I wanted to show them that women also can ... I want to run again for xefe suku because I believe that a lot of the community want me to. There are six other of friends who are preparing themselves to run for xefe aldeia because they've also had a lot of training and support from CCC. Because of that, they want to try and run."

Potential candidate, group member

Women continuing to have the opportunity to be in leadership is critical in women advancing. As the Public Perceptions research showed, 99% of people thought it was important or very important that a suku council leader had experience leading a community organisation or association¹³. The same research showed that people held contradictory views on leadership abilities, and analysis found that a key reason for this is the lack of examples people have of seeing leaders who are women and suggests that as more women enter into leadership, the perception that men are better leaders will be challenged.

Success story

Santina de Jesus, CCC Board and group member



My name is Santina de Jesus and I'm the group leader, xefe aldeia, a member of CCC's board, President of PNDS and the president of the weaving network in Covalima.

Before I was involved with CCC I was shy and didn't have the confidence to talk in public. I wasn't actively involved in the suku and no one ever gave me the opportunity for me to speak.

Through opportunities that CCC provided through the RWDP, space was created for women to get involved. At the time I was just an ordinary member but I was always active in group activities. When the group leader left my female colleagues entrusted me, and chose me to be the leader of the Fitun Naroman (Bright Star) group, which I still am to this day. Through this, the community began to trust me, including community and local government leaders.

I'm so proud of the women's program because it helped me to compete with men in the suku election, and my dream in the future is to compete with men for the position of xefe suku in the next election."

Photo 9: Santina de Jesus, Photo © CCC

1.5. Women have been supporting women by engaging women with different levels of experience

CCC not only support women who don't have much leadership experience, but they also engage existing leaders and women with experience. This provides for peer-to-peer support and learning, provides examples of leaders who are women, strengthened leadership abilities of women in their decision-making roles and increase their power to influence others. The forums were regularly cited as a key opportunity for women to network, exhibit their leadership abilities and continue learning.

Maria Fatima has been xefe suku of Maudemu since 2009 and involved with CCC since 2010 when CCC started a women's group there with her support.

"I lead with the strength that I have gained through CCC. I always participate in activities like public speaking, gender equality and conflict resolution, and that's really supported my role and my ability to lead my community until now."

Maria Fatima, Xefe Suku Maudemu

"We're really happy with (CCC's) program that brings together a lot of women and builds our capacity. A lot of women have become xefe aldeia and one is xefe suku."

Leader

The successful outcomes of this could be further leveraged by CCC- women with existing and emerging leadership capabilities could take on some of the outreach roles of CCC, including support to groups, community awareness raising and training, and monitoring through data collection. Not only would this given women more experience in community leadership, but it would alleviate some of the high workloads of CCC staff.



Photo 10: Women's group members in Suai. Photo © CCC, June 2019

¹³ IWDA, Public Perceptions of Women's Leadership, pp. 25

Why don't women support other women?

The issue of women not supporting other women was raised by a number of women.

"As xefe suku I'm constantly facing barriers, such as some women don't really support me but there are a lot of male colleagues who do. There are also some women who aren't really happy with me being here. But there are also men who don't really support me either."

Maria Fatima, Xefe Suku Maudemo

"Women don't support each other, that comes from each person's personality but I feel the rivalry causes people to not like each other. When I go and speak, they don't listen to what I'm talking about but they try and influence others, 'don't trust her, she speaks too much'. For example, in the workplace some female colleagues find it hard to support each other, they don't work together cooperatively. Like if I don't go to work, they don't talk directly to me but they'll report it straight to national with the intention of dragging me down. I recommend to (CCC) to prioritise this as a thematic issue to discuss it in further depth."

Maria Madalena Do Carmo, Delegada Oges

It is not uncommon in women's leadership for this issue to arise and there are several different frameworks and perspectives to understand why women don't, or are perceived as, not supporting other women. There can be many different factors, and they are often intertwined and overlapping:

- Men have to actively put women down to be seen as not supportive, but with women, it's the absence of direct support that is perceived as lack of support. Women are expected to support other women, and when they don't this is perceived almost betrayal. As Madeline Albright is famously quoted as saying: "There is a special place in hell for women who don't support other women."
- Common misconception that there are limited spaces for women and therefore women need to compete with each other for those spaces.
- Patriarchal construct of needing to align with the power-holders (men) to compete – this is reinforced by statements, often by men, that 'you lead like a man'.
- Women who have experienced gender discrimination but who more strongly identified with their gender don't react to such bias by trying to distance themselves from other women¹⁴.
- Because of obstacles women face in their career and corporate environments, and the achievement of hard-fought success, their attitude toward other women is "I figured it out, you should too¹⁵." In this situation, women may feel threatened that other women, will easily be able to replace them¹⁶.
- Patriarchal workplaces have socialised employees into believing, and consequently acting, like women are less valuable based on power, privilege and status. Thus, in workplace cultures that are more masculine, it makes it difficult for women to truly support each other¹⁷.
- Women who are not engaged in leadership may feel threatened by other women in leadership: feeling that their roles and value are undermined by women behaving differently to social norms.

When women understand that they are competing against patriarchal systems, not each other; that one woman elevated can help elevate all women; that women's leadership can inspire other women and that diversity in leadership is good for *everyone*, more women are likely to support other women.

There is also the factor of power that is often forgotten. When we see through a purely binary lens of female/male, it's easy to forget the other dynamics involved:

- Power
- Wealth
- Status
- Social class

Women in lower positions can resent women with power assuming positions, seeing them as different to them, not understanding them, in positions of power for their own gain, as a different class. This can be complicated and have many different layers that are hard to understand. One approach to this is, again, seeing women assuming positions as an opportunity for women to have greater representation, which in turn can create opportunities to increase representation of women from all classes.

In reality, many women do support each other, and this was an important finding from the Pathways research - that support from other women was a key factor in enabling others to lead.

The Perceptions research outlines some suggested strategies and approaches, including:

- Civil Society to collaborate with Women's Municipal Associations as strong women representatives at the municipal level.
- Support local communities to develop a deeper understanding of gender stereotypes and gender inequality and the impact these have on women's opportunities.
- Encourage discussion of 'leaders who are women' and 'leaders who are young' rather than 'women who are leaders' and 'young people who are leaders'. This may assist people in seeing leaders are either women or men, older or younger and encourage a move away from the dominant belief that leaders are middle-aged-men.
- Work with men who are focussed on social justice and are currently in leadership roles to provide access to opportunities for women candidates.
- Support NGOs liaising with elders, current xefe suku and other community leaders to promote women's leadership at the local level.
- Support local communities to develop a deeper understanding of gender stereotypes and gender inequality and the impact these have on women's opportunities.
- Support NGOs liaising with elders, current xefe suku and other community leaders to promote women's leadership at the local level.
- Encourage a culture of women supporting women to show a united front and establish gender equality. It's important for women to support each other to ensure representation of women in power and decision making roles.

The Perceptions research is available in [English](#) and [Tetun](#).

Photo 11: Mauberes, East-Timorese people in traditional clothes, at the Independence Restoration Day's Parade (May 20th). Photo © Pietro Scozzari, May 2010



¹⁴ <https://www.theatlantic.com/business/archive/2016/06/queen-bee/488144/>

¹⁵ <https://www.theatlantic.com/business/archive/2016/06/queen-bee/488144/>

¹⁶ <https://www.ccl.org/articles/leading-effectively-articles/queen-bee-women-pay-a-price-for-not-promoting-other-women/>

¹⁷ <https://www.forbes.com/sites/forbescoachescouncil/2020/01/21/why-women-dont-always-support-other-women/?sh=f8d87083b05b>

1.6. Changed attitudes of men and male leaders which has helped create an enabling environment

In-line with CCC's transformative approach, it has a number of strategies that target creating an enabling environment, primarily:

- Involving men in training and awareness raising
- Connecting with municipal and local authorities

As one donor observes:

"It seems that having the package of training - including gender equality and accounting - legitimises gender equality and social justice as important leadership knowledge/skills."

Donor

1.6.1. Involving men in training and awareness raising

The evaluation did not directly talk to male community members, but rather listened to what women involved in programs said about their attitudes. Their responses showed positive change and many attributed that to CCC's involvement of men in their activities. When asked what influence CCC have had on their husband's, women responded positively and that the training from CCC, involving men, was a really important strategy

"My husband supported me to run in the election."

Leader (female)

"When I'm not around, he cooks and cleans."

Women's group member

"Before CCC came to our area I wasn't part of any groups. CCC went and met with my husband. In other groups CCC had noticed that some members didn't want to stay because their husbands didn't allow them to, and they had too much work. But CCC went and talked to my husband and after that we both joined the course for 6 months."

Women's group member

"CCC's program needs to come to our suku/aldeia so that our women can access it, and so that men will support women (like in other areas)."

Women's group member

Notes on M&E

An area of ongoing monitoring for CCC could be men's attitudes to gender equality, using simple tools like google forms that are free to access.

There is strong evidence that community-based approaches, that engage women and men in discussions around power, can be transformative and lead to lasting change. The SASA! ecological model has been useful in places and some material has been translated into Tetun. Although this is best implemented as a whole program, CCC may be able to draw on some learnings, such as the ecological model which focuses on the community and individual levels to reduce violence against women and children, in-line with CCC's existing strategies.



Image 8: Ecological map for prevention of violence against women by SASA!

1.6.2. Connecting with municipal and local authorities

Success from CCC's efforts can be found in the statements from women and male leaders, some of whom have been engaged with CCC for a long time and express feminist principles.

"I never imaged that I'd have self-determination! I could see discrimination happening, the xefe aldeia are all men, the suku council are all men. Most of the men don't listen, they don't listen to women's voices. I went and spoke to the xefe suku and finally, he changed his ways and started to listen to the (female) delegate, doing things that she suggested."

Leader (female)

One of the male xefe suku is on the board of CCC, providing a great opportunity to engage not only him, but his suku council and other suku councils. The current Municipal Administrator has been engaged with CCC for many years and clearly has similar values.

"Traditional barriers remain a major problem ... women want to develop themselves but lack the resources. Women don't have enough information ... cultural restrictions that still bind women to the house are harmful and it's preventing the liberation of women."

Municipal Administrator (male)

"For women, if men don't put any importance on opportunities for them, that's a form of discrimination."

Xefe Suku (male)

"Negative influences from our (social) environment, education, families and culture are still barriers to women being able to fully participation in liberation."

Administrative-Post Administrator (male)

Having men, and women, who hold feminist values and ideas presents promising opportunities for the future, and CCC are held in high esteem by all three men in decision making roles above.

Proposed strategies that CCC have advocated for are now prioritised by decision makers:

"I already have a plan to put "priority will be given to qualified women" in job advertisements based on CCC's recommendation but I haven't been able to do that because we have no money for recruiting new staff. That's going in next years' plans."

Municipal Administrator (male)



Photo 12: Covalima Municipal Administrator Sr Alfonso Nogueira Nahak showing the Gendered Market Assessment with SSTL member Nisia L. Oliveira. Photo by Imercio Noronha © SSTL, January 2021

Challenges

Challenges remain numerous, and first and foremost are patriarchal values that continue to try and exclude women from leadership and decision-making positions.



“3 women ran for xefe suku, but in the end they weren’t able to because “women can’t *kesi lexu* (wear the traditional headdress of the appointed decision maker). In the end, only one woman was successful in becoming xefe suku.”

CCC staff

Culture is often presented as a barrier for women, and to a point this is true in that patriarchy is entrenched in culture. However, culture is fluid and ever-changing, and there are many examples of women’s leadership throughout Timor-Leste’s history and present. Xefe suku Maria Fatima works closely with traditional leaders in a collaborative leadership style, successfully negotiating decision making roles and responsibilities between them and her official role.

Photo 13: Men in traditional headwear in Ainaro. Photo © Atoni, 2016

Summary of findings on women’s leadership

There has not been an election since 2016 but nonetheless there has been progress since 2016 in increasing opportunities for women to be in decision making roles, be prepared as

leaders and increasing community awareness and willingness for women’s leadership.

2015 Evaluation	2021 Evaluation
Through CCC’s support, women have successfully taken on leadership roles in the groups and the community. CCC has provided a range of training and capacity development activities with a single trainer who accompanies the groups, which has achieved good results and been well received. The clear turning point	Women have taken up and maintained leadership roles with increased confidence and effectiveness. Many women taking an active role in supporting other women and mobility has increased for many women who now have the opportunity to attend municipal and national level events, providing both exposure for them and the opportunity for them to network and showcase their abilities.
Through CCC’s support, women have successfully taken on leadership roles in the groups and the community. CCC has provided a range of training and capacity development activities with a single trainer who accompanies the groups, which has achieved good results and been well received. The clear turning point for the program has been the introduction of women’s exchanges, which has opened up many new opportunities for the women, most of whom had never left their district before participating in the exchange.	Women have taken up and maintained leadership roles with increased confidence and effectiveness. Many women taking an active role in supporting other women and mobility has increased for many women who now have the opportunity to attend municipal and national level events, providing both exposure for them and the opportunity for them to network and showcase their abilities.

CCC’s strategies and approaches for increasing opportunities for women in leadership in Covalima, including women with disabilities, have led to successful outcomes and results.

- Women have been promoted within CCC and now hold positions of influence;
- Women at local level elected to decision making positions;
- Women who were not elected, were subsequently appointed to other positions because of community support and desire (following the incumbent leaving the position);
- Women have been supporting women by engaging women with different levels of experience; and
- Men and male leader’s attitudes show signs of change and progressiveness which has helped create an enabling environment.

Recommendations for strengthening women’s leadership

Opportunities for 2021 - 2022

- **Municipal and Suku Election Law** - this is unlikely to advance whilst Covid-19 remains a priority, but ongoing advocacy may help to open opportunities to adjust the law
- **Current Municipal Administrator** - is closely linked to CCC and holds feminist values and an understanding of inequality. CCC can take advantage of this by continuing to work closely with him to institute systemic changes.
- **Covid-19** - has presented many barriers, but many women have stepped up proven their leadership during this time. CCC can continue to be engaged in the response and supporting women to take leadership roles.

Specific areas to focus on in the 2021 - 2022 period:

- Advocacy strategy for the Municipal and Suku Election Law to open opportunities
- Continue to advocate for government to recruit women, Municipal Administration and SEEL and implement existing policies on gender equality in the NAP GBV,
- Continue to support women in decision making and leadership positions
- Continue providing opportunities for women to practice and demonstrate their leadership, including in large scale events such as 16 days and on radio programming, including on Covid-19 and other issues; it’s important for women not to just speak about ‘women’s issues’, but to have the opportunity to speak about a range of issues
- Continue with and increase gender equality training that includes men, ongoing engagement with community leaders to challenge existing power structure whilst working with increasingly opportunities for women. Consider centring issues of power, rather than starting with gender equality, may be useful in engaging more men.

Proposed changes from 2017 - 2020:

- Training to women to take on some of CCC’s roles: with a focus for trainees to become community focal points, trainers and facilitators. This will help reduce some of CCC’s workload and provide practical opportunities for women to improve their skills and experience.
- Forums may not be possible with Covid - however, CCC supported women have been engaged with radio and are encouraged to continue doing so, as well as social media.

Outcome 2: Economic empowerment

Women in Covalima, including women living with disability, have more opportunities to participate safely in income-generating activities and have better and safer access to markets for their small business activities.

Barrier	Impact
Patriarchy	• Women’s domestic labour as a burden
	• Women need ‘permission’ to join groups
	• Women's exclusion from public/external life
Awareness	• Low knowledge of marketable products
	• Low knowledge on how to produce products
Lack of resources	• Don’t have the equipment needed
	• Don’t have a space to work
Access	• Low demand and price for products
	• Challenges linking to markets
Dependency	• Reliant on others to make connections with markets
	• Need government to improve conditions



The groups focus on livelihood activities and started with using common skills that many women already had: weaving tais, producing fried snacks and other small scale activities. Over time, CCC have facilitated training, cross-visits, networks to markets and external supports which has seen the groups diversify, expand and gain local, national and for some, international recognition for their efforts. The training provided in leadership, financial literacy and gender equality has led to increased confidence and ability for women to lead and assume decision making positions - in turn supporting other women to do so. The revitalisation of older ROMANSA programs for some groups, and introduction of it others, has seen women being able to contribute to their households economic wellbeing, feel confident and proud and support the education of their children.

Challenges with having enough time to monitor and support the groups was raised by two NGO partner members and two group members, related to CCC’s limited resources, dependencay on CCC and the need to look for other ways to support the groups, such as peer-to-peer support.

Additional initiatives towards increasing access to safer income-generation included the Gendered Market Assessment (GMA) and supporting three women who were then employed at the Suai International Airport - which is sadly now in disrepair and mostly unused.

Key highlights:

- 7 groups have demonstrated success in gaining seed funding, trying new products and selling to new markets¹⁸.
- Groups able to resolve internal conflict and in the community more broadly
- Individuals within the groups have gained confidence in public speaking and leadership
- Women have been able to contribute to the economic wellbeing of their families and support the education of their children
- Groups have been able to improve the resilience of their crops and livestock



¹⁸ 2 additional groups (Halal and Haburas Tialai) are not funded under RWDP, but are included in this evaluation as that they are part of CCC’s programming

Successful approaches to economic empowerment

2.1. Working at aldeia level

Working with women at the aldeia level has been a central strategy for CCC which helps to address barriers that women face with transport, balancing family obligations and having the confidence to participate in activities outside their immediate environment. It's a highly effective and relevant strategy that builds the social capital of the women involved, whilst conducting awareness raising and advocacy to address social and systematic barriers in their environment.

"The road is terrible, it makes it really hard for us to travel to join in any training. There's no security and that makes us scared about sexual harassment when we're travelling over long distances. Paying for transport is expensive, it's \$3 for the return trip. If we're in a cooperative in our own suku it's so much better."

Group member (with a disability)

2.2. Economic Groups

The economic groups were established with the idea that if women come together as a group, support each-other and collectivise, they will have more opportunities to earn an income. That by combining gender equality training for their surrounding community, CCC will contribute to increased safety because families, and husbands in particular, will be supportive and there will be less backlash. In addition, leadership training and other

skills will increase women's opportunities to be active in public life, decision making and leadership roles. Furthermore, that increased income will contribute to their households economic wellbeing and their own financial independence. The relevance of this approach was found highly relevant in the 2015 evaluation and continues to be relevant in 2021.

The economic groups have been challenging for CCC and have taken many years to establish and find some stability and still take up a lot of time. Conflict within the group was an unintended negative outcome, but there were no reports of this extending beyond the group and can be considered a normal problem that can arise from having groups. This evaluation found that by 2021, many issues identified in 2015 with internal group dynamics had improved and been resolved through CCC supporting the groups with conflict resolutions, improved transparency and choosing leaders who have proven leadership abilities.

The table below shows the clear diversification of activities that each of the 9 currently supported groups are involved in, both as groups and individual members. In 2019, the groups underwent transition planning and identified what they needed to work towards being self-sufficient. All groups identified increased skills for members and diversification of products as the primary strategy. Other commonly mentioned strategies included strengthening networks and gaining community support for the groups and more broadly, support for preserving culture.

Table B: Individual and Group Activities				
	Group	Individual	Group	Individual
	2015	2015	2021	2021
Cruz Minar Rai	Kiosk, Money lending	Handicrafts, Cooking	Weaving tais, handcraft, baskets, plate, tray, rosella tea and candy from bilimbi.	Weaving tais, handcraft, baskets, plates, trays
Feto Foin Sae	Satay	Tais, Cooking	Store, BBQ meat, weaving tais, use natural colour, handcraft, tie dye and banana chips	Weaving tais, use natural colour, handcraft, tie dye and banana chips
Fitun Naroman	Rice hulling machine, Guri guri gizi (furikake)	Tais, Cooking	Weaving tais, tie dye, basket, natural colour, biscuit, rosella tea	Weaving tais, tie dye, basket, natural colour,
Haburas Goronto	Selling icy-poles	Tais Cooking	Weaving tais, handcraft, bake sate, rosella tea and exhibitions	Weaving tais, handcraft
Haburas Maudemo	Growing vegetables	Cooking	Planting vegetables and selling. Training about how to produce biscuit.	Open store, selling the fuel and fried banana.
Halal		Oil (medicinal), Handicrafts Cooking	Planting vegetables, fried banana, planting young trees and a small restaurant in their village.	Planting vegetables, fried banana, planting young trees
Halibur Maudemo	Raising pigs	Tofu, tempeh, raising pigs, planting saplings	Tofu, tempeh, raising pigs, planting saplings, rosella tea, corn, mung beans, lemon grass, vegetables, exhibition through events.	Planting vegetables, open store, selling fuel.
Haburas Tialai	Raising fish	Tais	Produce beans, garlic, vegetables	Produce beans, garlic and vegetables
Remajaleju	Sweet biscuits, Vegetable/ banana chips, Selling petrol	Cooking	Local food production, sago, lemon grass, ginger, coconut, agar, sesame, banana, cassava fruit, taro, butter, mug beans, water, lime, bilimbi for candy and sugar, re-packaged drinks	Selling biscuits, goods and apply for a job at local restaurant.

Groups Hala and Haburas Tialai are CCC supported groups but not part of RWDP

Some of the key challenges groups faced were lack of resources, lack of access to markets and not having a space for them to work:

"Our key difficulty is that we don't have income or people to buy our things, because there isn't anyone."
Group member

As well as diversification and skills building, CCC has worked with IADE, PARCIC and other groups to facilitate networks between them and the groups, whilst advocating to government to facilitate market growth within Covalima. Some of the groups have been able to sell their produce to the school-feeding program and are currently looking at the social food supply program as a potential market. Whilst these have had some successes, challenges with government, tourism and markets remain persistent.

"One of the challenges we face is that there isn't a place to sew or weave at the centre so just use the suku office."
Group member

Through CCC, groups had the opportunity to advocate to municipal government, resulting in the administrator pledging to continue following up on gaining budget allocation to support groups.

Impact of Covid-19

In March 2020, the Covid-19 pandemic started having severe social and economic impacts in Timor-Leste, and Covalima. Travel was forbidden, markets shut down and international visitors completely stopped. The government introduced a range of social and economic support measures, but these were barely enough to cover basic necessities for most families and could not address the long-term impacts of pandemic. A consequence of this is that the progression groups were making was abruptly interrupted and has not been able to advance.

Up until that point, CCC's support for groups was clearly making progress and for some groups, large orders had been placed with some of the groups for local catering, international exports and national markets. There is good evidence that CCC's combined approach of skills building, diversification, leadership training, network connections and ROMANSA is effective, relevant, has had impact and it weren't for the Covid-19 pandemic, may have contributed to sustainability and group self-sufficiency.

With this in mind, it's not surprising that most of the groups reported having difficulty with earning money through their activities but they spoke of really important benefits and social capital that they had gained – commensurate with CCC's strategy of the groups being social support first, and income generation as a secondary goal.

All group members reported feeling more confident, having more skills and finding the groups beneficial, including women with disabilities¹⁹. The following quotes help to understand the non-financial benefits of the groups, and how women's involvement in them can lead to improved social capital with confidence, healthy family relationships, participation and decision making and being connected to others.



Photo 16: Handicrafts produced by women's groups in Suai. Photo by Nisia L. Oliveira © SSTL, January 2021

"The training given by CCC and RHTO to CCC's staff members have made them really respectful and open to us with disabilities. My parents are really happy, even though this is my condition, people accept me joining in on different types of training. When I was younger people would tease me and that made me really shy, I didn't feel confident to join anything like this."

Group member (with a disability)

"The women's program hasn't had a huge impact but we can now stand on our own with our own abilities. We can get involved in all sorts of activities and build networks with many types of organisations".

Group member

"In the future I want to also implement other things so that I can become a leader and influence for other women."

Group member

"There has been so much success from CCC's trainings. I've become the treasurer and I feel really proud about that".

Group member

¹⁹ As this evaluation focused on RWDP funded groups, it did not interview other group members with a disability from Halal (4 people) or Haburas Tialia (1 person).

“We don’t have any income, but we can’t split up as a group because it wouldn’t be good for our home lives. I’m really proud that we’ve made so many connections through CCC because of the capacity building and confidence. When representatives from national parliament came to our suku we asked questions, we weren’t shy about it! When we women asked questions people applauded, they were so happy because it’s usually only men who ask questions, that was the first time that women did!”

Group member

One unexpected, positive outcome of the program was that when one of their members with a disability died, the group began supporting his family:

“In my group there was one man with a disability but he has passed away, leaving two children. Our group still help to keep an eye on them.”

Group leader

During interviews with women who are not in groups, they expressed a strong interest in CCC’s groups, showing that the program is relevant to other areas and people within Covalima.

“Actually I’d really like to learn more and join the kind of training that CCC have but ... I don’t know if my husband would support me, I’ve never spoken to him about things like that.”

Community member (woman)

“I’d love to join a group but I have to look after the kids. I only have brothers in my house, men, and they do no housework at all. But I don’t even know how to read so how could I get involved and join training? We work like a group but it’s all informal and I’ve heard that CCC do savings and loans, I’m really interested in that. I’ve never even asked my husband about it ... but I’m going to talk to him about it all. I’m going to ask him.”

Community member (woman)

There are notable financial successes though, particularly with the Remajaleju group. Remajaleju has had its products sold in Australia and Japan through connections with NGO PARCIC and Timor Aroma and continued to receive large orders up until Covid-19 started disrupting. The group’s success shows what it possible, and what might be possible again, once the world social and economic situation stabilises.



Photo 17: Remajaleju production centre for Aroma Timor
© Photo by Nisia L. Oliveira © SSTL, January 2021

Success Story

Regolinda Ikun Lese, Leader of Remajaleju Group

I started with the group in 2012 with training in administration and bookkeeping, after that was a study visit to Oecussi. When we came back we got training in leadership, gender equality and economics. Our own Dato (local leader) has changed because of that training.



I had further training and a study visit with Rede Feto, and PARCIC took me to Cailaco (Bobonaro) to learn how to make *krupuk*.

I’m treasurer of the group. That’s something I’m really proud of. CCC gave our group training on accessing the market and how to prepare proposals. There are now students in our group and they’ve had leadership training also and they even won an intra-school quiz that we organised!

In 2020 I was on a talk show on Radio Television Timor-Leste (RTTL) and had a discussion with the Secretary of State for Agriculture and Environment. I was the unique in representing a women’s group in Timor and I took some of our produce on the show like sweets, cakes, virgin coconut oil and cakes cooked with that oil to showcase our economic activities.

UNDP recently ordered 180 boxes of sweets and 80 jerry-cans of virgin coconut oil through PARCIC. I’ve also become a member of Loja Agrikultura (Agricultural market shop) so that I can sell our local produce through them. Remajaleju has good connections with other groups, and we help each other to promote our products. One of our biggest challenges is transport, to take our produce to Dili.

Order to the group have really grown since we’ve had training to learn promotion. In one day, we can get an order of 500 boxes of our product (tea) for Aroma Timor, using their label. We’ve also been able to sell our produce to supermarkets such Pateo, Kmanek, W4 and Loja Agrikultura (one time we put in 100 bottles of coconut oil), but with Aroma Timor’s label. One difficult is that we don’t have equipment or materials to package our goods. The government only supports groups of a particular political party.

A recommendation to CCC is to provide training and opportunities to the numerous women who have had the chance. We want CCC to expand the coverage of the program. We hope that the government can support small groups all over Timor-Leste so that women can access markets. Leadership training is important for women to be able to lead their groups well.

Regolinda is now a board member of CCC and holds numerous other positions. Read more about her on [page 30](#).

Photo 18: Regolinda Ikun Lese making cakes to sell. Photo © CCC

One lesson from Covid-19 is that global, social, economic and market instability are completely outside of our control. It's therefore important to always factor in self-sustainability as a primary goal and making sure that external activities don't compromise this. That means households continuing to have food security as a primary goal, at a minimum, which CCC have as a key area in their strategic plan.

2.3. Gender Based Market Assessment (GMA)

In addition to CCC's long term strategy for economic and savings groups, CCC initiated a gendered market assessment to identify issues with an aim to address them. In collaboration with Bridging People's, CCC undertook the GMA which had the additional purpose of building CCC's skills and experience in conducting research.

The findings of the report found that women make up 75% - 90% of vendors and face gendered, and non-gendered, risks and security issues such as lack of electricity, lack of toilet facilities and unclean conditions. Through close engagement and follow-up with the Municipal Administrator on the findings, recommendations on cleaning the marketplace have been implemented and the Administrator has advocated to other ministries to take action. Whilst further action is needed, these are promising results that were appreciated by vendors:

"We're still looking at the important points based on the results of the (GMA) research. I really appreciate the research because it guides us as government. We're still lobbying other organisations and companies. Women representatives came to us and asked for a centre for them to use but there's no funds. We put it in the budget proposal but it didn't pass."

Municipal Administrator

"The Administrator actually came and spoke to the market manager to look at issues in the marketplace. He also organised to clean it up. I hope that they'll continue cleaning regularly, not just doing it once and then stopping."

Marketplace vendor (female)

These examples show how CCC's work has made progress towards women having safer access to markets, but also being able to participate in decision-making and having safer access to participate in income generating opportunities. The GMA led to some improvements in the marketplace, and importantly, awareness and willingness from the municipal government to continue improvements.

2.4. ROMANSA

CCC has supported economic groups for over 9 years, and since the end of Oxfam's support for the Romansa (*Rai Osan ba Mudansa/Savings for Change*) activities ended, CCC have taken these on.

The program showed that some cash reserves had greatly increased, whilst others had decreased since 2015, but compared to the baseline, only one group's cash reserves were lower. In 2015, two major issues were reported as being prevalent in the savings and loans groups - a lack of transparency and conflict within the group. This evaluation did not find any similar issues, and groups reported that when conflict arose, they were well equipped to handle it internally.

Through the groups, women have improved their financial literacy, been able to save their own money and contribute to their household's economic well-being.

Table showing comparison of cash reserves baseline - 2015 - 2021 of cash reserves baseline - 2015 - 2021

	Cash Reserves	Baseline	2015	2021	Difference \$	Baseline - 2021	2015 - 2021
1	Cruz Minar Rai	\$30.00	\$ 853.20	\$ 2,205.00	\$1,351.80	7250%	158 %
2	Feto Foin Sae	\$50.00	\$ 262.50	\$ 120.00	-\$142.50	140%	-54 %
3	Fitun Naroman	\$375.00	\$ 331.00	\$ 150.00	-\$181.00	-60%	-55 %
4	Haburas Goronto	\$100.00	\$ 548.00	\$ 2,500.00	\$1,952.00	2400%	356 %
5	Haburas Maudemo	\$142.00	\$ 221.00	\$ 250.00	\$29.00	76%	13 %
6	Halal	\$70.00	\$ 306.00	\$ 300.00	-\$6.00	329%	-2 %
7	Halibur Maudemo	\$150.00	\$ 220.00	\$ 200.00	-\$20.00	33%	-9 %
8	Haburas Tialai	Not yet established	\$ 198.00	\$ 3,200.00	\$3,002.00		1516 %
9	Remajaleju	Not yet established	\$ 830.45	\$ 3,800.00	\$2,969.55		358 %
	TOTAL		\$3,770.15	\$ 12,725.00	\$ 8,954.85	977%	238%

Groups Halal and Haburas Tialai are CCC supported groups but not part of RWDP

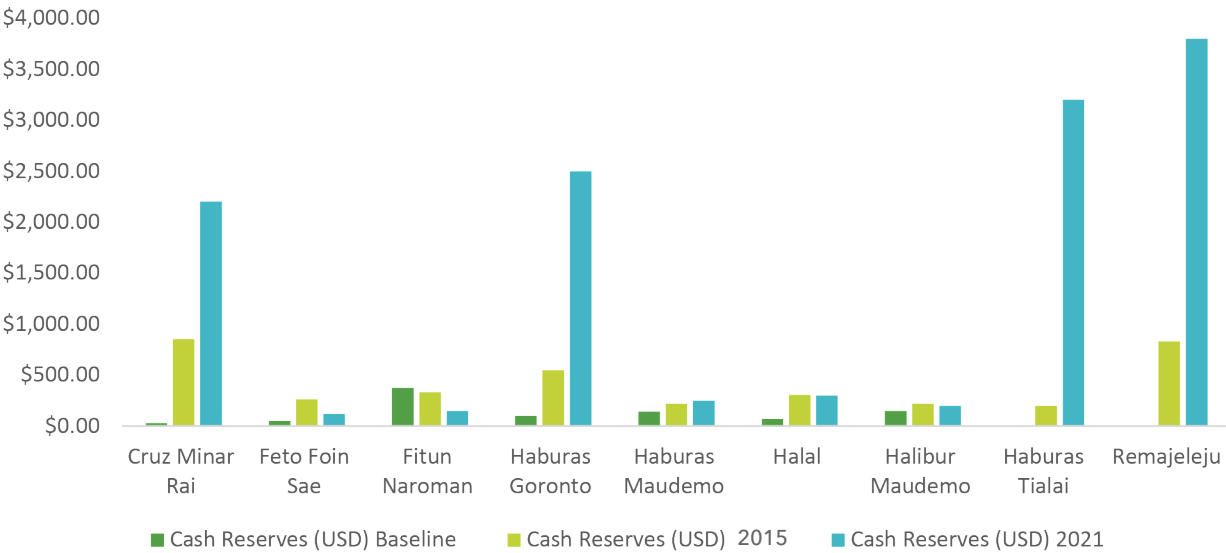


Image 9: Chart showing changes in cash reserves from the baseline, 2015 and 2021

"We came together to think about how we wanted the ROMANSA program to run, and we try to involve other people, especially elderly women. Each month we contribute \$10, with \$1 allocation for social support. We use the social support for when members face hard times like someone dies. After we deposit money for a year then we can access it and share it among members. Members use it for household necessities like paying for children's school, some use it for housing repairs."

Group member

“When we started we were just a savings and loans group but so many more people are involved now because they saw how successful we were. The money is used to pay for kid’s schooling and building homes for our families.”
Group member

“We use the money for basic necessities, including paying for the kids’ schooling. Some have used it to fix up their houses. The problem for us is that we don’t have enough money to save in the bank.”
Haburas Maudemo group member

Whilst the financial aspect of the groups was important, the learnings and confidence ranked highly among participants.

“I started the ROMANSA group to put our money together and lend it to each other. Whenever we got an invitation for anything, we’d collaborate and balance our time with our families so that we could participate. My husband is also at home, so now we share the housework. I feel proud and I’m really grateful to CCC for showing us a path to build our skills and experience. People say that women can’t advance but with CCC’s support for us to build our capacity, we have the confidence to speak up in public.”
Group member

Feeling more confident and having the support of their husband are common themes throughout the economic groups. CCC’s efforts to include men in training and promote gender equality has enabled more women to participate in public life.

“Wives and husbands both join in the training. In the past my husband already understood about weaving tais as women’s work to contribute to the household. My husband always washes dishes and collects wood because my children are at school. My husband does housework and now he’s fully supportive of our group’s activities.”
Group member

That’s not to say that all husbands or communities are supportive, and groups still reported women not being able to join or having to drop out because of lack of family support. This shows how relevant CCC’s approach is and almost all respondents called for CCC to continue and expand its programming to other areas in Covalima.

Sustainability of the Romansa and economic groups

This evaluation found similar to concerns as those raised in the 2015 evaluation, and these are well known by CCC. The 2015 evaluation presented the options of *either* prioritising the financial element of the groups *or* the social capital element. This evaluation found that CCC, rather than choosing between the two, worked towards a strategy that incorporated both – avoiding having to choose between them.

This suggests that rather than focusing on the financial gains only, CCC focused on providing the necessary conditions for those financial gains, whilst supporting the groups interpersonally, and that this has been a successful strategy based on strengthening ROMANSA and creating access to markets through facilitating networks and connections and this has contributed to the possibility of sustainability.

Summary from Romans and Economic Empowerment

CCC has clearly built on the strengths identified in 2015, addressed some of the challenges and achieved positive outcomes as a result.

2015 Evaluation	2021 Evaluation
CCC has given very good support to micro-businesses, and there is clear evidence of women’s increased activity in economic life in the family and the community. However, microbusiness activities are still very small, and the income for individual women is correlatingly low. Sustainability of the groups is an issue. CCC is in the process of introducing ROMANSA to the groups, and will need to introduce the program slowly, and ensure facilitators have a solid understanding of the processes.	CCC’s support has helped resolved many of the issues faced by groups in 2015, particularly managing conflict and improving transparency. Microbusinesses remain small, though there are some notable successes (Remajaleju). Sustainability remains an issue. ROMANSA has helped individual women pay for their kids’ education, build or repair their house and helped meet daily needs. Women report many gains in social capital.

Notably, the economic and ROMANSA groups were a pathway for women to enter leadership – through training, experience, confidence and respect gained. This is consistent with findings from Timor-Leste and internationally that groups have better impact on women when accompanied by approaches that increase women’s **social capital**²⁰:

“Social capital is the sum of resources that accrue to an individual by virtue of possessing a durable network of more or less institutionalised relationships of mutual acquaintance and recognition.²¹”

Findings from related research in Timor-Leste show that:

“Savings Groups alone may not impact food security and nutrition. However, the SG platform is ideal for layering complementary activities to increase the odds of achieving related development goals... SGs that include integrated components, such as behaviour change and women’s empowerment, generally speed progress toward achieving development goals.²²”



Photo 19: Women weaving tasi in women’s group.
 Photo © CCC

An area for further study would be the difference between women's only groups and mixed groups. Women's only groups offer the safety and security of being with only women, however mixed groups offer the opportunity for women to be leaders in groups that include men: thereby proving their leadership abilities and challenging social norms that men should lead.

Notes for M&E

Given the above, it may be more appropriate to measure different indicators alongside the above financial indicators – such as measuring changes to social capital of the women in the group.

CCC's approach can be seen to follow international best practice, building social capital through:

- access to information externally and sharing information within the group²³
- long-term engagement and support for groups²⁴
- providing complementary activities and training, including gender awareness²⁵
- being contextually relevant and lead locally²⁶

To address the challenge for CCC with the time and effort involved in supporting and managing the groups, current group leaders could be supported to become focal points and peer-to-peer supports. This is already done informally and expanding their roles may alleviate the support and monitoring role that CCC currently undertake.



Photo 20: Products made by women's groups, Suai.
Photo by Nisia L. Oliveira © SSTL, January 2021

²⁰ Gender Analysis Of Oxfam Savings And Loans Groups In Timor-Leste: Research Report, Niner et al, 2015. Accessed at https://www.monash.edu/_data/assets/pdf_file/0005/2482871/Gender-analysis-of-oxfam-savings-and-loans-groups-in-timor-leste.pdf

²¹ Bourdieu & Wacquant (1992) in Chitema, Portia & Chitongo, Leonard. (2020). Group Savings and Lending Schemes for Rural Women Livelihood Development in Ward 15 Chishakwe Village, Mutare, Zimbabwe. 5. 133-144. Accessed at https://www.researchgate.net/publication/343998938_Group_Savings_and_Lending_Schemes_for_Rural_Women_Livelihood_Development_in_Ward_15_Chishakwe_Village_Mutare_Zimbabwe

²² The Impact of Savings Groups on Food Security & Nutrition: What does the evidence show us? TOMAK Learning & Development Platform, Think Piece 2, September 2018, pp. 1. Accessed at http://tomak.org/wp-content/uploads/2018/09/Think_Piece_2_Savings_Groups_English.pdf

²³ Gender Analysis Of Oxfam Savings And Loans Groups In Timor-Leste: Research Report, Niner et al, 2015. Accessed at https://www.monash.edu/_data/assets/pdf_file/0005/2482871/Gender-analysis-of-oxfam-savings-and-loans-groups-in-timor-leste.pdf

²⁴ ibid

²⁵ ibid

²⁶ ibid

Recommendations for economic empowerment

Opportunities for 2021 - 2022

- Opportunity to revise strategy and define goals, including exit plans for older groups
- Strategy to recruit volunteers and focal points to peer-to-peer support groups
- Continue capitalising on the momentum from the GMA and Municipal government to improve market-place conditions
- Continue training, awareness raising and networking that contribute to building women's social capital – including specifically targeting marketplaces.

Specific areas to focus on:

- Advocate to government and marketing-based organisations (IADE etc) to support product marking and value chain
- Advocate for and monitor government actions on the Maubisse Declaration and relevant NAP

Proposed changes from 2017 - 2020

- Provide opportunities for experienced group members to share information with those wanting to join a group (rather than CCC facilitating). CCC can support them to become focal-points and peer-supports to other groups
- Explore the advantages and disadvantages of women-only and mixed groups to guide future strategy

Many partners and members requested that CCC expand into new areas, form new groups and support more women. This is tribute to the successes that CCC have achieved so far and the trust that people have in CCC. It will be difficult for CCC to do this without being able to reduce the level of support to current groups and have exit plans. One strategy for this is to identify groups that are already strong and independent and develop exist plans with them; these groups can then act as support for new and emerging groups.



Photo 21: FGD with women's groups and SSTL member, Nisia L. Oliveira.
Photo by Imercio Noronha © SSTL, January 2021

Outcome 3: Awareness of GBV and access to justice

People in Covalima have a greater awareness about gender-based violence, and survivors of GBV have greater access to support services and the formal justice system through referrals .

Barrier	Impact
Patriarchy	• Tolerance of violence
	• Preference for male dominated, communal focused traditional justice systems
	• Valuing women less than men
Awareness	• Don't understand impacts of GBV
	• Low awareness of rights
	• Lack of positive discipline for children
Lack of resources	• Transport and funds to support survivors
	• Economic (real and perceived) on male partner
	• Difficult to report cases (distance, telephone networks)
Access	• Lack of access to support services
	• Lack of access to justice
Dependency	• Need community support
	• Local authorities resolving cases at local level
	• Poor responses from police

Gender awareness remains a priority area which also touches on social justice, social inequality, positive parenting, gender-based violence, women’s leadership and economic empowerment. CCC have a long-standing feminist approach that centres women in their programs and includes a focus on shifting attitudes of decision makers – in particular focusing on male leaders. CCC’s strategies

have included awareness raising among women, engaging men in training, engaging male leaders, leading by example, large events such as Women’s Day and playing a key role in the referral network. The Gendered Market Assessment has seen positive changes and raised awareness about the many aspects of gendered discrimination and violence that women face.



Photo 22: Women’s Day March in Suai. Photo © CCC

²⁷ Note: due to limitations the evaluation was not able to look in-depth into this area with community members or justice sector actors.

Successes

Respondents showed understanding and awareness of gender equality and GBV and gave examples of how they had addressed it in their own communities. As with much of CCC’s work, it is clear that they have an integrated approach – drawing on the relationships formed through leadership and economic empowerment:

“I don’t really feel that I’ve faced barriers to accessing opportunities within the group because of the training and support we’ve had from CCC’s women’s program, like training and attending seminars which have really strengthened our group. We also do awareness raising with our surrounding communities, and if there are problems that arise within households, like her partner doesn’t support her, then we always go and talk to the partner. We clearly explain the benefits of women being involved and accessing opportunities. We also teach young men about respecting others.”

Group member

Referral network members credit CCC’s work as contributing to raised awareness and referrals. They support members and groups of other NGOs and women’s organisations, involve partners in their planning processes, assist with referrals and support providing direct assistance to victims.

“CCC always have regular meetings with their groups but they never prevent other groups from getting involved. So sometimes our groups from Fokupers join. They’ve had training in leadership, management, awareness about gender equality. That’s really helpful for our work as a women’s organisation.”

Fokupers

“CCC’s Strategic program planning process always include partners and the rede referral are involved in the preparation. That means that they are able to put ideas together for including priorities for Covalima.”

Local NGO

“We collaborate with the women’s program (RWDP), particularly with the referral network. We share information about GBV cases that have happened in the community and CCC help us with transport when Pradet needs to make a referral for a victim.”

Pradet

“Another impact is access to justice and increased understanding of GBV. The government doesn’t do activities on this but CCC always go to communities that have high numbers of GBV to do awareness raising. They find people who can share information and their experiences with the community. I can honestly say that CCC and its groups have contributed to the success of the VPU Police in Covalima.”

VPU

“If there’s household conflicts, people aren’t that afraid anymore and we’ve received case referrals from CCC (members), cases like GBV, sexual violence and harassment. A lot of the community are vocal about it now ... even those who aren’t involved with CCC because they’re always involved with CCC. It’s a great way to share knowledge among all the groups and together with CCC’s group, we all complete each-other.”

VPU

Notes on M&E

An area for M&E would be to have regular access to and report on the referral network database which monitors where referrals come from and what, if any, correlation there is with CCC efforts. However this kind of monitoring is not straightforward. It's not always possible to know whether there are other factors involved: migration, cultural and sporting events, elections, economic and environmental shocks can all cause fluctuations in cases. After initial interventions, case numbers are expected to rise with improved access to justice and a hope for longer-term reduction. Knowing whether there's an increase in actual cases of violence or reporting of cases is challenging. At the time of the evaluation, ALFeLa were not able to be interviewed as they were actively responding to Covid, and this data may be available from them.

CCC were also active in raising awareness of increased risks to women and children due to Covid-19 and the state of emergency, and although this wasn't followed up during the evaluation, there was evidence of this impact throughout social media and referral networks addressing the issue.

Partners in violence prevention and response would like CCC to continue their involvement, and again with acknowledgement that CCC's workload is already high, suggest that women in the community can be mobilised as community leaders.

"Strong women can help out other women that have experience violence in Covalima which would mean that CCC can strengthen the referral network to become a positive influence. It would be great if CCC saw this as a crucial program area in Covalima."

Local NGO

Human trafficking is a known issue along the border areas of Bobonaro and Covalima. CCC have been engaged with this issue to some extent, and it was raised during the evaluation as a potential priority area for the next program period.

"Human trafficking is something we haven't really heard them (CCC) looking at but it's really important because we life on the boarder. We need to identify people living in our community that might have been trafficked so that we can alert the local authorities."

Leader (female)

"One example is that during regular meetings we identified cases of human trafficking that were brought to us by some of CCC's group members. We were able to take the case to the police and the case is currently in court."

VPU

CCC may need to be strategic in how they engage in human trafficking so as not to overload their already heavy workloads. Some strategies could include including raising awareness among municipal authorities, include human trafficking in training, making local leaders aware of the area and, if the 'focal-point' model is chosen, make sure those women are aware of what human trafficking looks like and how to report it.

Summary of Awareness of GBV and access to justice

CCC refined their focus since 2015 to focus on addressing gender-based violence, with increasing men's respect and support remaining a key strategy as part of this broader objective. In addition, CCC have taken on a more active role in the referral network and local and national initiatives to reduce and respond to GBV.

	2015 Evaluation	2021 Evaluation
Increase respect and support from men in the family and community leaders	There is clear evidence of increasing respect and support from men in the family, with husbands taking on household duties to support their wives and actively participating in gender training and International Women's Day events. Local leaders are supportive of the program.	There is clear evidence of increasing respect and support from men in the family, with husbands taking on household duties to support their wives and actively participating in gender training and International Women's Day events. Local leaders are supportive of the program.

CCC's awareness raising efforts have been noticed from local to national levels, and they are credited with being a critical member of the referral network and a primary actor in raising awareness of GBV and improving access to justice. Rather than a standalone program, CCC integrate GBV awareness into all their work - internally, in women's leadership and economic empowerment and their awareness raising and advocacy. They support local partners and community level actors and help to provide direct assistance to victims.

CCC have recognised the potential for having male advocates for gender equality, which was planned for the 2019 - 2020 project period but not realised due to Covid-19. CCC are encouraged to continue this as a strategy, taking care to ensure accountability of male advocates - as allies, not taking up women's spaces and being good examples in their personal and public lives. This approach has the advantage of focusing attention on "men's violence" - rather than "violence against women", recognising men's roles as victims and perpetrators and reducing the burden that women currently carry to reduce male violence.

Whilst there might not be scope to include this in the immediate programming period, this could be considered and worked towards.

- Having male focal points in communities
- Training co-facilitated by female and male focal points
- Support men to form male groups to address male violence.
- Making sure that 'masculinities' are included in gender awareness training
- Publicly acknowledging positive male advocates and role models

Recommendations for GBV prevention and response

Opportunities for 2021 – 2022

- The president of CCC's Board is the head of the Vulnerable Person's Unit of the police. She is able to influence change at municipal and national levels. Continue to work closely with her and develop strategic priority areas.
- Outreach during Covid activities provides a platform to engage with communities. Awareness raising on gender awareness doesn't need to be limited to formal training and events, and Covid provides an opportunity for positive messaging whilst talking with community members.
- Handouts and brochures from other organisations could be used for this if CCC don't already have them.

Specific areas to focus on:

- Advocate to the government to fulfil its obligations under NAP GBV and 1325
- Continued engagement with local leaders on GBV and justice
- As this evaluation found that CCC already have high workloads, it's not recommended that CCC themselves take on referrals (although they have in the past). Instead, they could make sure that community members, authorities and CCC staff are all aware of referral network and pathways – whilst continuing their role in strengthening the referral network
- Support peer-to-peer support
- Engage male role models

Proposed changes from 2017 – 2020

- Increased focus on GBV and justice in community trainings and engagement and including positive parenting, masculinities and human trafficking in training
- Train and support community focal points – both women and men

Covid-19

CCC have been central to Covalima's response to Covid and the related restrictions. In 2020, CCC were active in supporting women to realise awareness, going on radio, TV and social media – again demonstrating women's ability to lead. In 2021, Covalima was the first municipality to report community transmission and CCC were closely involved with the government and civil society response. The following demonstrates some of the complexity of responding to the situation:

“When our community identified positive cases of Covid-19 in our suku we began awareness raising together with the Ministry of Health. But when the lockdown started, we couldn't travel to the municipal capital anymore because we were facing food shortages, supplies like rice were hard to come by.

When the community found about the Covid-19 cases, we heard some people had destroyed house people's houses and stolen their belongings. So at that time, I went together with security and health workers to see for ourselves. They hadn't actually destroyed the houses but they had stolen food, like rice, because some people just didn't have food, so they stole it from there. The Municipal Administrator and some of the groups went to help out and deliver rice to two aldeia that had been affected – one sack of rice each. I had to use my own personal protection equipment, like mask and hand sanitiser. The health staff didn't prepare anything and didn't give myself or other xefe suku's anything. So health workers were the only ones kitted up, and that was a serious risk to ourselves.”

Maria Fatima, Xefe Suku Maudemu

As this evaluation report is being written, cases of Covid-19 are at a record high and it's estimated that over 50,000 people in Dili are infected, though only a small percentage of people have been tested. Suai prison has reported an outbreak and community testing remains very low, with a serious risk that infections are widespread. The vaccine program has started and the government hopes to have vaccinated 80% of the population by the end of 2021. This may be a role that CCC can contribute to – raising awareness of the vaccine and helping to reduce community hesitancy.

Outcome 4: CCC systems, processes and capabilities have strengthened

Barrier	Impact
Patriarchy	<ul style="list-style-type: none">High expectations on staff
Awareness	<ul style="list-style-type: none">High demand for ongoing awareness raisingCommunity focal points need significant investmentLimited research and data skills
Lack of resources	<ul style="list-style-type: none">High workloadsIT equipment - hardware and softwarePoor internet
Access	<ul style="list-style-type: none">Having to meet donor demandsBurden of multiple reportFunding cycles creating gaps
Dependency	<ul style="list-style-type: none">Dependency on donor funds, cycles and prioritiesDependency on a few individuals

CCC have an excellent reputation locally, nationally and internationally and a major factor in this is the commitment and professionalism of CCC's staff.

Successes

CCC continue to grow stronger and stronger, with on-time reporting, clean audits and constant staff development. During the evaluation, some key strengths and approaches were identified that contribute to CCC's success. In addition CCC are impartial which allows them to work with all leadership, and not be swayed by political trends and not get caught up in government nor civil society politics.

The below image shows the outcome of doing a joint-analysis process with CCC, pulling together results on CCC's strengths and approaches. The two sides shown below (internal and external) are deeply related and came out in the evaluation as the key strengths that underpin CCC and make them unique among peers. The strong internalised principles of being feminist; based on rights and empowerment; aiming to provide the most benefit to the most number of people and integration of programming all contributed to CCC's strength internally and through its programs. Overriding all of this is the professionalism, commitment and sense of pride that CCC have in their approach and work with communities and stakeholders.

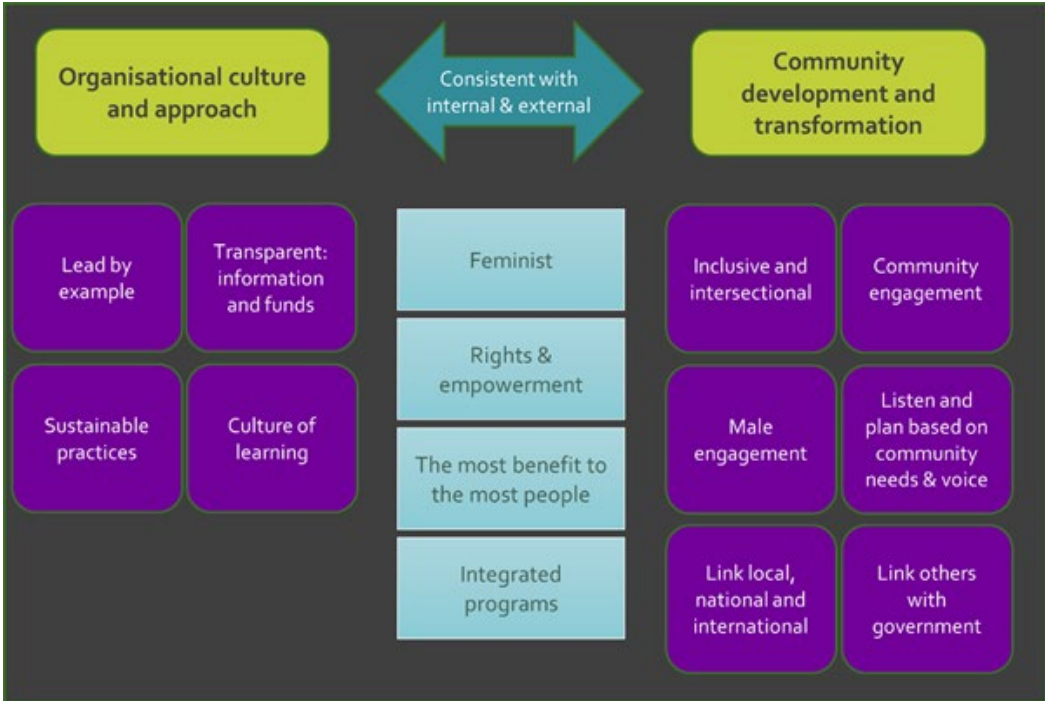


Image 10: Shows key strengths of CCC's internal and external approach, and their interrelationship. Developed during joint analysis using Miro boards by CCC and SSTL © SSTL 2021

7.1 Organisational culture and approach

A strong internal structure and culture means that activities and programs are more likely to be effective and sustainable. This was evidenced throughout this evaluation with CCC. Through a collaborative analysis process with CCC, the following areas were identified as the key areas.

7.2 CCC lead by example

There were many examples of CCC leading by example: having a feminist male leader; promoting women within the organisation and to the board; driving municipal and community events; being inclusive through building a ramp and using inclusive language and approaches and having deep community development principles.

"CCC themselves are a role model for how women and men can complete each other, and through their interventions, they've really shown how to create a gender balance in all activities."

Local NGO

"I often talk to young people. When there's a problem, like throwing rocks at each other or parents are violent to their children, CCC's training has made me aware of social justice and people's rights. CCC have shown me how I can pass that on."

Group member

7.3 CCC are transparent: with information and funds

Donors were impressed with CCC's transparency and financial management, which has improved over the period of the evaluation.

"Reporting always comes in on time, it's good, clear. It's pretty amazing. There is something about CCC, I think it was that they're very good communicators. They're transparent and speak up often. At organisational level, QuickBooks has helped them to take on bigger grants and their financial management has really improved."

Donor

This culture of transparency within CCC has also been passed on to beneficiaries and group members:

"Our group is really strong because our xefe is a great leader ... there's transparency in our group and between all the members."

Group member

"Almost all the groups have developed really well because there's transparency and good communication between the members."

Xefe suku (male)

7.4 Sustainable Practices

CCC have a commitment to sustainability, and this can be seen through using community development principles and approaches. Involving members and partners in planning, having a commitment to long term engagement and centring community priorities are all evidence of CCC using sustainable practices, starting from their own internal structures.

"Our staff are independent. They can go to workshops and reflections on their own. In the past the internal structure was all men but now women are lading programs, finance and other important roles."

CCC staff member

"We feel really prepared that if one day CCC aren't able to support us any more because they've given us the capacity building that we need to prepare ourselves. Our members believe in themselves and each other."

Group member

As raised in the economic groups section, not all groups are in the same position and it's likely that without CCC's current support, they would not continue. CCC have plans to assist groups with developing proposals, and it's recommend that they also focus on lobbying SEll and other government bodies to make this process easier, more accessible and more transparent.

7.5 Commitment to learning

CCC are deeply committed to learning new skills, topics and tools - and importantly, sharing those with others. They are active in learning, seeking out new knowledge and skills and importantly, implementing those new learnings.

"When there's a training program everyone comes along, if someone goes and represents CCC they come back and share that to all staff. They're happy to do that with each other. Because of this, when staff have moved between programs it's always gone smoothly - even though programs funded separately they see themselves as one organisation. They have a culture of deliberate skill sharing, setting up meetings within the team and always sharing with each other. CCC frequently draw on past experiences, they'll tell you what they've learnt - they take it all on."

Donor

"CCC are so dedicated to their work and community, there's excellent collaboration between staff to support each other and the programs. That's a real strength that they have. They take on these ideas so thoroughly and they're always wanting to learn and develop. Their willingness to learn new skills is exceptional."

Donor

This culture of learning was seen not just within CCC, but with the groups. Most women expressed a desire to continue learning, to implement what they've learnt and to pass on what they've learnt to others.

"I want to learn more skills and abilities to develop my capacity, then I can work together with other intelligent women in Covalima and together we can complete at post and municipal levels."

Group members

"CCC's leadership training really gives women the knowledge that they need to strengthen and bolster each other and helps them to become independent."

Municipal administration

7.6 IWDA's contribution

CCC greatly appreciated IWDA as a donor, and along with Friend of Suai, talk about them as partners rather than just donors. They appreciate the support with developing organisational skills and experience, being open and flexible and listening to CCC.

The donor meetings between IWDA, Friends of Suai and Oxfam were highly appreciated, as well as ongoing discussions between CCC and each donor - although at times this added to high workloads, it facilitated open and clear communication.

"IWDA are really flexible and have supported staff to be stronger in managing finances, developing a finance manual, policy on inclusion and they've helped strengthen the program and about gender. Many of our policies have improved because of the support from IWDA and this helps us to strengthen women in Covalima."

CCC staff

"Our organisational systems are really robust in finances, logistics, child protection, sexual harassment, QuickBooks and online. Our staff have further developed the policies' whereas in the past we'd just wait for the director to do it, now we can because of the training we've received."

CCC staff

"IWDA's partnership has been fantastic because it's been so long term and consistent and good people have been involved. I really hope it continues, although I understand funding constraints."

Donor

"IWDA are a great donor. Whatever we raise with them, they respond straight away. But because of lack of funds, we don't have good internet or laptops. We have to do maintenance and repairs every month."

CCC staff

Limited resources: Focus on IT

It's impressive what CCC are able to achieve given the often times limited IT and physical resources they have access to. All INGOs have a lot of modern technology and dedicated IT. It's therefore easy to forget that local partners don't have this, and it can be a serious impediment to work. Whilst the national internet networks can't be controlled, there are a lot of ways to maximise internet connection. Local NGOs are often unable to afford, or don't budget for, access to software packages that are otherwise taken for granted: Microsoft Office being the main one.

There are also large differences between the technology available to local NGOs and international NGOs, and a key reason for this is not having budgets approved for purchase and maintenance. IWDA for example uses computers with 8 - 16GB RAM, latest processors and solid-state drives. Most local NGOs are lucky to have 4GB RAM, much slower processors and hard drives that suffer from heat and dusty environments, let alone unauthorised software and programs. It's easy to forget how much this impacts our workflow.

Being able to access and utilise software and IT can greatly improve productivity. In a Timorese working environment some of the essentials include:

- Tetun spellchecker (including IT support to install and training on how to manually enter missing words)
- Tetun Translator (free for Timorese people, yearly subscription for those who can afford to pay)
- Maximising internet speed through checking phone and computer settings
- Regular laptop software updates and removal of bloatware (also helps with internet speeds)

CCC are encouraged to make sure all of these are in-place, and that IT staff are up to date with the software and settings needed to make work easier.

Additional resources that can greatly impact and improve work productivity, worker health and safety and data safety include:

- Training on workplace health and safety, including ergonomic setups and taking breaks regularly for eye and physical health
- External monitors, keyboard and mouse
- Servers, cloud and/or external drives that store important data rather than it all being on individual computers. Important for safe data management and speeding up computers
- Authentic versions of software and training in tools and functions in Windows, Word, Excel and Outlook that can greatly improve workflow and productivity
- Hardware support for computers - a simple RAM update for \$30 can triple the operating speed of a laptop

CCC are recommended to prioritise having suitable equipment and software to make their work easier, and to budget for this - both financially and time wise.

Challenges

CCC also face a number of ongoing challenges and barriers. Many of these they have strategies to mitigate, though some may need more attention.

Donor/project-based work

The nature of donor funding is a real challenge for local organisations. Funding is unreliable, it comes with multiple reporting requirements and meetings, different projects have different limitations and flexible funds are harder and harder to come by. A risk to many organisations is that they need to change their programming to win funds, pulling them away from their core work.

There are a few things that local organisations can do to mitigate this:

- Be clear with donors on the strategic plan
- Create a decision-making tree to help guide decisions on whether to apply for particular funding, reducing the risk of moving away from core work and over-stretching resources
- Push back on donors that do not offer core funds
- Clear, whole of organisation reporting (see section on reporting on page [70](#))

High workloads and not enough staff (due to resourcing)

As a recognised central organisation in Covalima, CCC have high demands on their time. This means that some staff are overworked and never seem to have enough time. Some strategies that might help with this include:

- Recruiting volunteers and interns to take on some of the work. This has the added advantage of having skilled people for future succession.
- Having community focal points for peer-to-peer support, monitoring and training

Risk of knowledge/power/relationships being concentrated in one or two people

It's very common in organisations that power and responsibility get concentrated in a few people, such as the director and program managers. This means that they are constantly called on to do multiple tasks and roles, and there is the risk that if they leave or are unable to work that a gap is created in the organisation. Some potential strategies for this include:

- Clear succession planning for staff and volunteers internally
- Delegation of roles and responsibilities
- Pushing back on excessive donor demands

Summary of CCC systems, processes and capabilities strengthened

Having established themselves as a ‘bridge for development’, CCC expanded its objective to include improving internet systems and processes, with many significant outcomes.

CCC have shown that they are willing and able to learn across a range of areas. Staff have learnt through attending training, being introduced to new ideas, sharing with each-other and putting into practice what they’ve learnt. They adapt and refine the approaches they learn from others and take ownership. CCC are transparent and accountable, friendly and inclusive.

CCC are respected for their commitment, passion and principles as well as their professionalism and communication. Being able to continue to foster this is an important direction for CCC and having succession planning that continually brings in and builds up new people will likely contribute to the sustainability.

In the next phase, CCC would like to improve on its research, analysis and data management. To do this, training in both research and data - including using technology - is highly recommended. As CCC are often working with people remotely, support for its technology knowledge and infrastructure would go a long way in supporting CCC’s operations.

	2015 Evaluation	2021 Evaluation
4. Increase capacity of staff, so that CCC can become a ‘bridge for development’ for the community	CCC has successfully achieved their aim in becoming a ‘bridge for development’ in Covalima. CCC staff capacity has increased, with the program coordinator able to undertake strategic planning, coordinate with INGOs, and write quarterly and annual reports. Facilitator has increased her monitoring skills but needs more support to gather better data.	CCC continue to strengthen as an organisation and individuals within the organisation have improved on report writing, analysis and strategic planning – taking on more responsibility. IT and data skills are an opportunity for future development.



Photo 23: CCC office with Director, Alberto de Jesus Barros (far right) Photo © CCC

Recommendations for CCC systems, processes and capabilities

Opportunities for 2021 - 2022

- Develop staff strategies and policies – whilst activities are restricted because of Covid, CCC can take an internal focus without being as distracted by external work
- Covid: CCC are central and well-known, they are likely to be engaged with Covid related activities & can use this to promote the other areas of their work & group members
- Finalising strategic plan

Specific areas to focus on in the 2021 - 2022 period:

- Develop succession planning strategies including plans to recruit and promote female and feminist staff long-term
- Develop or update IT policy and prioritise IT learning and development
- Actively recruit volunteers and interns
- Continue strengthening networks and relationships – including connections between other agencies to take on work related to CCC’s
- Advocate to donors to ensure professional development funds
- Continue with donor meetings and coordination

Proposed changes from 2017 - 2020

- Revise annual reporting format to make it simpler and clearer (see below)
- Provide reports in Tetun. Donors can pay for the online Tetun Translator and ask follow-up questions if needed. This saves CCC having to duplicate work by writing in Tetun and English.

Areas for professional development that were identified by CCC include:

- Ecological model for analysing advocacy needs and approaches (see below)
- Decision making tree to help with taking on new projects/donors – considering CCC’s priorities and strategies (see below)
- Research (including FPAR). This will also help set priorities for CCC, provide evidence to advocate to donors on priority areas, improve M&E and analysis skills
- Social media for communications – could use an intern/volunteers for this

In addition, findings from this evaluation identified many ways in which CCC could be supported to reduce its workloads and improve the quality of its outputs at the same time:

- **Using technology for operations and data management**
 - Excel – basic training on data analysis and reporting
 - Word – basic training on how to use word functions like styles, number and bullet lists and tables of contents. This would save a lot of time for CCC when doing reports
 - Online surveys – these can be used by anyone with a smartphone and are highly recommended to be introduced to support CCC’s M&E and research
 - Using tools like Miro Boards (integrating with Zoom)
 - Support CCC to improve and maximise available technology – hardware and software

Additional Sections

1. Ecological model

This is a way to help analyse and plan, particularly for advocacy purposes, preventing and responding to GBV and more.

CCC are already familiar with ecological models and would benefit from further using them.



Image 11: Ecological model taken from <https://www.zurnalai.vu.lt/informacijos-mokslai/article/download/14808/16366/28777>

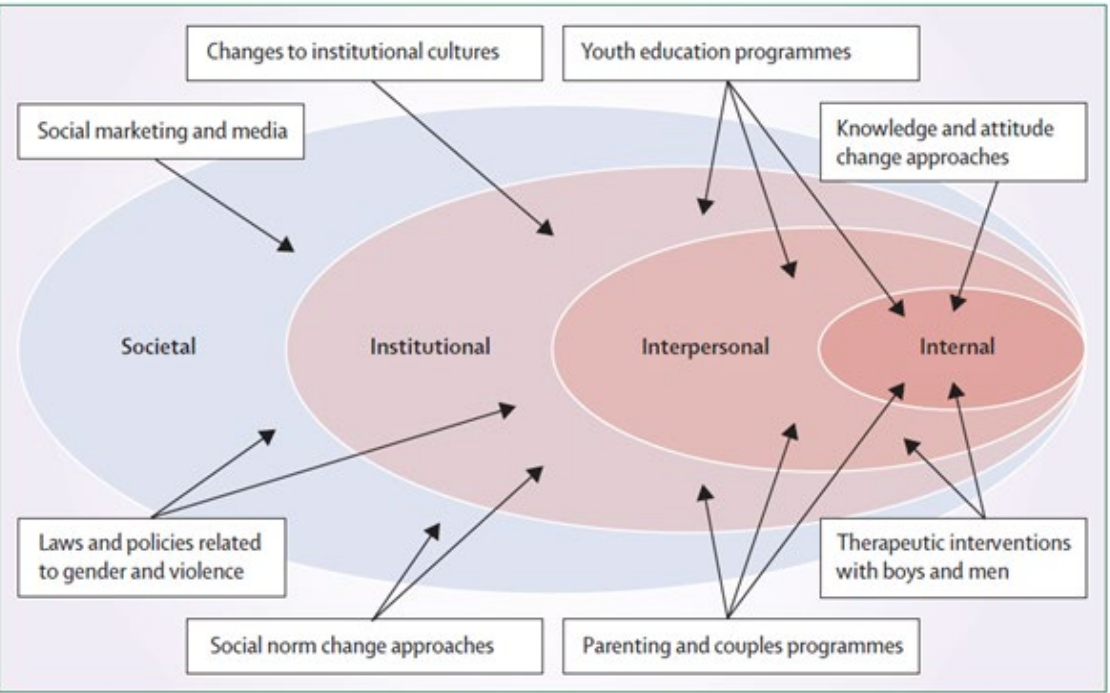


Image 12: Transformation of masculinities ecological model taken from Jewkes, Rachel & Flood, Michael & Lang, James. (2014). From Work with Men and Boys to Changes of Social Norms and Reduction of Inequities in Gender Relations: A Conceptual Shift in Prevention of Violence Against Women and Girls. Lancet. Pg. 7 Pg. 7

2. Decision Making Tree

This can be a really helpful tool for CCC when making decisions about whether to take on new projects, programs or donors. It can be adapted and used for a range of different

decisions and helps to focus on CCC's key priorities, capabilities and resources. The following was provided by Equity Institute for CCC to use as an example:

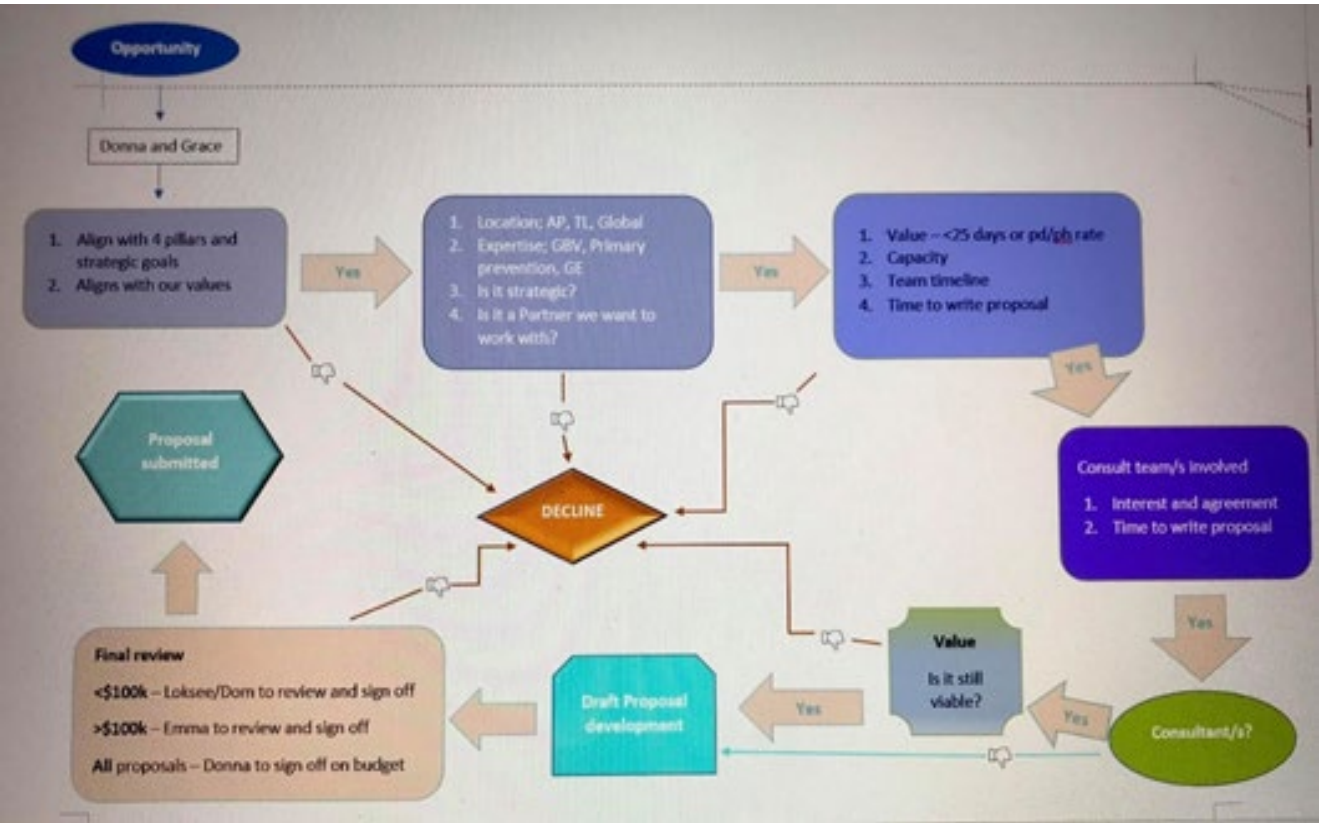


Image 13: Decision making tree from Equity Institute provided for use by CCC (not to be shared)

3. Reporting

CCC currently focus a lot on reporting activities. This is time consuming, difficult for donors to understand and doesn't clearly communicate the outcomes or *impact* of activities.

To highlight this:
CCC's reports - In word format:

- CCC's 2019 annual report to IWDA was **75** pages long - In English
- CCC's 2020 organisational annual report was **73** pages long - In Tetun

Information is often repeated to donors and is presented in both English *and* Tetun.

Compared to:
IWDA's reports - In designed lay-out with graphics and images

- IWDA's 2019 WAVE annual report was **16** pages - with **18** partners across 6 countries - in English only
- IWDA's 2020 organisational annual report was 36 pages

Of course this is over-simplified, but serves to show an opportunity for CCC to significantly reduce its workload by refining its reports.

How to make reports shorter and clearer?

One way to do this is to use CCC's strategic plan to structure all reporting for all donors

1. All donor projects must align with CCC's strategic plan
2. Report on outcomes and impacts - not activities
3. CCC can develop their own indicators for their strategic plan, adding indicators as needed for donor projects
4. Donors have a responsibility to work with CCC to identify where their projects align with the strategic plan. Donors can be resistant to this at first, but CCC is in a strong position.
5. Donor projects will have their own 'guide' that which of CCC's indicators are relevant to them, rather than the other way around.
6. CCC can take a whole of organisation approach and present their results to all donors - it is then the donor responsibility to use their guide to identify the relevant areas
7. This may mean doing six monthly reports to align with donor requirements - this shouldn't add significantly to CCC's workload if the above formats are clear and build on each-other.

In addition to this, CCC should refine its narrative reporting to be clear, succinct and focused.

An example from CCC's annual report:

Strategy 1 is currently six pages. By focusing on inputs, outcomes, challenges and future recommendations it can easily be condensed to 1 or less pages. If applied to the whole report, that would take the annual report from 75 pages, to under 20 pages.

From this - 1,857 words, six pages (or 4 pages with some formatting changes):

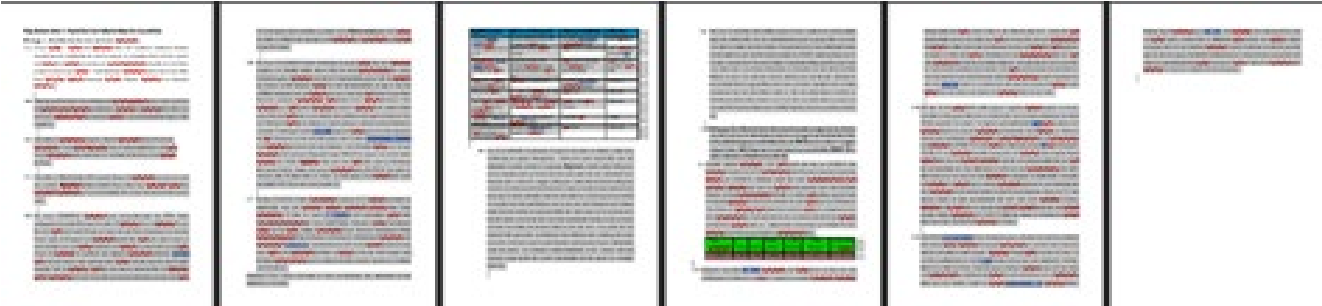


Image 14: Screen shot of CCC's Annual Report, section 1, 6 pages

To this - 417 words, 1 page (or less if the table was summarised):

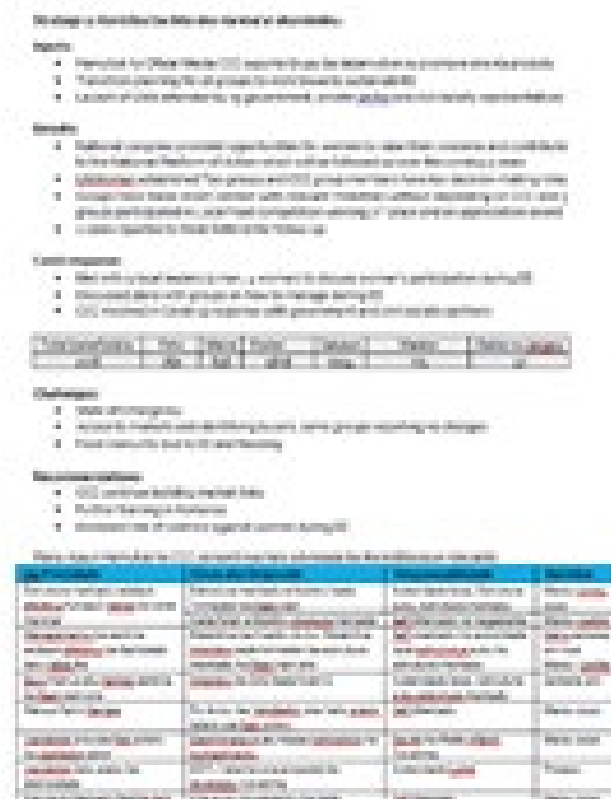


Image 15: Screen shot of condensed version of section 1, 1 page

The headings in the above example are:

- Inputs
- Results
- Covid response
- Challenges
- Recommendations
- Priority areas identified for action

4. Having clear indicators

The above section leads into making sure CCC has the right indicators, and tools and methods to present information.

These generally include:

- Quantitative Indicators
 - Should be disaggregated by sex (and age):
 - # women in leadership training
 - # people with disabilities included in training
 - Qualitative indicators
 - % of women who feel confident in making decisions
 - % of women who score above 50% in the Household Decision-Making Index
 - % of people who score above 50% in the Attitudes Towards Women’s Political Participation
- Qualitative indicators should be monitored over time to see changes at community level. They can be collected through using online surveys. Importantly, indicators should follow the “SMART” guidelines (Specific, Measurable, Attainable, Relevant, Time-Bound), be easily understood and useful for CCC.

Specific	<ul style="list-style-type: none">From the way the indicator is phrased, is it clear what <i>exactly</i> will be achieved?Avoid using words with an unclear meaning, such as “improved”, “effective” or “capacity”(for example, “% of households who improved their agricultural production”)
Measurable	<ul style="list-style-type: none">Are you sure that it is possible to collect data for such an indicator? (for example, “volume of soil lost due to erosion” is close to impossible to measure)If the data is prone to seasonal changes, can you collect it at the same time of year?Do you have the expertise, time and staff to collect the required data? (for example, measuring the prevalence of undernutrition requires specific expertise + up to 3 weeks of time)
Achievable	<ul style="list-style-type: none">Is it realistic to expect the indicator’s targets to be achieved with the time, HR resources and funding you have? (for example, reduce chronic undernutrition within a two-year project)Overly ambitious targets can make even a great project look like a failure if they are not met.
Relevant	<ul style="list-style-type: none">Does the indicator really capture the change you described as your output / outcome / impact?
Time-bound	<ul style="list-style-type: none">Is it clearly specified by when the indicator will be achieved? (e.g. by the end of 2021; this information is often provided for a list of several indicators – not for each individually)

Image 16: SMART indicators taken from IndiKit

Standard indicators can be used to compare to other research done in Timor-Leste and internationally. Many are available from **Indikit** – and even better, many of them come with the xls form that just needs to be translated to Tetun and are ready to use for an online survey!

Some examples are provided below. This is not suggesting that CCC use all of these! But they can be considered for future M&E and/ or research, and it’s useful to know what’s available. Many of these are in common usage in Timor-Leste and Tetun versions already exist through the UN, The Asia Foundation and other organisations working in gender equality and GBV. Here’s a sample:

- [Attitudes Towards Gender Equality](#)
- [Household Decision-Making Index](#)
- [Men’s Participation in Household Chores](#)
- [Attitudes Towards Women’s Economic Participation](#)
- [Attitudes Towards Women’s Political Participation](#)
- [Women’s Participation in Community Groups](#)
- [Women’s Representation in Community Groups’ Management](#)
- [Acceptability of Gender-Based Violence](#)
- [Awareness of Available Support](#)
- [Willingness to Act on the Occurrence of Domestic Violence](#)
- [Controlling Behaviour of an Intimate Partner](#)

5. Using online surveys

With a bit of support, CCC could be using online surveys rather than paper-based ones. They have people with knowledge and who are familiar with using different types of software, and professional development in using these tools would benefit them individually and CCC as a whole.

Paper surveys

- These can be convenient in low-tech areas, but the downsides are that:
- They are often inaccurate
 - They can be a security risk
 - They create the need for data entry which adds more chance of risk

Electronic surveys

Online and smartphone surveys can be fun, easy to use and make it really simple to collect data. Often requiring little training and support, it wouldn't take long for CCC to be able to make simple, clean and user-friendly surveys.

How do they work?

In short, the way that they work are.

1. **Create a form.** This is the list of questions. Forms can be created in online tools (Survey Monkey, Google Forms, Microsoft Forms, Kobo Toolbox) or in excel. Some already exist and can be found in Tetun.
2. **Upload the form**
3. **Send the link** to people (or set up accounts if using Kobo)
4. **Get results** which are automatically uploaded when people are online
5. **Analyse the results**, which can be seen on the automated dashboard (Survey Monkey, Microsoft and Google Forms, and exported to Excel (all except Survey Monkey)).

There's a series of training videos produced by UNICEF on using KoboToolbox which is a great introduction: https://www.youtube.com/playlist?list=PLAKZpR_6tz5_UjLJd6NBCJpx-yOcSXmP3

These take a little bit to learn and still need support for analysis but can save a LOT of time and can make M&E efficient, effective and accurate. It would enable CCC and community focal points to regularly collect data and monitor community attitude changes over time.

What programs do you need to use?

Whilst there are others, these are the top four options that are free and open source:

	Advantages	Disadvantages
Survey Monkey	<ul style="list-style-type: none">• Easy to use• Can use offline• More than one language	<ul style="list-style-type: none">• Limited number and types of questions• Can't export to excel• App only needed for offline
Microsoft Forms	<ul style="list-style-type: none">• Easy to use• Nice graphics• Can export to excel• No app needed• More than one language	<ul style="list-style-type: none">• Online only• Need a Microsoft 365 account to develop forms
Google Forms (recommended for basic KAP surveys)	<ul style="list-style-type: none">• Easy to use• Free to develop forms (with a gmail/google account)• Can export to excel• No app needed	<ul style="list-style-type: none">• Online only• Limited number of questions• Automatic graphic choices limited• Only one language
Kobo Toolbox (recommended for in-depth data collection and research)	<ul style="list-style-type: none">• Bit harder to use• Can develop forms in excel• More than one language• Pre-existing forms are available• Can export to excel• Can use offline	<ul style="list-style-type: none">• Unlimited number of questions• No automatic graphics• Users need to have an account set up, and an app on their phone• Probably need some ongoing external support to set up forms

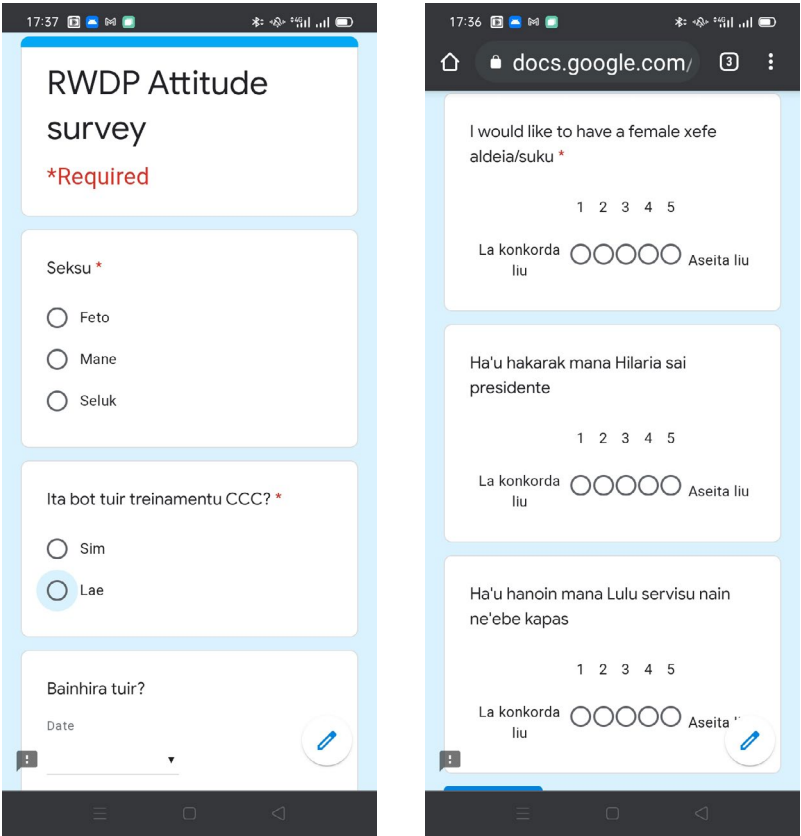


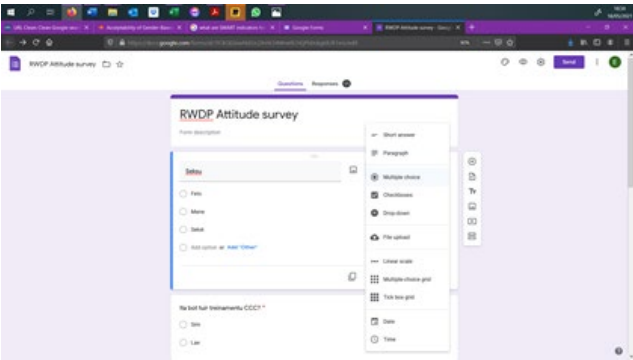
Image 17: Screen shot of survey developed for CCC as an example © SSTL

Here are two examples that were created during this evaluation to provide examples, Google Forms and Kobo Toolbox.

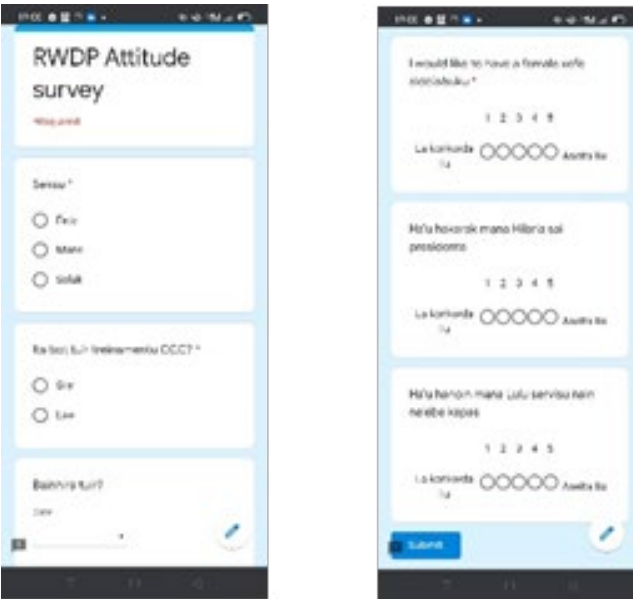
1. Google Forms:

Try this one at: <https://docs.google.com/forms/d/e/1FAIpQLSd5ybN3uReJSWA50KEZu89emWJnknJwfC1j0cfXCdPC7v0IUw/viewform>

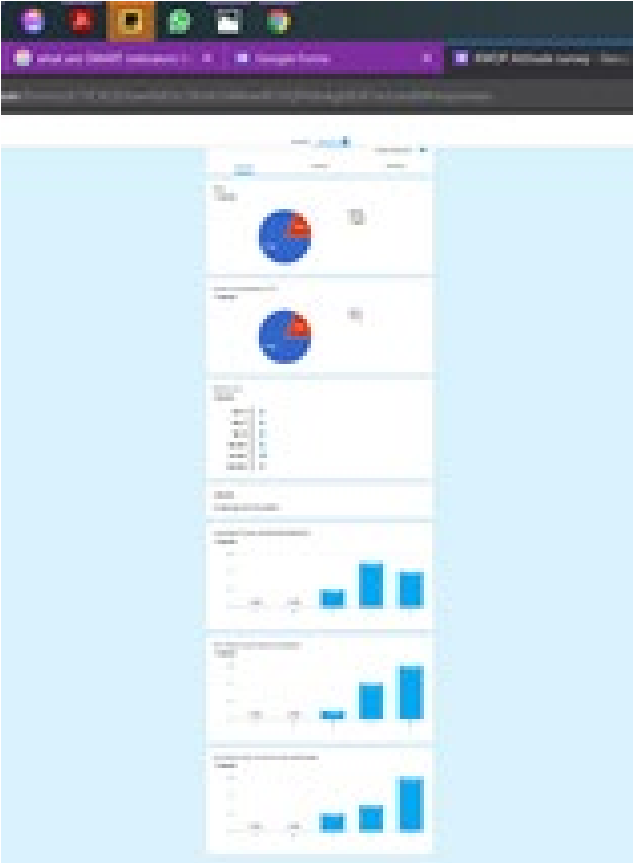
- 1. Develop the form, upload (automatic) and send



- 2. Survey (on phone)



- 3. See results



- 4. Export to excel

	Timestamp	Setor	Ra Setor (Administrative post)	Bahasa L1?	I would like to have a female safe environment	It's important to have a female safe environment	It's important to have a female safe environment	It's important to have a female safe environment
1	12/05/2021 16:17:59	Setor		08/05/2021	5	5	5	5
2	12/05/2021 16:18:14	Setor			5	5	5	5
3	12/05/2021 16:18:30	Setor		12/05/2021	5	5	5	5
4	12/05/2021 16:18:47	Setor		08/05/2021	5	5	5	5
5	12/05/2021 16:18:51	Setor		08/05/2021	5	5	5	5
6	12/05/2021 16:18:57	Setor		08/05/2021	5	5	5	5
7	12/05/2021 16:19:03	Setor		08/05/2021	5	5	5	5
8	12/05/2021 16:19:09	Setor		08/05/2021	5	5	5	5
9	12/05/2021 16:19:15	Setor		08/05/2021	5	5	5	5
10	12/05/2021 16:19:21	Setor		08/05/2021	5	5	5	5
11	12/05/2021 16:19:27	Setor		08/05/2021	5	5	5	5
12	12/05/2021 16:19:33	Setor		08/05/2021	5	5	5	5
13	12/05/2021 16:19:39	Setor		08/05/2021	5	5	5	5
14	12/05/2021 16:19:45	Setor		08/05/2021	5	5	5	5
15	12/05/2021 16:19:51	Setor		08/05/2021	5	5	5	5
16	12/05/2021 16:19:57	Setor		08/05/2021	5	5	5	5
17	12/05/2021 16:20:03	Setor		08/05/2021	5	5	5	5
18	12/05/2021 16:20:09	Setor		08/05/2021	5	5	5	5
19	12/05/2021 16:20:15	Setor		08/05/2021	5	5	5	5
20	12/05/2021 16:20:21	Setor		08/05/2021	5	5	5	5

Image 17: Screen shot of survey developed for CCC as an example © SSTL

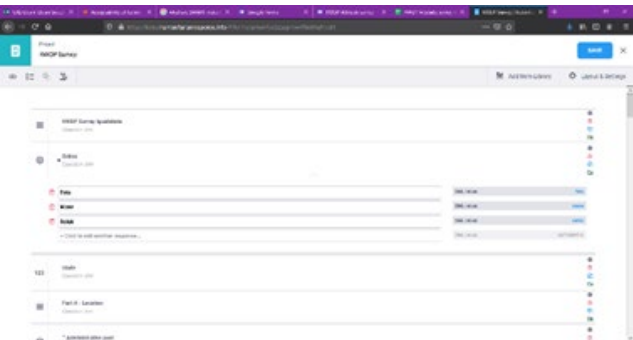
2. Kobo Toolbox

If you'd like to try this one, please contact Emily and she'll share all the details and get you set up!

Here's a sample using Kobo (xlsform). It's a bit harder to set up, and an app is needed, but much more data can be collected (like aldeia/suku) for more in-depth analysis and monitoring. The form can be set up in excel or on Kobo forms online, and once set up are fairly easily edited. Many online forms exist for standard indicators related to gender equality and GBV, as shown above.

- 1. Develop the form (in excel or on Kobo Forms)

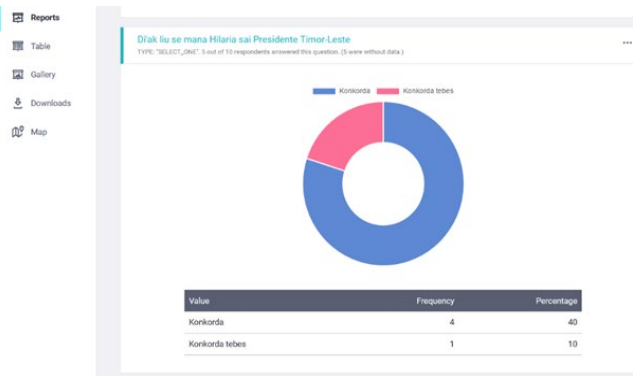
	Timestamp	Setor	Ra Setor (Administrative post)	Bahasa L1?	I would like to have a female safe environment	It's important to have a female safe environment	It's important to have a female safe environment	It's important to have a female safe environment
1	12/05/2021 16:17:59	Setor		08/05/2021	5	5	5	5
2	12/05/2021 16:18:14	Setor			5	5	5	5
3	12/05/2021 16:18:30	Setor		12/05/2021	5	5	5	5
4	12/05/2021 16:18:47	Setor		08/05/2021	5	5	5	5
5	12/05/2021 16:18:51	Setor		08/05/2021	5	5	5	5
6	12/05/2021 16:18:57	Setor		08/05/2021	5	5	5	5
7	12/05/2021 16:19:03	Setor		08/05/2021	5	5	5	5
8	12/05/2021 16:19:09	Setor		08/05/2021	5	5	5	5
9	12/05/2021 16:19:15	Setor		08/05/2021	5	5	5	5
10	12/05/2021 16:19:21	Setor		08/05/2021	5	5	5	5
11	12/05/2021 16:19:27	Setor		08/05/2021	5	5	5	5
12	12/05/2021 16:19:33	Setor		08/05/2021	5	5	5	5
13	12/05/2021 16:19:39	Setor		08/05/2021	5	5	5	5
14	12/05/2021 16:19:45	Setor		08/05/2021	5	5	5	5
15	12/05/2021 16:19:51	Setor		08/05/2021	5	5	5	5
16	12/05/2021 16:19:57	Setor		08/05/2021	5	5	5	5
17	12/05/2021 16:20:03	Setor		08/05/2021	5	5	5	5
18	12/05/2021 16:20:09	Setor		08/05/2021	5	5	5	5
19	12/05/2021 16:20:15	Setor		08/05/2021	5	5	5	5
20	12/05/2021 16:20:21	Setor		08/05/2021	5	5	5	5



- 2. Upload and share



- 3. See the results straightaway, and then export to excel



Images 22 - 25: Screen shots of survey development and results using Kobo Toolbox for CCC © SSTL

Annex 1: Full participant list

*red indicates those who were interviewed twice

Interview/FGD	Data	Suku	Jeneru	Emas ho defisiensi	Kategori	Servisu Fatin	Posisaun
1 Group Interview	12/01/2021	Suai Villa	Female	No	CCC	CCC	Program Coordinator RWDP
2 Group Interview	12/01/2021	Suai Villa	Female	No	CCC	CCC	Program Facilitator RWDP
3 FGD	25/01/2021	Suai Villa	Female	No	CCC	CCC	Official T. Ingles
4 FGD	25/01/2021	Suai Villa	Male	Yes	CCC	CCC	Program Coordinator HMI
5 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Program coordinator DRR
6 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Media
7 FGD	25/01/2021	Suai Villa	Male	Yes	CCC	CCC	Program Coordinator AHP
8 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Program Staff
9 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Program Coordinator
10 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Coordinator ITSE
11 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Director CCC
12 FGD	25/01/2021	Suai Villa	Female	No	CCC	CCC	Program Facilitator RWDP
13 FGD	25/01/2021	Suai Villa	Female	No	CCC	CCC	Program Coordinator RWDP
14 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Assistant Facilitator
15 FGD	25/01/2021	Suai Villa	Female	No	CCC	CCC	Library Staff
16 FGD	25/01/2021	Suai Villa	Male	No	CCC	CCC	Program Coordinator ARC
17 Interview	25/01/2021	Suai Villa	Male	No	CCC	CCC	Director CCC
18 Group Interview	27/01/2021	Suai Villa	Female	No	Government	PNTL Covalima	Head of VPU Unit Covalima
19 Group Interview	27/01/2021	Suai Villa	Female	No	Women's Group	Remajaleju Group	Chief of Group Remajaleju
20 Interview	27/01/2021	Suai Villa	Male	No	Government	SEI Covalima	Vocal Point of SBI Covalima
21 Interview	27/01/2021	Suai Villa	Female	No	NGO	Pradet Covalima	Program Coordinator
22 Interview	27/01/2021	Debos	Male	No	NGO	Belun	Coordinator Region Covalima
23 Interview	27/01/2021	Debos	Female	No	NGO	Fokupe's	Victim Assistant Staff
24 Interview	28/01/2021	Debos	Male	No	Government	Administration of Municipality office	Covalima's Administrator of Municipality
25 Interview	28/01/2021	Debos	Male	No	Government	Suai Administrative Post	Administrator of Post Suai
26 Interview	28/01/2021	Debos	Female	Yes	Community	Suai Market	Seller
27 Interview	28/01/2021	Debos	Female	No	Community	Suai Market	Seller
28 Interview	28/01/2021	Matai	Female	No	Leader (female)	Matai Village office	Local government delegate (female) Aldeia UI
29 Group Interview	28/01/2021	Matai	Female	Yes	Women's Group	Cruz Minarai Group	Member of Cruz Minarai Group
30 Group Interview	28/01/2021	Matai	Female	No	Women's Group	Minarai Group and Romansa	Chief of Cruz Minarai Group and Romansa
31 Interview	29/01/2021	Matai	Male	No	Government	Matai Chief of Village office	Chief of Village
32 Interview	29/01/2021	Camanassa	Female	Yes	Community	Soru Tais iha uma	Sorunain
33 Interview	29/01/2021	Camanassa	Female	No	Community	Servisu uma laran	House wife
34 FGD	15/02/2021	Suai Loro	Female	No	Women's Group	Tezoreira Haburas Goronto	House wife
35 FGD	15/02/2021	Suai Loro	Female	No	Women's Group	Secretaria Haburas Goronto	House wife
36 FGD	15/02/2021	Maudemo	Female	No	Women's Group	Haburas Maudemo	House wife
37 FGD	15/02/2021	Fitun Naroman	Female	No	Women's Group	Tezoreira Fitun Naroman	House wife
38 FGD	15/02/2021	Female Foin sae	Female	No	Women's Group	Tezoreira Female Foin sae	House wife
39 FGD	15/02/2021	Halibur Maudemo	Female	No	Women's Group	Membru	House wife
40 FGD	15/02/2021	Halibur Maudemo	Female	No	Women's Group	Membru	House wife
41 FGD	15/02/2021	Fitun Naroman	Female	No	Women's Group	Leader	House wife
42 FGD	15/02/2021	Labaraj Aldeia Holba	Female	No	Women's Group	Local government delegate (female)	House wife
43 FGD	15/02/2021	Debos	Female	No	Women's Group	Local government delegate (female)	House wife
44 FGD	15/02/2021	Oges	Female	No	Women's Group	Local government delegate (female)	House wife
45 FGD	15/02/2021	Matai	Female	No	Women's Group	Local government delegate (female)	House wife
46 FGD	15/02/2021	Debos	Female	No	Women's Group	Local government delegate (female)	House wife
47 FGD	15/02/2021	Matai	Female	No	Women's Group	Youth Leader	Youth
48 FGD	15/02/2021	Matai	Female	No	Women's Group	Local government delegate (female)	House wife
49 Interview	11/03/2021	Australia	Female	No	Donor	IWDA	Program Manager (ex)
50 FGD	17/03/2021	Mademo	Female	No	Leader (female)	Suku Mademo	Xefe Suku
51 FGD	17/03/2021	Lawala	Female	No	Leader (female)	Suku Lawala	Ex Xefe Suku and President of Natural Disaster Committee Suku Lawala
52 Interview	18/03/2021	Australia	Female	No	Donor	Friends of Suai	Coordinator
53 Interview	19/02/2021	Manleuana	Female	No	NGO	Ba Futuru	Director
49 Interview	24/03/2021	Matai	Male	Yes	NGO	RHTO	Focal Point

Annex 2: Question guides

The following guides were used (in Tetun) by the evaluation team, following semi-structured interviews and FGDs with respondents. All questions align with the evaluation framework.

Annex 2: Sample question guides

- Questions for women in leadership
- Questions for community
- Questions for NGOs

1. Questions for Women in Leadership

- To what extent have you, and other women in Covalima, including women living with disability, had more opportunities to lead and participate in decision-making at the local level as a result of the program?
 - Can you tell us about that?
 - How were you involved?
 - What has been the impact on your life?
 - How has CCC empowered women in your network? How do you see their reaction? What do you think are the priorities for your career as a leader?

1. What are the barriers and enablers to women's leadership and decision making?

- What do you think are some of the key barriers to women in Covalima taking up leadership and decision-making positions?
 - What are the key enablers? How do you know this?
 - How has CCC addressed this?
- Who has CCC connected with to promote women in leadership?
- What changes have happened in communities as a result of women in leadership? Positive? Negative?
 - Has there been any backlash?
- What do you think women need, to get more equality in their family and in their community?
 - What more needs to happen?

2. What changes have you seen for women and women with disabilities because of RWDP?

Can you give an example of how CCC have supported women with disabilities?

- What did you do to make this happen?
- Who did this involve?
- What were the outcomes?
- How do you know this?
- Did CCC's disability policy influence this? How has it been implemented?
- What do you think disabled women and people need, to get more equality in their family and in their community?
 - What more needs to happen? What does CCC need to do? What do others need to do?

1.2 To what extent have women in Covalima, including women living with disability, had more opportunities and safer access to participate in income-generating activities as a result of the program?

3. What have been some of the key successes with the women's groups?

- How do you know this?
- What was CCC's role in this?
- Were there any other factors or actors involved?
- Other changes?
- How has involvement in the groups helped women to have more opportunities? Economic? Leadership? Social? Individual? Community? Give some details.
- Is the money, friendship, time away from home or the solidarity more important to them? Why?
- Has the economic wellbeing of the women improved? What are they spending their money on?

- **What has been the reaction of others?**
 - What has been the reaction of women's families?
 - What has been the reaction of local leaders and community?
 - Has there been any change?
- **CCC has worked with the groups to try and help them be self-sufficient. How is this going? What's been successful? Challenging? Did the transition plans help?**
 - Do you think the results will continue to be successful? Why? Why not?
- **What do you think women need, to get more equality in their family and in their community?**
 - What more needs to happen? What does CCC need to do? What do others need to do?

1.3 To what extent do people in Covalima have a greater awareness about gender-based violence (GBV) and know how to access support services including the formal justice system through referrals as a result of the program?

- How much do you think people understand about the impact of violence against women – on women, families and community? What do you think they understand?
 - How do you think they came to understand this?
 - What do you think are the barriers to people reporting? Enablers?
- Have you seen a change in people reporting? Who is reporting? Why? Who to? How are they responding?
 - What has made that change?
 - What has CCC done to make that change?
- What, if any, were the unintended outcomes of the program (positive or negative)?
 - What more needs to be done? By who?

1.4 To what extent has CCC strengthened its systems, processes and capabilities to achieve its mission, through the partnership with IWDA?

- What changes are you most proud of in CCC in the last 4 years?
 - How can you see that change? What would others say about that change?
 - How did that change happen? Who was involved?
- What do you want to recommend or ask CCC and/or other donors?

3.1 What components (or thematic focus) of the RWDP have had the greatest impact?

- What are the key components? Why did you choose them?
- Why do you think this is?
- Who else was involved?
- Do you think the changes will last? Why? Why not?
- What more needs to be done?

6.1 Are key program activities such as multi-day training workshops and large awareness raising events (eg IWD events) efficient strategies to achieve the intended program outcomes?

- **What do you think are the main outcomes of large workshops and events?**
 - Who does this impact on? Why?
 - How do you know?
 - How else could they be reached? By who? Where?
 - Are there people that miss out? Who? Why? How could they be reached?

6.3 Does engaging with men and community leaders about gender equality through trainings and community events, lead to a more enabling environment for women's leadership and participation?

- How is CCC engaging men? What men? Why?
- Have you seen any changes? What? To whom?
- How did this come about?
- Do you think these changes will last? Why? Why not?
- What more needs to be done?

7. Relationships with national level actors

- How does CCC engage with national level actors?
- How has this changed in the last 4 years?
- Why has this changed? What made it change?
- What has been positive? Negative? Easy? Difficult?
- How does this help CCC's work?
- What does CCC contribute to other actors?

2. Key guiding questions: Community

1. Do you know about RWDP or CCC?

2. Did you know about the activities of this program?

- How do you know about this?
- What do you think about these programs?
 - Do you feel interested and want to be involved? Why? Why not?
 - Does/would your family/partner support you?
 - Do you do any productive activities at home? In your village? With other women? Like kiosk, tais weaving, baking cakes, weaving etc?
 - When did you start doing that?
- If you are in a group, have you connected with CCC or their programs?
- What changes have happened in the community because of CCC's involvement? Any feedback – positive or negative? From you? That you've heard?
- Do you think there's been any negative impacts for women? Backlash? That's deterred you?
- What are your thoughts on gender equality, at home? In society? Importance of sharing roles?
 - Are you involved in any women's rights activities?
 - What do you know about GBV?

3. Do you think it's important for you/other women/women with disabilities to be involved in women's empowerment activities?

- Can you give some examples of how CCC engages PWD?
 - Training?
 - Professional development?
- What do you think PWD (especially women) need to achieve equality in their family and home?
- What do you think women need to achieve equality? In the family? Community
 - What does CCC need to do?
 - Others? Community? Local leaders? Other organisations?
 - To support women's involvement? Increase opportunities?
 - What's men's role in this? How can this be addressed?
- **What do you think are the principle impacts and results for the community from seminars and large events that CCC?**
 - Have you been involved in CCC run events?
 - Do you think they're important for the community? Why? Why not?
 - Do you think the topics are relevant?
 - Do you have any recommendations?

3. Key questions for NGOs

- **Need to be triangulated with questions to other respondents**
- **Based on the answers from these, questions for other groups to be further developed**

1.1 To what extent have women in Covalima, including women living with disability, had more opportunities to lead and participate in decision-making at the local level as a result of the program?

(themes: supporting women individually, supporting systemic change, male engagement, meaningful engagement – beyond participation)

4. **What are the barriers and enablers to women's leadership and decision making?**

- What do you think are some of the key barriers to women in Covalima taking up leadership and decision-making positions?
 - What are the key enablers? How do you know this?
 - How has CCC addressed this?
- Who has CCC connected with to promote women in leadership?
- What changes have happened in communities as a result of women in leadership? Positive? Negative?
 - Has there been any backlash?
- What do you think women need, to get more equality in their family and in their community?
 - What more needs to happen?

5. **What have been some of the changes you've seen for women with disabilities?**

- Can you give an example of how CCC have supported women with disabilities?
 - What did you do to make this happen?
 - Who did this involve?
 - What were the outcomes? How do you know this?
 - How was this implemented?
- What do you think disabled women and people need, to get more equality in their family and in their community?
 - What does CCC need to do?
 - What do others need to do? (community, leaders, other NGOs and government)?

1.2 To what extent have women in Covalima, including women living with disability, had more opportunities and safer access to participate in income-generating activities as a result of the program?

6. **What have been some of the key successes with the women's groups?**

- How do you know this?
- What was CCC's role in this?
- Were there any other factors or actors involved?
- Other changes?
- Are there any groups involved with your NGO that would like to be part of CCC's program? Can you tell us about that? Why?
- Is the money, friendship, time away from home or the solidarity more important to them? Why?
- Has the economic wellbeing of the women improved? What are they spending their money on?
 - Has this made a difference to their lives? How much? In what way?
 - Could they earn enough to live on? To get rich? Why? Why not?
 - Was there anything unexpected that has come out of the groups?
 - What have been the biggest challenges? What's CCC's involvement been in working through those challenges? *(the 2015 evaluation showed that lack of trust, conflict between the groups, and small earnings were some of the biggest challenges – as well as families not supporting them).*
- **What has been the reaction of others?**
 - What has been the reaction of women's families?
 - What has been the reaction of local leaders and community?
 - Has there been any change?
- **CCC has worked with the groups to try and help them be self-sufficient. Do you think they should continue to work with them?**
 - Why? Why not?
- **What do you think women need, to get more equality in their family and in their community?**
 - What more needs to happen? What does CCC need to do?
 - What do others need to do?

1.3 To what extent do people in Covalima have a greater awareness about gender-based violence (GBV) and know how to access support services including the formal justice system through referrals as a result of the program?

- How much do you think people understand about the impact of violence against women – on women, families and community? What do you think they understand?
 - How do you think they came to understand this?
 - What do you think are the barriers to people reporting? Enablers?
- Have you seen a change in people reporting? Who is reporting? Why? Who to? How are they responding?
 - What has made that change? What has CCC done to make that change?
- What, if any, were the unintended outcomes of the program (positive or negative)?
 - What more needs to be done? By who?

5.1 To what extent are program strategies that focus on women's leadership and advocacy relevant to replicate in other communities within Covalima?

- **Do you think that the work CCC has done could be done in other areas? in Covalima? Other areas? By others? Why? Why not?**

6.1 Are key program activities such as multi-day training workshops and large awareness raising events (eg IWD events) efficient strategies to achieve the intended program outcomes?

- **What do you think are the main outcomes of large workshops and events?**
 - Have you been involved in events? Or other women's empowerment activities?
 - Do you think these are important for the community? Why?
 - Are the topics relevant? Does the community need them?
 - What's the difference between other women's empowerment programs and empowering women through large events and seminars?
 - What are the levels of audience participation?

6.2 Do trainings, peer support through women's groups and opportunities to identify and advocate on collective issues effectively increase women's leadership and participation at the local level?

- *Analysis and probing questions*

6.3 Does engaging with men and community leaders about gender equality through trainings and community events, lead to a more enabling environment for women's leadership and participation?

- How is CCC engaging men? What men? Why?
- Have you seen any changes? What? To whom?
- Have you change anything about the way that you work? How?
- How did this come about?
- Do you think these changes will last? Why? Why not?
- What more needs to be done?

7. **Relationships with national level actors**

- Has your relationship with CCC helped to create links to other NGOs? International?

Annex 3: Full ToR

1. Title:	Consultancy - Rural Women's Development Program end of project evaluation
2. Purpose:	To engage consultant(s) to design and implement an end of project evaluation of the Rural Women's Development Program (project cycle: 2017 – 2020), and disseminate findings in a written report - working with IWDA and Covalima Community Centre (CCC) to do so.
3. Outcomes:	<ul style="list-style-type: none"> IWDA and CCC better understand the extent to which the project's objectives were achieved, and the enabling factors and barriers which influenced achievements. IWDA and CCC can articulate the longer-term impacts of the program. IWDA and CCC contribute to recommendations for improvements to both strategic design of the program, sustainability and practice - to inform the next iteration of the program.
4. Expected duration:	Contracting and planning to commence from November 2020. The Consultant must complete the services by 01 March 2021.
5. Budget:	To a maximum of AUD 20,000 (inclusive of all costs).
6. Location:	Home-based and Covalima, Timor-Leste.
7. Reporting To:	Sophie Purdue, Program Manager (Timor-Leste), IWDA. Hilaria Amaral Do Carmo, Program Coordinator (Rural Women's Development Program), Covalima Community Centre.
8. INTRODUCTION	
<p>Covalima Community Centre (CCC), is a community-based organisation with extensive experience supporting community development in Covalima district, Timor-Leste. Their programming spans many areas of rural development, including a focus on rural women's participation. International Women's Development Agency (IWDA) is an Australian-based organisation, resourcing diverse women's rights organisations primarily in Asia and the Pacific, and contributing to global feminist movements to advance our vision for gender equality for all.</p> <p>IWDA and CCC have been partnering together to deliver the Rural Women's Development Program (RWDP) since 2009 with funding through the Australian NGO Cooperation Program (ANCP). The RWDP was last formally evaluated in 2015, and based on the results of the evaluation the program was re-designed (with a one-year bridging period in-between). The current four-year iteration of the program has been implemented since July 2017 and ending in June 2021. This end of project evaluation will focus on the last four years of the RWDP and the results will be utilised to inform the development of a new multi-year proposal between IWDA and CCC (anticipated to commence from July 2021).</p> <p>IWDA and CCC are seeking to engage a suitably experienced consultant(s) to design and implement this end of project evaluation, taking a participatory and feminist approach that is consistent with our organisational values.</p>	

9. PROGRAM OVERVIEW
<p>The RWDP has a primary focus on promoting women's leadership and participation at the municipal, community level and within the home, through leadership, advocacy, and gender equality training to elected women leaders and other women in the community; and facilitating forums and processes through which women can identify and advocate for their priorities to relevant stakeholders. It aims to create an enabling environment for women's leadership and participation by engaging with community leaders and male partners and addressing their role as 'gate-keepers'.</p> <p>As a secondary focus, the RWDP contributes toward women's financial independence through supporting 'livelihoods' focused women's groups with their small business activities and improving safe and inclusive access to markets through research and advocacy. These activities are a vehicle for social empowerment outcomes; providing women with opportunities to participate in work and life outside of the home.</p> <p>Underpinning the RWDP is a focus on women's safety through awareness raising activities on gender-based violence (GBV) and human trafficking with the community; gender equality and GBV training for women and male partners; and facilitating access to support services and the formal justice system through the referral network.</p> <p>RWDP provides a model of strong grassroots, rural community development, effectively linked with wider women's rights movements at the national level. CCC's relationship with the Covalima community and their extensive network is a key strength of the organisation. CCC leverage this network to achieve program outcomes and act as a bridging agent between the community and sources of support.</p> <p>In the context of COVID-19, CCC has also been working with the community and local authorities to raise awareness about prevention strategies, the increased risks of GBV and other gendered dimensions of the pandemic. See annex 1 for program MELF.</p>
10. CONSULTANCY OVERVIEW AND OBJECTIVES
<p><i>Purpose:</i></p> <p>The consultant team will design and implement an end of project evaluation of the Rural Women's Development Program (project cycle: 2017 – 2020) and disseminate findings in a written report - working closely with IWDA and CCC to do so.</p> <p>The end of project evaluation is both an accountability and learning exercise for CCC and IWDA, to reflect primarily on the program's impact and effectiveness, with recommendations to increase the sustainability of benefits and to inform future program design.</p> <p><i>Focus:</i></p> <p>The Evaluation will assess the degree to which the program achieved its objectives, and the major factors influencing the achievement or non-achievement of objectives (effectiveness).</p>

The program has an overall goal to ‘empower women to take part in making decisions in their families and in their communities, and to participate in development and become leaders’ and 4 intended outcomes:

- Outcome 1: Women in Covalima, including women living with disabilities, have more opportunities to lead and participate in decision-making at the local level.
- Outcome 2: Women in Covalima, including women living with disabilities, have more opportunities and safer access to participate in income-generating activities.
- Outcome 3: People in Covalima have a greater awareness about gender-based violence (GBV) and know how to access support services including the formal justice system through referrals.
- Outcome 4: CCC has strengthened its systems, processes, and capabilities to achieve its mission.

The evaluation will primarily focus on the progress toward achieving outcomes 1 and 2 and related outputs, as these have been the more significant components of the program. It will touch on outcome 3 (but not directly target survivors of GBV who accessed services) and outcome 4, predominantly through the desk-review. It will look at the enablers and barriers influencing progress toward outcomes and outputs and the sustainability of these. It will support IWDA and CCC to articulate the longer-term impacts of the program.

The evaluation will also touch on program relevance, specific to the local context in Covalima and the gender context in Timor-Leste more broadly, and on efficiency considerations

Evaluative Questions:

Evaluation criteria	Primary Questions	Sub-questions
Effectiveness	<ol style="list-style-type: none"> 1. To what extent and in what ways did the program progress towards the intended outcomes? 2. What were the enablers and barriers to achieving program outcomes? 	<ol style="list-style-type: none"> 1.1 To what extent have women in Covalima, including women living with disability, had more opportunities to lead and participate in decision-making at the local level as a result of the program? 1.2 To what extent have women in Covalima, including women living with disability, had more opportunities and safer access to participate in income-generating activities as a result of the program? 1.3 To what extent do people in Covalima have a greater awareness about gender-based violence (GBV) and know how to access support services including the formal justice system through referrals as a result of the program? 1.4 To what extent has CCC strengthened its systems, processes and capabilities to achieve its mission, through the partnership with IWDA? 1.5 What, if any, were the unintended outcomes of the program (positive or negative)? 2.1 What have been the key enabling factors and barriers affecting program outcomes?

Impact	3. What has been the longer term impacts of the program for program beneficiaries and CCC?	<ol style="list-style-type: none"> 3.1 What components (or thematic focus) of the RWDP have had the greatest impact? 3.2 What are the stories of change that can help CCC and IWDA to articulate the impact of the program?
Sustainability	4. How likely will program results be sustained beyond the project cycle?	<ol style="list-style-type: none"> 4.1 To what extent have the seven ‘livelihoods-focused’ women’s groups moved towards operating self-sufficiently? 4.2 In what ways, if any, should CCC continue to engage with longstanding ‘livelihoods- focused’ groups in the future?
Relevance	5. Is the RWDP relevant to the local context in Covalima and the gender context in Timor-Leste more broadly?	<ol style="list-style-type: none"> 5.1 To what extent are program strategies that focus on women’s leadership and advocacy relevant to replicate in other communities within ovalima?
Efficiency	6. Are program approaches efficient ways to achieve the intended outcomes?	<ol style="list-style-type: none"> 6.1 Are key program activities such as multi-day training workshops and large awareness raising events (eg IWD events) efficient strategies to achieve the intended program outcomes? 6.2 Do trainings, peer support through women’s groups and opportunities to identify and advocate on collective issues effectively increase women’s leadership and participation at the local level? 6.3 Does engaging with men and community leaders about gender equality through trainings and community events, lead to a more enabling environment for women’s leadership and participation?

Approach:

The evaluation will be participatory and feminist.

It will align with and adhere to the principles and ethics processes outlined in IWDA’s Feminist Research Framework: <https://iwda.org.au/resource/feminist-research-framework/>

It will be informed by the OECD Development Co-operation Directorate (DAC) Evaluation Criteria.

It will involve CCC and IWDA staff throughout the full evaluation cycle (design, implementation, analysis and dissemination). It will also engage program beneficiaries and wider program stakeholders (for example community leaders, local government institutions, other civil society actors). Staff and program beneficiaries will participate in sense-checking processes and contribute to the formulation of recommendations based on the evaluation findings.

<p>It will adopt a mixed-methods approach for example (but not limited to): desk-review of existing program documentation and monitoring evidence, key informant interviews, focus group discussions, participatory analysis and sense-making workshops. The selected approach and methodology will be contingent on the status of COVID-19 in Timor-Leste at the time of the evaluation activities, ensuring participants safety as the first priority. The successful consultant team will design a detailed methodology in consultation with IWDA and CCC.</p> <p><i>Dissemination:</i></p> <p>The evaluation approach, findings and recommendations will be disseminated in an Evaluation Report (maximum 25 pages) that includes an Executive Summary (maximum 3 pages) - in both English and Tetun. The consultancy team are encouraged to also explore other types of outputs to supplement the report, that help to communicate the findings and recommendations in an engaging and accessible way (for example a poster that visibly represents the change pathways, a PowerPoint presentation summary). Importantly, the evaluation outputs should support CCC and IWDA to re-design an anticipated new, multi-year project together.</p> <p>Primary audience: CCC and IWDA, Australian Department of Foreign Affairs and Trade (program donor), and program beneficiaries.</p> <p>Secondary audience: Local stakeholders, government institutions and civil society in Timor-Leste; other donors; and IWDA and CCC's community of supporters.</p> <p>Budget considerations:</p> <p>There is a maximum amount of AUD 20,000 available for this evaluation. The budget prepared by the consultancy team must include costs to cover:</p> <ul style="list-style-type: none"> Consultant team fees and any additional costs incurred by the consultant team to conduct the evaluation - for example costs associated with travel to/from Suai and accommodation while there. Consultant fees should be in the range of AUD 435 - AUD 812 (based on DFAT's Aid Advisor Remuneration Framework). Costs associated with implementing the primary data collection phase of the evaluation - for example transport and food for focus group discussion participants. Dissemination outputs - for example translation (if this cannot be done by the consultancy team themselves) and design of other communication outputs. 		
7. DELIVERABLES TO BE PROVIDED		
Deliverable	Timeframe or Dates	Audience
Desk-review of program documents (narrative reports, workshop reports, monitoring data, program proposals etc).	By 09 December 2020	IWDA & CCC
Detailed design of evaluation framework, approach and methodology.	By 16 December 2020	IWDA & CCC
Participate in IWDA ethics review process and make changes to the design as required	By 23 December 2020	IWDA & CCC
Implement participatory primary data collection evaluation activities and maintain sound records (recordings, transcripts). Facilitate participatory	January 2021	IWDA & CCC

analysis and sense-checking with staff and program beneficiaries, for example via a Findings Workshop. This deliverable can be negotiated in the event that COVID-19 prevents travel and/or groups gatherings.		Program beneficiaries and other stakeholders.
Draft evaluation report including an executive summary in both English and Tetun. Incorporate feedback from IWDA and CCC reviews.	February 2021.	IWDA & CCC
Finalise the evaluation report and any other dissemination outputs.	Final report due by 01 March 2021.	IWDA, CCC, DFAT & program beneficiaries. Final report to be published online for broader stakeholders.
8. REQUIREMENTS		
<p>The individual or consultancy team should possess the following skills and experience:</p> <ul style="list-style-type: none"> Demonstrated significant experience in conducting qualitative and participatory evaluations, preferably in the Timor-Leste context. Experience in gender programming, preferably with a focus on women's leadership and/or gender norms change. Written and verbal fluency in both English and Tetun and excellent writing skills. At least part of the consultancy team must be based in Timor-Leste to implement the primary data collection evaluation activities (this is to manage the risk of continued travel restrictions due to COVID-19). 		
9. EXPRESSION OF INTEREST		
<p>Candidates are invited to submit expressions of interest addressing the following:</p> <ul style="list-style-type: none"> A brief response against the key selection criteria (as outlined in section 12 - maximum 1 page). CVs of all team members proposed to be involved in the evaluation (maximum 3 pages per person). A written example of prior evaluative work. A high level indicative methodology and timeline to complete the end of project evaluation, including consideration of potential risks and management of these (maximum 2 pages). A high level budget showing indicative costs, including daily consultant rates and per diems. <p>Expressions of interest that do not cover these requirements will not be considered. Expressions of interest are required by 11.59pm Monday 02 November 2020 and should be sent to spurdue@iwda.org.au</p>		

Reference	Description	Indicator	Target beneficiaries	Means of Verification (evidence)	Responsibility	DFAT Indicators that will be reported on	
Outcome 1	Women in Covalima, including women living with disability, have more opportunities to lead and participate in decision-making at the local level.	>Women report using their new skills within the family and community (conflict resolution, advocacy, referrals) >Participants report more equal descion-making and roles and responsibilities in the home between men and women		>End of project evaluation: *for example survey/FGD/KII with members of women's groups, *feedback from male partners which can be triangulated with feedback from the women about knowledge/attitude/behaviour changes in their partners >Annual Report	Consultant RWDP staff IWDA		
Output 1.1	Women involved in leadership and advocacy training report increased knowledge and confidence about leadership, conflict management, group governance and/or advocacy.	>Participants report increasing knowledge and confidence about leadership, conflict management, group governance and/or advocacy.	>70% of participants in leadership training report increasing knowledge and confidence for leadership - pre/post test	>Pre and post tests for training.	RWDP staff		
Activities	>Leadership training for 2 groups of elected women leaders (GDGL) >Leadership training for 1 group of women vendors >Advocacy training for 2 groups of elected women leaders who previously received leadership training		>50 women participate in leadership training >40 women participate in advocacy training	>Attendance list	RWDP staff	2.514	Number of women (x) who are able to access training and other support services to enable them to participate in governance or decision making processes at the community and/or subational level
						2.513 / G.05	Number (x) of women's groups, organisations and coalitions supported / Number of women's groups, organisations and coalitions actively involved in the project.
Output 1.2	Men and women have an increased understanding of gender equality and what this means for roles in the family	>Participants report increased knowledge about gender equality and what this means for roles in the family.	>70% of training participants increase their knowledge about gender equality issues	>Pre and post tests for training.	RWDP staff		
Activities	>Training of Trainers for Gender Equality (GE) training. RWDP staff with support from a consultant will participate in a training of trainers for the gender equality workshops. >GE training with livelihoods focused groups and male partners (4 livelihoods focused groups + male partners).		>Number of RWDP staff received ToT; 3 RWDP staff and 12 senior staff in total 15 people (5 women and 10 men including CCC director) >80 people participate in GE training (40 women, 40 men)	>Attendance list	2.504 / G.02	2.504 / G.02	Number (x) of people provided with awreness raising/training on gender issues and women's equal rights
Output 1.3	Women are provided with opportunities to discuss women's issues/priorities, share information, promote their activities and connect with relevant stakeholders. Women community leaders have the opportunity to connect with their constituencies and are enabled advocate for women's priority issues to relevant stakeholders	>Number (x) of people who attend quarterly forums where women's issues/priorities are discusswed. >By the end of the FY at least 2 priority women's rights issues are followed up with the relevent stakeholders	>280 people attend quarterly forums >2 priority women's rights issues are followed up with the relevent stakeholders	>Attendance list >Activity Report - monitoring of issues, news articles, letters to the relevent stakeholders.	RWDP staff		
Activities	>Quarterly forums with women representatives, women's associations, village leaders, councils and other stakeholders. >Meetings with the village councils, district administrator, PNDS and other community leaders to advocate on raised issues		>280 people (70 people attend each forum x 4 froums.)	>Attendance list	RWDP staff	2.504 / G.02	Number (x) of people provided with awareness raising/training on gender issues and women's equal rights
Output 1.4	COVID-19 information, education and advocacy is integrated into events and routine group monitoring/engagement, with a particular focus on bringing awareness to the gender dimensions of the pandemic and centring women's leadership in response and recovery efforts.	Number of people participating in interactive events or sessions related to COVID-19 public health measures and prevention				COV.02	Number of people participating in interactive events or sessions related to COVID-19 public health measures and prevention

	>ToT on COVID-19 prevention with women leaders >COVID-19 outreach activities with the community		>10 Xefe's of women's groups participate in ToT	>attendance list	RWDP staff		
Outcome 2	Women in Covalima, including women living with disability, have more opportunities and safer access to participate in income-generating activities.	>Participants report increased opportunities to participate income-generate activities >Participants report increased safety when participating in income-generate activities		>End of project evaluation: *for example survey/FGD/KII with members of livelihoods group and community members >Government policies and implementation plan >Annual Report	Consultant RWDP staff IWDA		
Output 2.1	Women's groups sustain small business activities and have opportunities to earn their own income.	>Groups have implemented at least 1 action from their transition plans. (eg. Submit business proposals)	>Groups have implemented at least 1 action from their transition plans. (eg. Submit business proposals)	>Activity Report -monitoring and reflection on small business activities and progress toward transition plans	RWDP staff		
Activities	>7 livelihoods group continue to implement their transition plans - including their small business activities, submitting proposals and other group actions identified in their plans.		>64 members of liveihood group (56 women, 2 women with disabilities and 6 men)	>Attendance lists >Activity Report - Livelihoods group activity plan and report	RWDP staff	2.605	Number (x) of people who participated in training and vocational training to assist them to access increased and sustainable livelihoods.
						2.513 / G.05	Number (x) of women's groups, organisations and coalitions supported
Output 2.2	CCC utilise the recommendations from the GMA to advocate to relevant institutions to address identified issues	CCC engages a range of stakeholders in adovacy to progress recommendations from the GMA	CCC raises and does advocacy on at least 2 issues from the gender market assessment with the municipal administrator or relevent institutions	>Activity Report - monitoring of follow up advocacy	RDWP staff		
Activities	>Advocacy for and monitoring of implementation of the recommendations of Gendered Marketplace Assessment >meetings with district administrator and market management >campaign on 'clean up' the marketplace		>Range of stakeholders engaged in progressing recommendations raised in the GMA.	>Activity Report - monitoring and advocacy activities	RDWP staff		
Outcome 3	People in Covalima have a greater awareness about gender-based violence (GBV) and know how to access support services including the formal justice system through referrals.	Examples of increased awareness of GBV as a result of campaigns and socialisation (qualitative)	>Community stakeholders (targeted sample) >3 RWDP staff	>End of project evaluation: *for example survey/FGD/KII with members of community and service providers >Annual Report	Consultant RWDP staff IWDA		
Output 3.1	Survivors of GBV are connected with different support services including the formal justice system through referrals and CCC's participation in the rede referral network.	>People that contact CCC about experiences of violence are connected with the appropriate service provider through CCC's participation in rede referral		>Activity Report - report on follow up visit with survivors	RWDP staff		
Activities	>CCC participate in the Rede Referral meetings. >CCC refer survivors of GBV to support services and provide transport to survivors to different service providers as requested.		> RWDP staff	>Activity Report - Rede Referral meeting notes >Activity Report - Rede Refferal data; number of suvivors support and type of cases	RWDP staff	2.705 / G.03	Number of women survivors of violence receiving services such as counselling (NOTE: referrals only)
Output 3.2	People in Covalima have increased access to information on and awareness of GBV and Human trafficking (the impact, the root cause, the available support and the risks in the context of COVID- 19).	>GBV and Humant trafficking is socialised at special event, forums and trainings.		>Activity Report about special events (six month and annual report).	RWDP staff		
Activities	>Commemorate IWD to share information about GBV and do socialisation about the issue with the community. >Share information about the Law Against Domestic Violence and Human Trafficking (CCC coordinate, Alfela delivery the target number and output will be reported by Alfela)		150 people participate in IWD event	>Attendance lists >Media reports	RWDP staff	2.504 / G.02	Number (x) of people provided with awareness raising/training on gender issues and women's equal rights

Outcome 4	CCC has strengthened its systems, processes and capabilities to achieve its mission, and is agile to respond and adapt to the COVID- 19 context.	>Examples of monitoring, evaluation and learning which have strengthened CCC programming (qualitative) >Examples of results from implementation of new policies (qualitative)	CCC organisation	>Partnership review - CCC monitoring & evaluation, partnership capacity assessment >End of project evaluation reports >Audit and fincial report	Consultant RWDP staff IWDA	6.103	Number (x) of local in-country partners reporting an increased organisational and project implementation capacity as a result of participating in ANCP funded projects/programs
						6.101	Number (x) of local in-country partners participating in ANCP funded project/programs
						2.802	Number (x) of local in-country partners that collect disability disaggregated data
Output 4.1	CCC has strong financial processes	Finances reports are completed accurately and on time and the finance manual is followed		>Finance reports (acquittals). >Annual Audit report. >Finance monitoring by IWDA.	CCC IWDA		
Activities	>Finance management mentoring >Quickbook software >Annual audit		2 finance staff participate in mentoring	>Attendance lists >Quickbook software purchased&utilised record >Annual Audit report	CCC		
Output 4.2	CCC has stronger policies and programs, informed by monitoring, evaluation, reflection and learning - including a clearer strategic approach for gender programming.	>A Disability inclusion policy is finalised. >A clear plan for Gender Policy development created. >CCC staff have good knowledge of new CCC policies. >CCC staff contribute to reflection and learning to improve programming		>Partnership review report >Activity Report - Annual Reflection Workshop >End of project evaluation: process, findings and recommendations	IWDA CCC		
Activities	>Finalise an organisational disability inclusion policy. >Develop an organisational gender policy. >Participate in the annual reflection workshop. End of project evaluation	>CCC organisation and staff (policies) >4 CCC staff attend reflection workshop >RWDP staff participate in end of project evaluation	>Policies and plans >Attendance lists Evaluation report	CCC >RWDP staff Consultant	2.701 / G.07	Number (x) of civil society organisations supported to achieve gender equality goals or provide specific services to women, including women with disability. Number of DPOs actively involved with the project.	

