

EVALUATION OF RURAL WOMEN'S DEVELOPMENT PROGRAM (RWDP)

FINAL REPORT

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ACRONYMS

ADTL	Assosiasaun Defisiénsia Timor-Leste
ALFeLa	Asisténsia Legál ba Feto no Labarik (Women and Children Legal Aid)
Aldeia	Sub-village
CCC	Centro Comunidade Covalima (Covalima Community Centre)
Chefe aldeia	Sub-village chief
Chefe suco	Village chief
CODIVA	Coalition for Diversity and Action
CSO	Civil Society Organisation
DPO	Disabled Persons Organisation
IADE	<i>Instituto de Apoio ao Desenvolvimento Empresarial</i> (Entrepreneurship Development Support)
FGD	Focus Group Discussion
FoS/C	Friends of Suai/Covalima
GBV	Gender Based Violence
IWDA	International Women's Development Agency
FOKUPERS	Forum Komunikasaun ba Feto Timor Lorosa'e (Communication Forum for East Timorese Women)
GMA	Gendered Market Assessment
KDSTO	Klibur Dezenvolvimentu Sustentavel Timor Oan (DPO)
KII	Key Informant Interview
MTCI	Ministry of Tourism, Commerce and Industry
NAP-GBV	National Action Plan for Gender Based Violence
PNTL	National Police of Timor-Leste
PRADET	Psychosocial Recovery and Development Centre East Timor
ROMANSA	Rai Osan ba Mudansa - Savings and Loans
RHTO	Ra'es Hadomi Timor Oan (DPO)
RWDP	Rural Women's Development Program
Suco	Village
VPU	Vulnerable Persons Unit

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EXECUTIVE SUMMARY

The Rural Women's Development program (RWDP) has been funded by the Australian Government Department of Foreign Affairs and Trade (DFAT) through the Australian NGO Corporation Program (ANCP), contracted by International Women's Development Agency (IWDA) and implemented in partnership with Centro Comunidade Covalima (CCC) since 2009. The current phase of the program (2021-2025) has five program outcomes focussed on promoting women's leadership (1); fostering women's economic empowerment (2); raising community awareness about gender-based violence (GBV) and access to social and legal services for victims (3), and improved knowledge of disaster preparedness and climate change adaptation (4). The fifth outcome refers to IWDA support to CCC's organisational strengthening.

The purpose of this evaluation was to support and enable the RWDP through an assessment of its impact and effectiveness, and the extent to which the program and IWDA's support has increased CCC's organisational capacity. The evaluation team was asked to focus on the program successes and enabling factors; challenges, barriers and risks and how the partnership with IWDA has supported the achievement of program outcomes (Annex 1: Terms of Reference). The evaluation was completed between December 2024 and March 2025, and included one week of travel to/from Suai for meetings and workshops from the 3rd-7th February 2025. The evaluation team met with around 85 stakeholders (50 women, 35 men, 8 people with disability) through multi-stakeholder workshops, focus group discussions (FGDs) or key informant interviews (KIs).

This summary of findings is organised by the Key Evaluation Questions as per the Terms of Reference and Evaluation Plan.

KEQ1: What has been the impact of the program on individuals, families and communities?

All stakeholders referred to CCC's contribution to gender equality in Covalima through its many years of training and accompaniment. These activities are seen as the foundation for the success across all outcomes. The most significant impact of RWDP during this reporting period was the election of 1 female suco chief (re-elected) and 13 female aldeia chiefs, up from 8 women *aldeia* chiefs during the previous period. There is also one woman appointed as *lian nain* (elder) in her suco. All stakeholders interviewed acknowledged the significant contribution of RWDP training, motivating and supporting to build the candidates confidence and capacity to put themselves forward. The economic empowerment activities continue to benefit individuals and families. The women participants reported that the activities from their groups continue to support the day-to-day household expenses and their children's education expenses.

KEQ2: To what extent has the program achieved its stated outcomes?

CCC has met or surpassed the expected outcomes of the Rural Women's Development Program (RWDP) that were established through the program four-year proposal, with the exception of the women with disability target group. The evaluation has found strong evidence that the RWDP has been an effective program with significant achievements across all outcome areas, however there is still considerable progress yet to be made towards gender equality for women with disability.

Outcome 1: RWDP made a significant contribution to the election of 13 women aldeia chiefs, 1 women chefe suco and the appointment of a woman as *lia nain*. The election of women as 'political' leaders in their community is starting to challenge and break down strong social norms and attitudes. Three women with

disability had participated regularly in the Quarterly Forum and leadership trainings, however none of them put themselves forward as candidates in the suco elections.

Outcome 2: The members of the women's economic groups continue to benefit from the economic and social capital generated by their group. The sustainability of the benefits has been enhanced during this period through the consolidation and expansion of savings and loans activities and joint marketing of products through the Weavers Network and Aroma Timor. There have also been two new groups formed comprising mainly people with disability, one of these is mentored and supported by an existing group (Halal). It is too early to predict the likely success and sustainability of these two groups.

Outcome 3: CCC plays an essential role in the implementation of the National Action Plan for Gender Based Violence (NAP-GBV) in Covalima. It is the only member of the GBV Referral Network that is working on prevention through awareness raising and training at the community level. All stakeholders recognise and value the importance of CCC's contribution.

Outcome 4: CCC has surpassed the stated outcome of "improved knowledge of disaster preparedness/climate change adaptation, and established three Suco Disaster Management Commissions, each with around 50% representation of women. There had been no disasters since their election, so the functionality of the suco level structures had not been tested.

Outcome 5: CCC has robust organisational systems and policies. The development and steps towards implementation of the LGBT inclusion policy is an excellent example of an organisation welcoming diversity. Progress has been made on the CCC succession planning, particularly with respect to individual staff program management capabilities. In 2021-2022, CCC followed up its findings and recommendations from its Gendered Market Assessment Research in 2019 and contributed to significant improvements in the Suai market functionality. The main research activity of this phase, Women's Leadership in Covalima is due to be completed in March 2025.

KEQ3: What have been the key challenges, barriers and risks to program success?

The cultural barriers posed by the patriarchy continue to be the greatest challenge to women's empowerment in Covalima. The political system perpetuates this at all levels, with patronage and 'money politics' determining who will be the favoured candidates for both elected (*suco*) and appointed (municipal government) positions. These are still predominantly men.

There is still considerable work to be done to promote women with disability to have a role in community level decision-making and exercise leadership. RWDP now has a small cohort of women (3) who have participated in various aspects of the program, who can advise CCC and IWDA on how to extend the reach of the program to more women with disability, so that it can achieve its (and their) empowerment objectives for that key target group.

Gains in social and economic capital through the improvements in market management, as well as the Weavers Network are at risk due to the fragility of the structures that have been established (President, Vice, Secretary and Treasurer) and lack of financial management capability and transparency. The presence of a charismatic and capable individual has been an important factor in the success of both the Suai Market, Weavers Network and marketing through Aroma Timor – this is also a risk to their sustainability.

Lack of funding from government to support the implementation of the NAP-GBV particularly in rural areas is a major barrier to the expansion and intensification of prevention activities, both through government (PNTL VPU) and CSOs.

RWDP implementation of activities related to disaster management and climate change adaptation takes focus and resources (time) away from the program's 'core business' of Outcomes 1-3, for which CCC/RWDP cannot meet the demand and need. CCC is already implementing the climate change adaption program "Rai Matak" and RWDP involvement in this area also raises expectations that CCC/IWDA will provide material support in emergency situations. Government and other CSOs have strong mandates (Civil Protection Authority, CVTL) and resources (CARE, World Vision, CVTL) to support communities to prepare and respond to disasters.

KEQ4: To what extent has the program and IWDA's support increased CCC's organizational capacity?

IWDA is a valued and respected partner of CCC and has had a significant influence on CCC's organizational capacity through demonstrating good practice through its own actions (eg: responsive and respectful communication) and by providing examples of policies and training materials that IWDA and its partners have developed. In particular, IWDA has provided the space for the CCC LGBT policy to be developed, with most implementation progress to date being through the RWDP supported activities (eg: LGBT people participating in the women's economic groups, leadership training, speakers at public events such as IWD, 16 day against violence, CCC quarterly meetings).

IWDA has also contributed to progress in the CCC succession planning by developing the program management and donor relations skills of the RWDP Manager through their direct communication and mentoring of her through the RWDP annual planning and reporting processes.

CONSOLIDATED RECOMMENDATIONS

KEQ5: Recommendations based on the findings for CCC and IWDA to strengthen the impact of the RWDP program, IWDA's partnership with CCC and enhance CCC's organizational capacity and sustainability.

These recommendations are organised under the main headings of the conclusions with which they are presented in the body of the report.

Women's Leadership

1. As the first step in a re-design process for the leadership component of RWDP, CCC/RWDP conduct a mapping exercise of the women in formal leadership roles in the sucos of Covalima (or CCC target sucos). This could be undertaken a small specific research 'project' to better understand who they are (basic demographic) and what positions they are in.
2. CCC engage the stakeholder groups of women leaders identified above, to develop a program of training, networking and peer support that would support them to exercise feminist leadership in their sucos over the next five years.
3. CCC/RWDP engage with the women with disability who already regularly participate in the RWDP program, as well as other women with disability who are already exercising leadership in Covalima (eg: RHTO members) to discuss their leadership aspirations and plan together how CCC can support them and other women with disability through the next phase of RWDP (through RWDP or other programs).
4. IWDA support CCC to further adapt their training materials for delivery in 1-2 hour sessions by women community leaders (gender equality, public speaking, advocacy and leadership, GBV)
5. RWDP provides TOT and peer training for a cohort of women leaders to facilitate regular 1-2 hour session in their own aldeia and suco.
6. CCC explore with municipal authorities and suco leaders how the training provided through RWDP could be replicated, with costs minimised and shared between the different entities, particularly if CCC proceeds with the methodology of shorter, small group sessions facilitated within the suco/aldeia.

Women's Economic Empowerment

7. Through their networking at national and municipal levels, CCC continue to actively promote opportunities for the income generation groups to engage with other government agencies, NGO/donors in their suco.
8. CCC, through RWDP explore the benefits and risks of supporting the establishment of a Covalima Women's Cooperative that would incorporate the Weavers Network and Aroma Timor marketing.

Suai Market

9. CCC re-engages with the new Municipal Director of Markets using the 2020 GMA report and its recommendations (review of progress) as a starting point for further action.
10. CCC and the Municipal Director of Markets support the remaining members of the market governance structure to convene a meeting of vendors to provide a financial and progress report, elect a president, reconfirm the members of the structure and develop a joint action plan for further action

11. CCC support the Municipal Director of Markets and the Market management structure to develop a municipal statute or local regulation to guide the market management (as per recommendation in GMA report)
12. CCC approach the LGBTQ+ and disability community members who are market vendors to gauge their interest in being members of the market management structure.

Rede Referral – GBV

13. CCC and IWDA explore how CCC can access donor GBV funding for socialization and community training in Covalima that support the prevention pillar of the NAP-GBV (eg: Nabilan, Rede Feto, UNWOMEN).
14. CCC and the GBV Referral Network advocate to national and municipal governments for more funding to NGOs for GBV prevention activities, in addition to its support to victim services.
15. CCC and IWDA explore ways for the ALFeLa team in Suai to share information about the legal system and how ALFeLa can provide their support to women and children who are the victims of GBV.

Disaster Risk Reduction and Climate Change Adaptation

16. CCC continues its engagement in the municipal disaster coordination committee and encourage women to join the suco disaster committees (as female leaders in their suco) as they are established or strengthened by other organisations.
17. IWDA and CCC remove the specific disaster response and climate change adaptation outcome from the RWDP design and planning for the next phase.

CCC Organisational Development

Disability policy to practise

18. CCC continue engagement with local DPOs through existing municipal networks and activities and ensure that its education courses are accessible and welcoming for young people with disability.
19. CCC continue dialogue with the DPOs and disability representatives to further the inclusion of people with disability in CCC governance and programming.
20. If IWDA and CCC decide that women with disability are a priority target group of the next phase of RWDP, IWDA should fund a position for a woman with disability to focus on this aspect of the program, or at the very least, a female disability officer from a local DPO to accompany the RWDP team.

LGBT diversity

21. CCC board, director and RWDP staff lead the review and revision of the CCC LGBT policy with LGBT community members.
22. CCC and the LGBT community representatives develop an action plan for the policy implementation that could include the following practical actions:
 - Open a place on the CCC Board/Commission to a member of LGBT community.
 - Promote the participation of LGBT youth in the regular CCC education courses (computer, English).
 - CCC provide small financial support to events led by the LGBT community in Covalima (to get their name/logo on the banner).

- CCC seek support from the LGBT community (either financial or in-kind decoration etc) for events that it organises/leads that would allow CCC to add their name/logo to the banner advertising the event

Succession Planning

23. CCC seek a facilitator to provide training and advice to the CCC Commission so that they can assume leadership of the CCC succession planning and the establishment and support of a senior management team.
24. CCC Director and Board clarify the definition of “Succession Planning” as “Planu ba mudansa lideransa” and its meaning and scope for CCC (through staff meetings, quarterly meetings, AGM, strategic planning)
25. CCC update the CCC management structure to include a senior management team with clear decision-making responsibilities.
26. The Commission, Director and Senior Management Team develop a document stating clearly the responsibilities and mechanisms for decision-making at all levels (Commission, Director, Senior Management Team, Program Managers)

Research

27. CCC/RWDP design simple, small research projects about specific topics that will inform the design of the next phase of RWDP.

Partnership with IWDA

28. IWDA maintain the direct relationship with the RWDP Program Manager and continue to provide her with the mentoring support to continually improve her program management skills (this also contributes to CCC succession planning).
29. IWDA facilitate the linkages and technology to enable learning between the CCC RWDP team and its (IWDA's) Pacific feminist partners through both online, and where possible face-to-face meetings.
30. IWDA continue to streamline and simplify the proposal and reporting templates and support the RWDP Program Manager to reduce the repetition in reporting (between logframe and narrative report).
31. Prior to the next Partnership Review, IWDA and CCC review the action points of the last review – is it still relevant, what progress has been made, should it ‘stay on the agenda’.

INTRODUCTION

This document is the report of an independent evaluation of the Rural Women's Development Program (RWDP) implemented by Centro Comunidade Covalima (CCC) in partnership with the International Women's Development Agency (IWDA) and funded through the Australian NGO Cooperation Program (ANCP) of the Australian government.

The purpose of the evaluation was to support and enable the RWDP Program, through the assessment of:

1. The impact and effectiveness of the program

- 1.1. Program successes and enabling factors (Impacts of program at the individual, family and community level; Key factors contributing to program impacts / successes; How the partnership with IWDA has support the achievement of program outcomes and outputs)
- 1.2. Program challenges, barriers and risks (Key challenges, barriers and risks; How the program has addressed those challenges, barriers and risks; What needs to be done to address the unsolved/remaining challenges, barriers and risks)

2. The extent to which the program and IWDA's support has increased CCC's organizational capacity

- 2.1. CCC's organizational strengths (CCC's areas of strengths, including program management and implementation, monitoring and evaluation, operational and financial systems, human resources, resource mobilization, etc.; Effectiveness of CCC's disability inclusion approach; Effectiveness of CCC's succession plan)
- 2.2. Partnership with IWDA as a support to CCC's organizational capacity (How the partnership with IWDA has contributed to CCC's organizational development; How IWDA's support can/should be improved)

The evaluation was completed between December 2024 and March 2025, and included one week of travel to/from Suai for meetings and workshops from the 3rd-7th February 2025. The Terms of Reference of the evaluation is provided in Annex 1.

BACKGROUND

COVALIMA COMMUNITY CENTRE

Covalima Community Centre (CCC) is a community-based organisation with extensive experience supporting community development in Covalima district, Timor-Leste. CCC was established in 2000 with a vision to build a community in which everyone has the opportunity to develop their capacities so that they can contribute to the social and economic development of the District of Covalima. CCC receives core funding from the Friends of Suai/Covalima friendship group that is based in the City of Port Phillip in Melbourne. Funding from the City of Port Phillip through Friends of Suai will end in June 2025. This is likely to significantly reduce the FoS/C financial contribution to CCC. In addition to the RWDP, CCC runs educational courses for young men and women in basic computer skills and English language funded by FoS/C and is also implementing a carbon reforestry program "Rai Matak" funded by WithOneSeed.

INTERNATIONAL WOMEN'S DEVELOPMENT AGENCY (IWDA)

IWDA is an Australia-based feminist organisation, resourcing diverse women's rights and feminist organisations primarily in Asia and the Pacific, and contributing to global feminist movements to advance the vision of gender equality for all. IWDA has partnered with CCC since 2009, focusing on rural women's leadership and economic empowerment.

RURAL WOMEN'S DEVELOPMENT PROGRAM (RWDP)

The RWDP has been funded by the Australian Government Department of Foreign Affairs and Trade (DFAT) through the Australian NGO Corporation Program (ANCP), contracted by IWDA and implemented in partnership with CCC since 2009. The second phase of RWDP, implemented from July 2021 – June 2025 has five program outcomes:

Outcome 1. Women in Covalima, including women living with disability, have more opportunities to lead and participate in decision-making at the local level, resulting in an enabling shift in social norms and behaviours among men and women in the community.

RWDP is primarily focused 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. Through RWDP, CCC also hosts quarterly forums with relevant stakeholders in the Covalima area, to share information on intersectional women's rights issues including gender-based violence (GBV), gender equality, disability inclusion and access to services.

Outcome 2. 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.

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

Outcome 3. 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.

Underpinning RWDP is the 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.

Outcome 4. Women in Covalima, including women living with disability, have improved knowledge of disaster preparedness/climate change adaptation.

Since 2022-2023, RWDP also works with the community and existing suco disaster risk committees to promote inclusion of more women, provide training on disaster risk assessment and support the setup of new suco disaster risk committees

Outcome 5. CCC has strengthened its systems, processes and capabilities to achieve its mission.

Under RWDP, IWDA provides program management support to CCC (finance and narrative reporting, safeguarding compliance) and also supports CCC's organisational capacity strengthening, especially in relation to the development and implementation of a succession plan for CCC.

METHODOLOGY

The evaluation involved a desk review and qualitative data collection (workshops, focus groups and key informant interviews) in Suai, Covalima, and in Melbourne. A total of 85 people (50 women, 35 men, 2 women with disability and 6 men with disability) participated in the evaluation, some of them engaged in multiple data collection activities.

DATA COLLECTION

DESK REVIEW

Prior to travel to Covalima, the evaluation team reviewed the documents provided by IWDA, with a particular focus on the annual ANCP reports that provided detailed output and outcome level information. As the time in Suai was limited, the evaluators prepared a powerpoint with summaries of key outputs and achievements as a starting point to the workshop discussions with stakeholders. A list of the documents reviewed is provided in Annex 2 and the schedule as Annex 3.

MULTI-STAKEHOLDER WORKSHOPS

In January 2025, CCC identified informants for the evaluation and invited them to a number of three-hour multi-stakeholder workshops for them to meet with the evaluation team. Participants in the two workshops that went ahead as planned are shown in table 1 below. There were no participants with disability.

Table 1: Participants in multi-stakeholder workshops

	Women	Men	Total
1. Workshop: CCC staff and commission	8	12	20
2. Workshop: Suco leaders (successful women candidates, unsuccessful candidates, male suco chiefs)	15	2	17
TOTAL	23	14	37

The general format of these workshops was:

- Introduction to the evaluation and consent (powerpoint)
- Presentation of the relevant outputs and achievements from the CCC reporting to IWDA (powerpoint)
- In stakeholder groups, identification of examples of the most significant success/achievement, and CCC role in achieving the success. (small group - flipchart)
- In plenary, presentation of the change, and discussion of factors enabling the change, barriers and risks and what next?

The quality and depth of information obtained from these workshops was limited and is discussed further in the Limitations section below. The evaluation team made changes to the structure of these meetings, and when there were only two stakeholder groups, they were able to conduct focus group discussions.

FOCUS GROUP DISCUSSIONS

As an alternative to the planned workshop format, where possible, the evaluators divided the multi-stakeholder groups into two groups of stakeholders with a common interest and were able to facilitate a more detailed and focussed discussion related to the evaluation questions. People with disability participated in the FGD specifically for people with disability where representatives from the local DPOs were invited to discuss their engagement with CCC. In addition, one woman with disability participated in the FGD for Leader of the women's economic groups.

Table 2: Participants in Focus Group Discussion

Focus Group Discussions	Women	Men	People with disability	Total
Women suco leaders (x2) ¹	12	0	0	12
Municipal government stakeholders	4	3	0	7
Covalima GBV Referral Network	4	1	0	5
CCC RWDP and senior team members ²	3	2	0	5
Leaders of the women's economic groups	14 ³	0	1	14
People with Disability	1	6	6	7
Members of the LGBT community	2 ⁴	10	0	12
TOTAL	40	22	7	40

KEY INFORMANT INTERVIEWS (KIIS)

Individual interviews were conducted with key stakeholders that were both identified by the CCC team and requested by the evaluation team. A total of ten people (7 women, 3 men) were interviewed.

Table 3: Key Informant Interviews

Location	Key informant interviews with:
Suai	Municipal Administrator (current) Municipal Director of Civil Society Former Municipal Administrator (also founding director of CCC) Former President of Suai Market President of CCC Commission (chief of PNTL VPU) ⁵

¹ Counted in the workshop with suco leaders; conducted two FGDs while waiting for other participants to arrive

² Counted in the workshop with CCC staff and commission

³ One of these participants also participated in the workshop with CCC staff and commission

⁴ One of these participants also participated in the FGD with CCC RWDP and senior staff members and workshop with CCC staff and commission

⁵ Also participated in the workshop with CCC staff and commission.

Location	Key informant interviews with:
	RWDP Manager ⁶
Dili	CCC Director ⁷
Melbourne	IWDA Program Coordinator Former IWDA Program Manager SSTL Consultant

LIMITATIONS

Multi-stakeholder workshops as predominant information gathering methodology: CCC suggested the evaluation schedule in the weeks leading up to the evaluation. They had organised a number of multi-stakeholder workshops to bring together the program participants, as well as some individual meetings with key members of the municipal government. The workshop format proved difficult for the evaluation team to obtain specific information through detailed, probing questions that is possible with smaller focus group discussions (FGDs). Where there were only one or two stakeholder groups invited to the meeting, the evaluators divided the group and conducted separate FGDs.

Selection of evaluation participants: Some of the participants in workshops and FGDs had little or no relation to the RWDP. This took the evaluator and group focus away from the core purpose of the activity which was to collect information to assess the effectiveness and impact of RWDP.

Limited participation of women with disability: Despite the documented focus of the outcomes on women with disability, there were only two women with disability who participated in the evaluation process. One participated in the FGD as a staff member of RHTO, rather than as a participant in RWDP program activities. It was therefore not possible for the evaluation team to draw evidence-based conclusions about the extent to which RWDP outcomes were achieved for/with women with disability (or other unintended outcomes).

Unable to collect detailed personal and family impact stories: As there were no KIIs scheduled with the individual group members or their male partners, the evaluators were only able to get general comments/stories of change through the workshop or large FGD. The evaluators initially included community visits as part of the evaluation plan, however both CCC and IWDA deemed this unnecessary as a data collection method, given the limited time.

Lack of national data to compare election outcomes in Covalima with other municipalities. While the numbers of women elected as sub-village chief (chefe aldeia) and employed in the municipal administration in Covalima shows reported improvements, there is a lack of publicly available data across municipalities that enables a comparison between Covalima and other municipalities.

Time and budget: The budget limitations meant that the evaluation team could only spend four days in Covalima and were dependent on the CCC organised workshops for information. It also limited the consultations with other actors across the outcome areas, so we were unable to assess their contributions to the changes identified through this evaluation.

⁶ Also participated in the FGD with CCC RWDP and senior staff members and workshop with CCC staff and commission

⁷ Also participated in the workshop with CCC staff and commission

FINDINGS

The overall findings are that the RWDP has been an effective program with significant achievements across all outcome areas, however there is still considerable progress yet to be made towards gender equality for women with disability.

The sections below address the areas of particular success or achievement, with a discussion of the factors contributing to that success, challenges and risks, and the role of CCC and the RWDP.

MORE WOMEN IN VILLAGE (SUCO) AND MUNICIPAL GOVERNMENT (OUTCOME 1)

WOMEN IN THE FORMAL SUCO STRUCTURES

Elections were conducted in 2023 for the village or suco council – the community governance structure. The Suco Council is made up of one suco chief, aldeia chiefs for each aldeia (sub-village) in the suco, female and male delegates from each aldeia, one male and female youth representatives for the suco (all elected) and an appointed *lian nain* (elder)⁸. These officials have a seven-year term until the next suco elections due in 2030. During this phase of RWDP there was considerable focus on preparing women to run as candidates for the positions of suco and aldeia chief.

According to the RWDP annual reports, around 200 women (5 with disability) received training in Leadership, Communication and Advocacy in the three years from July 2021 and June 2024. In the lead up to the suco council elections in 2023, 60 women received specific training to support their candidatures, and in the period from September to November 2023, CCC were active partners with the Secretary of State for Gender and Inclusion (SEII), the National Electoral Council (CNE) and the Covalima Women's Association in a range of activities to motivate and support the women candidates. Training was based on the Good Decisions, Good Leadership training manual that was developed by Live and Learn and IWDA in the Solomon Islands and translated into Tetun. Despite five women with disability participating in the initial training in Leadership, Communication and Advocacy, there were no women with disability who put themselves forward as candidates for the elections.

The quarterly forums facilitated by CCC/RWDP were also cited by the participants as providing important capacity and confidence building inputs. An average of 68 people from across CCC stakeholder groups attended each forum (71% women) with three women with disability as regular attendees. These meetings reinforce the messages from training (GBV, gender equality, women's leadership) and provide the opportunity for the participants to resolve problems together (eg: men dominating decision-making) and receive new information (eg: HIV/AIDS, Sexual Exploitation Abuse and Harassment (SEAH)).

As well as the formal training and quarterly forums, the women also recognised the 'moral support' provided by the RWDP team through accompaniment (Tetun: *aproximasaun*) that would be translated to accompaniment. The women felt accompanied and personally supported by the RWDP team.

During the evaluation workshop for suco leaders (successful women candidates, unsuccessful candidates, male suco chiefs), participants overwhelmingly attributed their increased confidence to speak in public and put themselves forward as candidates, to the training and support that they received from CCC through the

⁸ Section 10 of the Village Law 9/2016).

RWDP. There were clearly observable strong, positive relationships between the women leaders from different sucos, and between the women and the RWDP team.

“CCC facilitated, trained and motivated us” (Small group discussion, Leaders workshop)

“With the support from CCC, we were brave enough to be a candidate” (Woman candidate, Leaders workshop)

“the CCC program has supported me to be able to speak in public. Before I was too shy to say anything” (small group discussion, Leaders workshop)

Prior to the election there was one woman suco chief and eight women chefe aldeias in Covalima. CCC supported 16 female candidates to the suco chief position and 46 women candidates to aldeia chief. No women (or men) with disability stood as candidates in the elections. The suco chief was re-elected and 13 of the candidates for chefe aldeia were successful. There is one woman who was selected by the suco council to be the ‘lia nain’ representative on the suco council (see text box below). All of the women elected had received the above-mentioned training from CCC, however none of them were long-term members of the CCC women’s economic groups. Three of the newly elected aldeias chiefs were from the Suco Maudemo, where the female suco chief was re-elected for her third term.

“In Suai Loro, there was one female chefe aldeia before, now there are two (of 5 aldeias)”

“In Suco Maudemo, there is a woman as chefe suco, and 3 chefe aldeias (of 7 aldeias)”

Sra. Felizarda Moniz da Costa from the suco Lalawa is the leader of the Halal group and involved with the RWDP since 2012. Prior to the 2023 election, she was a suco council member and when the chefe suco could not continue, she was asked to step up. She acted as Chefe suco until the 2023 election. Sra. Felizarda stood as a candidate for chefe suco, but another male candidate was successful. However, the suco council still valued her contribution, and wanted her to be involved, so they appointed her as the *lian nain*. The *lian nain* is traditionally a male community elder who brings his status, wisdom and conflict resolution skills to the suco council. Sra. Felizarda is the only female *lia nain* in Covalima (and perhaps in Timor-Leste). Her appointment as *lian nain* represents a considerable shift in women’s roles in the community leadership.

When asked about the factors that contributed to their success in the election, all the women referred to the training and support they received from CCC. As well as the specific leadership training, they recognised the work that had been done over many years to promote gender equality in the communities of Covalima. One group said that without CCC and RWDP, there would be *“less women’s participation and less gender equality in Covalima.”* Other factors that enabled the success of women in the suco and aldeia elections included:

- In Maudemo, the successful aldeia chiefs referred to the example and encouragement they received from the suco chief (a woman)
- The support of their family, including the size of their family ‘vote’ in the aldeia
- Their reputation for being an active and community minded ‘can do’ person in the community.
- Being seen as a person who is not afraid to speak up in the community (ibun bo’ot – big mouth)
- Previous formal leadership experience as the aldeia women’s delegate to the suco council.(10 of the successful chefe aldeias were delegates prior to this election)

In the twelve months since their election, some of the women are already demonstrating leadership in their new roles and showing their communities that they can be active leaders.

- In Suco Maudemo, World Vision began programming in the suco soon after the election, providing the newly elected female aldeia chiefs the opportunity to show that they can effectively coordinate with outsiders to bring resources into the community.
- The newly elected Women's Youth Representative in Suco Taroman, reported that she had already begun to form sewing and savings and loans groups with young people in her suco, as well as working with World Vision to establish a group who grow and sell vegetables.

Feedback from all stakeholders included the request that the training and support of women leadership in Covalima continue and be expanded, echoing the recommendations that were reported from the training feedback in the Annual Reports to IWDA.

The barriers to their election far outweighed the supporting factors. There was a lot of discussion around the cultural barriers with patriarchy still being very strong. Despite some areas in Covalima having a matrilineal culture, decision-making is still dominated by men.

Among the other commonly mentioned barriers were:

- Lack of support from the existing suco council members
- Local political party structures support male candidates more than women.
- Money politics – candidates pay community members money to vote for them and male candidates are more likely to have this economic support (usually from the political party)

The CCC team have come to the conclusion that women candidates faced many more criteria for election than a male candidate.

“After the elections we had a public speaking competition and invited some of the successful male aldeia chiefs to compete against some of the women who had lost to them in the election. An independent panel of judges found that the unsuccessful women candidates were far more articulate than the successful men. Even though women may be the more competent candidate, men will win for other reasons.” (Unsuccessful woman candidate, CCC staff member – on different occasions)

WOMEN IN COVALIMA MUNICIPAL ADMINISTRATION

There are few women employed in the municipal administrations across Timor-Leste. Out of all the municipal presidents/administrators, only one is a woman (Baucau municipality), and most of the Administrative Post Administrators are men. A key activity of the RWDP for this phase has been advocacy for the engagement of more women in the municipal administration. There have been some gains during this period, as there were two opportunities for personnel changes in municipal administration due to political changes at a national level in 2020 and 2023.

At a CCC Commission meeting in June 2022, the Municipal Administrator, founder and former CCC Director, Sr. Francisco de Andrade, told the group that when he came into office as the Municipal Administrator in 2021, the only women working in the administration were the cleaners. According to a January 2023 staff list provided to the evaluators from the Municipal HR office, during his term in office, there were no women in Director positions in the Municipal Administration (of 12 Directors listed), and four women Chief of Departments (of 23), which is the next level down the administration hierarchy.

With the change of national government in 2023, Sr. Francisco was replaced as Municipal President by Sr. Miguel Armada Cardoso. As well as the change of administrator, this also resulted in a change in personnel across key positions in the administration. According to a July 2024 staff list provided to the evaluators, there are now four women in Director positions in the Municipal Administration (of 19 Directors), and four women as Department Chiefs (of 37). There are no women with disability in these positions.

The individuals appointed to positions in Municipal government depends largely on relations of political patronage. Both the former and current Municipal Administrators declared their commitment to gender equality and increasing the numbers of women in their administrations. They also referred to the Timor-Leste Constitution that espouses the principle of gender equality. While moving in the right direction, the shift from 11% to 14% of women in Director or Department Chief roles in Covalima Municipal government suggests that there is still some way to go.

All stakeholders in workshops, FGDs and KIs reported that CCC's contribution to this change was many years of continued advocacy and providing informal education courses in Suai (computer, English, public speaking, leadership) to encourage women to apply and put themselves forward for positions in the administration.

For example: The RWDP staff told the story of 2015 when CCC launched a major campaign where they visited municipal offices that did not have women in positions of responsibility. They would stop in front of these offices and read out their statements to the people attending the offices and passers by – attracting considerable attention.

One of the informants in the FGD with municipal government stakeholders had attended courses and volunteered at CCC while in high school. She recognised the contribution of CCC to her confidence and personal development and how it has helped her to reach her current position as a Department Chief in municipal government.

ENHANCED SUSTAINABILITY OF THE WOMEN'S ECONOMIC ACTIVITIES (OUTCOME 2)

The women's economic groups have been functioning since the start of RWDP in 2009. Previous evaluations used the 'cash reserves' metric to as an indicator of the success of the groups. Table 4 below compares the reported cash on hand in January 2025 with those reported in *the 2021 and 2015 evaluations*.

Table 4: Cash reserves of economic empowerment groups

	Group	Baseline	2015	2021	Jan-25 ⁹
1	Cruz Minar Rai	\$30	\$853	\$2 205	\$2 700
2	Feto Foin Sae	\$50	\$263	\$120	\$100
3	Fitun Naroman	\$375	\$331	\$150	\$500
4	Haburas Goronto	\$100	\$548	\$2 500	\$4 000
5	Haburas Maudemo	\$142	\$221	\$250	\$100
6	Halal	\$70	\$306	\$300	\$200
7	Halibur Maudemo	\$150	\$220	\$200	\$400
8	Haburas Tialai		\$198	\$3 200	\$1 110

⁹ Data provided by CCC RWDP Program Manager, January 2025.

	Group	Baseline	2015	2021	Jan-25 ⁹
9	Remajaleju		\$830	\$3 800	\$3 000
10	Hul (disability) ¹⁰	\$500	-	-	\$20
11	Haforsa (disability)	\$500	-	-	\$30

While cash reserves may be an adequate ‘point in time’ metric, it is not indicative of the level of activity or turnover of the group. Groups that are involved in agricultural or market gardening activities will have high level of turnover (cash in, cash out), though may never have high levels of cash reserves. Some of the groups reported that they are regularly distributing the dividends of sales between group members as the activity provides a reliable source of income. This is not captured through the ‘cash reserves’ measure.

Both CCC and the women themselves identified one indicator of their success as the recognition of their group members as experts in their technical area. This was demonstrated by other NGOs employing group leaders to train women from other communities and groups. For example, two women from the Halibur Maudemo group who make tempeh, were contracted by Plan International in August 2022 to provide training to 17 women’s groups in Ainaro and Aileu municipalities.

Numerous individual stories of participants utilising the income generated to support their children’s education emerged through the group discussions and support the detailed individual stories that are included in the CCC annual reports.

“We are able to provide for the daily household necessities from the activities of our group”

“We are able to support our children in their education – from primary school through to university”

However, the achievements that contribute most to the economic viability and likely sustainability of the groups is the addition of a group savings and loans scheme to the economic activity, and the success of marketing their products nationally through the Weavers Network (Rede Soru Nain) and Aroma Timor company.

SAVINGS AND LOANS

Microfinance, more specifically savings and loans groups, have been an important poverty alleviation strategy implemented globally. In Timor-Leste, and in particular Covalima, Oxfam implemented savings and loans programs (ROMANSA) from 2000 to around 2012, with varying degrees of success.

CCC introduced a ROMANSA component to the economic activities of the groups around 2014, and the 2021 evaluation noted how the ROMANSA had helped individual women pay for their children’s education expenses and build/repair houses.

In the FGD with group leaders, three of the groups, specifically mentioned the ROMANSA as a significant economic activity. They are also the groups with high levels of ‘cash reserves’ reported in Table 4 above.

¹⁰ Hul and Haforsa are groups predominantly made up of people with disability that started in Jan 2023 and received a \$500 grant from CCC in July 2023 to kickstart their activities. More on the Hul and Haforsa stories are provided in the Disability section of the findings.

The Haburas Goronto group from Suco Ogues reported that with Mercy Corps support, they had expanded their own group and established a further three savings and loans groups amongst adults in the community, as well as a group of children who established their own ROMANSA group. This has strengthened their own group and expanded the social capital beyond the original Haburas Goronto members.

MARKETING

There are two examples of collective action between the groups to market their products at a national level.

WEAVERS NETWORK (REDE SORU NA'IN)

The woven textiles known as 'Tais' are the most enduring cultural artform in Timor-Leste. The production process is complex and time-consuming requiring the preparation and dyeing of the cotton as well as weaving the material. Recognising the challenges that weavers, mostly rural women, faced in promoting their products to a national and international audience, TimorAid and Alola Foundation established the Weavers Network (Rede Soru Na'in) at a national level in 2019. In December 2021, tais were added to UNESCO's List of Intangible Cultural Heritage in Need of Urgent Safeguarding.

TimorAid and Alola Foundation, with support from UNESCO and UNWOMEN, have been active promoters and supporters of the Covalima branch of the Weavers Network since 2020. CCC initially facilitated the links between the groups and TimorAid and Alola Foundation, and most network members belong to the CCC sponsored groups. The group has established a formal structure with a President, Secretary, Treasurer etc. and received training from Alola Foundation and TimorAid. Through the Rede Soru Nain, the individual weavers / groups are able to market their products in Dili through exhibitions that have been held annually since 2021, a permanent "Rede Soru Nai'in" shop and other marketing opportunities at special events such as International Women's Day, Alola Christmas Fair etc. RWDP have assisted the Rede Soru Nai'in to access small funding from government agencies in the municipality (IADE, MTCI), and prepare their written reports back to their national partners (TimorAid, Alola Foundation).

The group discussion with the economic group leaders and some members identified a lack of transparency and financial management capacity as a risk to the ongoing financial success of the group. The management of the network's business activities is potentially entering a risky period, however the formal structure is largely made up of members of the CCC sponsored groups. This could be an opportunity for CCC to support the network to strengthen its sustainability.

MARKETING THROUGH AROMA TIMOR

Aroma Timor is a branded range of 'natural and healthy products handmade by Timorese women' that is marketed through the People's Trade Company. The company was established in 2017 with support from Japan International Cooperation Agency (JICA). Aroma Timor sell their products through a shop in the Patteo compound in Dili as well as other supermarkets.

The Remajeleju group leader, Sra. Regolinda Ikun Lesek who is also a CCC Commission member, is the key contact point between the CCC sponsored women's groups and Aroma Timor. Remajeleju group produce virgin coconut oil, cookies, and chips as well as receiving products from the other CCC sponsored groups to sell through the Aroma Timor network. For example, the chief of Remajeleju reported that she receives hibiscus flowers from other groups and sells them collectively to People's Trade Company to be marketed through Aroma Timor. The main risk to the sustainability of this marketing arrangement is that it depends heavily on one individual.

FROM RESEARCH TO PRACTICE – IMPROVING SUAI MARKET (OUTCOME 2)

Marketplaces are an important hub for economic development of the sucos and municipalities in Timor-Leste. The municipal and administrative post markets are the link between the subsistence agricultural producers and local consumers, with an estimated 75-90% of the vendors in these markets being women¹¹. In 2019, IWDA and Oxfam supported CCC to undertake a small study of conditions in the Suai market. The report of the Gendered Market Assessment, published in 2020, has provided the evidence for CCC advocacy with municipal authorities to improve conditions in the Suai Markets. Advocacy was delayed until 2021 because of the COVID-19 outbreak.

The priority issue identified for improvement was the market governance, with vendors unhappy with the management of the market by the male market chief. They identified a lack of transparency, communication about expenditure of the market fees, and nepotism with him favoring his own family.

CCC shared the results of the study with the Municipal Administrator and Director of Markets and Tourism in 2021, with the recommendation that stall holders be supported to establish a market management structure (chief/president, deputy, secretary, treasurer). In addition, CCC advocated that a woman be appointed as the president of the market stall holders. In 2021, RWDP provided leadership training to 20 market vendors.

“mana Hilaria and Tereza met with the Municipal Authorities and presented the results of the research. I was the Municipal Director of Markets, and we convened a meeting with the sellers to elect their leadership structure.” (ex-Director of Markets and Tourism, FGD Municipal Government stakeholders, 4th February 2025)

This resulted in the appointment of Sra. Mafalda to the position of market president and women also in the positions of Secretary and Treasurer. Only one of the four office bearers was a man. With greater control of the money raised from fees paid by the stall holders, the new structure was able to make improvements in the management of rubbish, security and parking. Sra. Mafalda also reported giving more people space inside the market area so that they were no longer selling in the street, and bringing together the stalls selling similar products – for example, all of the vegetables sellers together.

“this was the first time that I had been manager of the market. It is a big responsibility because people don’t listen. I have to speak strongly to them so that they will take notice and do the right thing.” (chief of Suai Market, KII, 6th February 2025)

In our interview with Sra. Mafalda, she informed us that she had resigned from her position several months earlier, in order to focus on her contracting business. Sra. Mafalda reported that a man was again in charge of the market operation and was not working with the remaining committee members.

The market management structure is voluntary, and with Sra. Mafalda’s resignation, along with the change in Municipal Director of Markets and Tourism in 2023, improvements to the functioning of Suai market are at risk.

CCC AS VALUED MEMBER OF THE COVALIMA GBV REFERRAL NETWORK (OUTCOME 3)

Under Timor-Leste's National Action Plan Against Gender-Based Violence 2022–2032 (NAP-GBV), the main goal is to “end violence against women and girls in our communities” by focusing on three pillars: 1) prevention of violence against women and girls; 2) provision of essential services to women and girls who

¹¹ TOMAK Marketplace Assessment, 2018

experience violence; and 3) legal support and justice (Secretary of State for Equality and Inclusion, 2022). In the GBV work, the discussion will refer to these different pillars.

In Covalima, one of the programs that is often referred to when discussing EWAG and GBV is Nabilan. Since 2014, Nabilan has been DFAT’s flagship Ending Violence Against Women and Children (EVAWC) program in Timor-Leste, implemented by The Asia Foundation (TAF). The program’s goal is that “women and children in Timor-Leste enjoy gender equality and live free from violence”.

Nabilan works across all three pillars, however its prevention work is focussed in Dili (with national NGOs) and Manufahi. In Covalima, Nabilan’s services and access to justice partners include Forum Komunikaun ba Feto Timor Loro Sa’e (FOKUPERS), Psychosocial Recovery and Development Centre East Timor Fatin Hakmatek (PRADET Fatin Hakmatek), Centro Esperansa Feto-Uma Mahon Salele (CEF-UMS) and Asisténsia Legál ba Feto no Labarik (ALFeLa). ALFeLa are also IWDA’s other partner in Timor-Leste.

The RWDP outcome with respect to GBV aims for greater community awareness about GBV, and improved access to services through the referral process. As a member of the Covalima Referral Netowrk, CCC contributes to the GBV prevention pillar. Between 2021-June 2024, CCC delivered training to around 240 community leaders and individuals (approx. 44% women; 13 women and 14 men with disability participants) from across the municipality including suco authorities from the remote Administrative Posts of Fatululic, Fohorem and Fatumea. In addition, CCC organises an event during the annual “16 days to end violence against women” campaign with participants from the mainly urban population (63 people in 2021; 146 in 2023). CCC also provides support to victims with transport from their community to services in Suai when required and accompanies some victims through the legal process. CCC have reported annually on their victim support and referral through the indicator below:

Table 5: Measurement of GBV services provided through RWDP.

Indicator	2021-2022	2022-2023	2023-2024
Number (x) of women survivors of violence receiving services such as counselling	2	2	7

In 2023, CCC reported that the VPU had dealt with 63 cases in 2021, 52 in 2022 and 11 from Jan-March 2023. While the number of women referred by CCC is low, they represent a considerable time commitment as the RWDP staff sometimes accompany victims through the court process.

FOKUPERS and PRADET, as well as a representative from the Social Solidarity and Inclusion (CSSI) of the Ministry of Social Solidarity and Inclusion, participated in the FGD discussion for this evaluation. All stakeholders referred to CCC’s role in GBV prevention through their awareness raising and training. The President of CCC Commission is the Chief of the PNTL Vulnerable Persons Unit (VPU). She, or other PNTL members accompany the CCC training and awareness raising activities, with a particular focus on presenting information about the laws and referral process. The service provider members of the GBV Referral Network who participated in the FGD discussion were highly complementary of the CCC role.

“CCC plays a very important role in the area of GBV prevention. Most of the organisations here in Covalima focus on service pillar by providing support to the victims of GBV. CCC is the only organisation with a long-term commitment to working on the prevention pillar. The CCC team provide training and socialisation to parents, young people and community in urban and rural areas of Covalima. We need to work in this area

over the long term to change people's minds and attitudes.” (FGD with GBV Referral Network, 4 February 2025)

RWDP team has also played an important role in supporting the socialisation of information on GBV prevention and reporting process led by partner organisations from the government (CSSI) and NGOs (PRADET and FOKUPERS). Their partnership with the CCC-RWDP team enables them to conduct the socialisation in rural areas. CSSI, PRADET and FOKUPERS all recognise the contribution of CCC-RWDP, in particular, the RWDP staff technical skills in transmitting the information to the communities, as well as transportation.

During the workshops with community leaders and informal female leaders, one of the suco chiefs had reported cases of GBV to the authorities. However, the women still expressed fear about getting involved and reporting a male community member for GBV. The referral network noted that there is still a lack of information about the legal justice system processes with respect to GBV. In Covalima, there is limited access to ALFeLa legal services at the early stages of a case because even though they have an office in Covalima, they only have 4-5 staff to cover Covalima, Manufahi, Ainaro and parts of Bobonaro.

ESTABLISHED 3 SUCO DISASTER RISK MANAGEMENT COMMISSIONS (OUTCOME 4)

In FY22/23 the program also incorporated an additional (new) outcome area (Outcome 4) focused on climate change. The RWDP outcome 4 states that “women in Covalima, including women living with disability, have improved knowledge of disaster preparedness/climate change adaptation.” Since the inception of this phase of RWDP, CCC has lost funding from the Asia Forum and Oxfam for a disaster risk reduction project, and have partnered with WithOneSeed for a climate mitigation project for carbon sequester through forestry. Some of the women members of the groups formed through RWDP are also involved in Rai Matak and reported payments of \$300- \$1000 for the growth of trees planted on their land.

Through RWDP, CCC formed 3 suco DRR Commissions in sucos where CCC have been working with the women for many years (Suai Loro, Casabauk, Maudemo). Reports showed that around 50% of members were women, but no women with disability. It provided another opportunity for women to show leadership in their suco. However, no disasters were reported by the women, so there had been no opportunity for action.

CCC ORGANISATIONAL DEVELOPMENT (OUTCOME 5)

CCC has solid organisational systems and policies, as evidence by its annual audit and donor compliance checks, and regular training of staff in financial management (Quickbooks), SEAH and Child Protection amongst others. CCC has developed or reviewed a number of organisational policies during this program period including:

- Gender policy (October 2021)
- Child Protection (September 2021)
- Finance Manual revision (August 2022)
- Disability Inclusion (October 2022)
- Sexual exploitation, abuse and harassment (SEAH) (October 2022)
- CCC Code of Conduct
- LGBTIQ+ inclusion policy (February 2024)

Research was identified in the 2021 evaluation as a capacity development priority for CCC through RWDP, and to that end, additional funding was provided by IWDA in 2023, including technical assistance from SSTL, to implement a significant gender-related research project. The data collection was completed as scheduled in 2023, however the resulting report, or advocacy briefs, have not yet been produced. It is expected that the report will be completed by the end of March 2025.

Information sharing is a key aspect of the CCC organisational culture, in particular through the quarterly meetings where community members/leaders who benefit from CCC's programs, staff and commission members come together for education and awareness raising about issues including GBV and gender equality, and to receive information about CCC activities. In addition to this, there are regular staff meetings, meetings between staff and commission and of course the Annual General Meeting (AGM).

CCC is fully conscious of the need to apply good practice to its organisational policies and their implementation, and often goes 'above and beyond' to develop policies that draw on outside experience, contextualised to Timor-Leste and Covalima, and then well- socialised amongst its staff.

POLICY TO PRACTICE - INCLUSION AND DIVERSITY

The major policy developments over this period have been in the area of disability and LGBT inclusion. CCC has taken a pro-active approach to bringing staff along on the journey of disability and LGBT inclusion into the RWDP program and the organisation more generally.

CCC have used the examples provided by IWDA as the basis for their own policies – translated the English to Tetun, contextualise and adapt, then translating back into English. Staff have received training and orientation from DPOs (RHTO, CBRN) and CODIVA to ensure that they directly hear the voices of the people for whom the policies have been adopted.

DISABILITY

CCC already have a ramp and accessible toilet for those with physical disabilities and following the adoption of the disability policy, CCC have supported the establishment of two additional income generating groups that involved people with disability. In January 2023, the RWDP team met with suco leaders in Lalawa and Maudemo to identify people with disability and invite them to a workshop in their suco later in the month. There was broad participation from suco leaders, women's group members and people with disability (people with disability: Lalawa: 13 women, 4 men; Maudemo: 6 women; 10 men). From these workshops in each suco, two new income generating groups were formed (Hul and Haforsa). Seed funding of \$500 was provided to each group in July 2023, however neither is well established and their ongoing sustainability is still fraught with difficulties.

The Hul group has been sponsored / mentored by the Halal group, however three group members are men who do not contribute to the work (weaving tais) but expect a share of the income generated. This has created unresolved tension

The Haforsa group is part of the KDSTO, a local DPO, and is not linked with the existing CCC income generating groups. The group has ten members, 8 men and 2 women, all with a disability and their income generation activity is raising chickens. From the initial investment, most of the chickens died, and they have \$10 cash, 10 chickens and 1 rooster. It is not clear what support KDSTO can provide them with.

KDSTO have established another income generating group with 13 members (5 women, 8 men), all with a disability. They received seed funding and training from the national disability organisation ADTL, and the group are growing mushrooms as well as a savings and loans activity.

Since 2021, there have been three women with disability who have regularly attended the quarterly forum, and CCC has reported that one of these women has been employed by World Vision in Covalima as a disability officer. As noted in the limitations section, the evaluators were able to meet with only one woman with disability who had participated in the RWDP activities (Hul group leader).

The evaluation team were able to conduct an FGD with representatives of the local Disability Persons Organisations (DPO) - RHTO and the new organisation KDSTO. They were very focussed on CCC as a donor, and requested that CCC provide material assistance such as wheelchairs, braille books and a sign language translator from Dili. CCC had previously provided some disability specific material support to individuals with disability which may have prompted these requests.

The representatives of the disability organisations in Covalima are not yet looking at how they can access the existing services (eg: short courses) offered by CCC, or draw on their extensive community network and profile to support their own awareness raising activities. The expectation appears to be that a partnership between the DPOs and CCC would require CCC to provide additional resources for disability-specific inputs, rather than a mutually beneficial partnership, accessing the current resources of CCC.

LGBT

Over the past ten years Timor-Leste has made significant progress towards ‘acceptance’ of the LGBTQ+ community, even if limited progress has been made towards respect and rights. With the exception of the COVID years on 2020 and 2021, annual Pride marches have been held in Dili since 2017. A Pride event was held in Oecusse in 2023, and the participation of a Timor-Leste float at the 2014 Sydney Mardi Gras have raised the profile of the community with the broader public. President Jose Ramos Horta has been a powerful and influential ally. More importantly, the emergence of the LGBTIQ+ Civil Society Organisations, Arcolris and CODIVA Foundation have made an important contribution to both the support of LGBTIQ+ persons who still experience considerable violence and discrimination and to community education and awareness raising activities.

The 2021 RWDP evaluation recommended that CCC *“Include LGBTIQ+ rights through training to CCC, policies, target beneficiaries”*¹². The management response recognised that CCC already had employed a self-disclosed LGBT staff member, and that there were 1-2 LGBT participants in the RWDP program but it hadn’t been reported on. There is one member of the LGBTIQ+ community who is a member of an economic group and is a tais weaver. Others are market vendors, but those who participated in the FGD did not mention CCC with respect to the operation of the Suai market.

Following the 2021 evaluation, CCC provided training for its staff facilitated by CODIVA, followed by the development of a LGBT policy that was approved by the President and Director in February 2024 and is due for revision in July 2025. 25 staff members are listed as having been directly involved in the development of the policy, including the RWDP Finance Officer who is the self-identified LGBT community member.

¹² SSTL, CCC RWDP Evaluation 2017-2021, p5.

Invited by the RWDP Finance Officer (Lola), twelve members of the LGBT community in Covalima met with the evaluation team (10 men, at least 2 transgender women) for a focus group discussion centred around their engagement with CCC over the past few years.

“Ten years ago, we would never have come to a meeting like this at CCC. We didn’t have the confidence and feared discrimination and even violence. Several things have changed. We have been working for several years now with CODIVA, who have raised our confidence in our identity as LBGT and enabled us to ‘come out’ in our community. CCC employed Lola, and she has been very important to invite us into CCC and make us feel welcome. CCC also give us a platform to speak publicly at events such as International Women’s Day (IWD) and the 16 days against violence against women that we didn’t have before”. (LGBT focus group)

The role of Lola, a transgender woman employed as the RWDP Finance Officer, cannot be overstated. She has been very important to winning the trust of the LGBT community and acting as an informal liaison between CCC and her community. Another key element to the confidence of the LGBT community to engage with CCC has been the support and encouragement of the CCC President, Sra. Amalia who has provided ‘a lot of support’ as an influential community ally.

Sra. Amalia has been a great support to the LGBTIQ community in Covalima. She is a strong advocate for the rights of the LGBTIQ community to be free from discrimination, bullying and violence. There was one time when Sra. Amalia caught someone in the market bullying a transgender woman. Sra. Amalia took this person to the PNTL VPU office and had a serious conversation with them about the rights of the LGBTIQ community as citizens and human beings. That action was taken very seriously and became a lesson for others not to bully members of the LGBTIQ community. Within CCC, she has also encouraged Lola to speak up and participate in various public forums to share about the rights of the LGBTIQ community.

Through the FGD, the LGBT community members present were able to articulate a number of areas in which they would like to see a strengthened partnership with CCC. These are detailed in the conclusions and recommendations section below.

SUCCESSION PLANNING

Leadership succession is a major issue in all spheres of life and in all parts of the world. Healthy leadership is essential to a healthy civil society, as without successful leadership transitions there is no organisational sustainability. In 2021, the organisation INTRAC¹³ conducted a study of leadership transition in Ethiopia and identified lessons that are highly relevant to other contexts. The paper concludes that while leadership transition is never easy, a successful transition largely depends on the inter-relationship of three key actors – the leader themselves (how self-aware, humble and open to change they are); the board and how much they play a genuine governance role; and the staff and organisational systems established prior to transition.

Succession planning is a process for identifying and developing people to take on leadership roles when they become available. Its purpose is to ensure a smooth transition and continuity when a leader leaves an organisation for whatever reason.

From the FGD with senior CCC staff, it appears that there is not a clear, shared understanding of what succession planning means for CCC or its objective. It has been translated to “Planu Successu” – Plan for

¹³ https://www.intrac.org/app/uploads/2021/05/Praxis-Series-Paper-12_Leadership-Ethiopia.pdf (Accessed: 23/2/2025)

Success, that is not an accurate translation. Another English term would be “Transition Planning”. The evaluation team used the Tetun term “Planu ba Mudansa Lideransa” – or “Plan for change/shift in leadership”, and this concept seemed new to the CCC staff who were part of the group discussion.

The CCC 2020-2025 Strategic Plan identified succession planning as a strategy under the Key Focus Area 3 of Organisational Empowerment¹⁴, and was a recommendation of the 2021 evaluation report as “*develop succession planning strategies including plans to recruit and promote female and feminist staff long-term*”¹⁵. As such, it has been included in the RWDP plans and progress reported on annually.

It appears that it has been included in the strategic plan and IWDA planning because of an expressed desire by the Director to step away from CCC in the future. He had done so on two previous occasions – but returned at the request of Friends of Suai because the staff and board were not yet ready to manage the organisation without him, and it presented a high risk to the organisational sustainability of CCC. With other job opportunities opening up, this was a strategy for him to strengthen CCC in order for him to ‘move on’¹⁶.

Annual reporting and information from CCC staff indicate considerable progress against the succession planning outcome. Individual capacity building, at least for the RWDP management, is being developed so that more project management tasks can be delegated from the CCC Director to the RWDP Manager and her team.

- Staff are delegated to attend meetings in place of the CCC Director
- RWDP Manager is able to write the annual proposal and reports with minimal input from the Director
- RWDP Manager is in direct communication with IWDA, and receiving direct feedback and support to improve report and proposal writing
- There are enough staff with the technical knowledge and skills to facilitate their own internal training and policy development (eg: finance, child protection)

Despite the capacity development of individuals and opportunities to exercise leadership, there is still a high level of dependency on the Director, and staff are reluctant to take decisions without his involvement. This is a common phenomenon in the NGO sector in Timor-Leste, and for that matter globally, particularly where there has been a dominant person as the founder or long-term director.

Given the significant progress in individual capacity building for greater leadership/management responsibility, and the misunderstanding of what “Succession Planning” actually meant, this prompted the evaluation team to look at the organisational structure, particularly with regard to decision-making and the potential role of the commission (board) to support the emerging leaders to assume senior management roles and decision-making.

The Organisational Structure as depicted in the diagram that is on the wall of the office (Annex 4) is outdated and does not clearly indicate the governance and management roles and structure. While there is an open culture of information sharing between all levels of the organisation, there are not clear decision-making roles and structures. The Statutes do not really reflect the actual operation of the organisation.

¹⁴ CCC Strategic Plan 2020-2025, p4

¹⁵ SSTL, CCC RWDP Evaluation 2017-2021, p67

¹⁶ KII, CCC Director, 8th February 2025

While the governance level responsibilities and structure (Founder, Board, AGM, Director, FoS/C) is beyond the scope of this evaluation, it is important that the Board are engaged in succession planning, particularly with respect to the Director role. They could also play an important role in directly supporting the emerging senior managers.

The composition and role of a senior management team within the organisational structure is not clear. The Deputy Director left the organisation in September 2024 and has not been replaced. Apart from names / programs being removed, the organisational structure has not been updated since other projects completed (eg: DRR) and his resignation. It is understood that the senior management team was initially created as a small group consisting of the RWDP and Rai Matak Program Managers, and the Programs Team Leader, and was later extended to include Program Coordinators. The larger the group, the less likely that it is able to take real decision-making responsibility.

The recommendations of the evaluation team for ‘the way forward’ with respect to CCC succession planning are provided in the Conclusions and Recommendations section below.

PARTNERSHIP WITH IWDA

IWDA has a strong commitment to decolonise its development and partnership practice and is conscious of the inherent power dynamics in its relationships with its Pacific and Timor-Leste partners. Towards this end, in 2024 IWDA published its Decolonial Framework and Strategy. IWDA strives towards equitable partnerships, with IWDA ensuring transparency and accountability to its partners.

In February 2023, IWDA and CCC conducted a joint partnership review. The overall outcome was very positive, with seven recommended actions arising from it. Another partnership assessment is due to be conducted in 2025. In the lead up to the field work for this evaluation, CCC provided written comments about progress against each of the action points. Only two of the actions had been implemented exactly as framed, though there were sound reasons given as to why others had either been partly implemented or not yet addressed.

As part of the CCC succession planning strategy, the Director has given the RWDP Program Manager greater responsibility for maintaining the relationship and communication with IWDA. She now has more direct contact with IWDA Program Manager and Coordinator than previously and engages directly with them for feedback on the reports and annual proposals. In a key informant interview, the RWDP Manager was highly complementary and positive about the engagement with IWDA. She felt that communication was transparent and honest and has motivated her to learn and improve the quality of her work, particularly the reporting to IWDA. It is very much a relationship where she feels supported and mentored by IWDA to become a more effective program manager and confident in donor relations.

As well as the personal aspect of the relationship, RWDP has helped to raise (or maintain) the profile of CCC in Covalima.

‘CCC is well-known because of RWDP’. (RWDP Program Manager, 6 February 2025)

The program provided CCC with a platform to expand its coverage and influence outside Suai to the rural sucos of Covalima. It has also defined CCC as an organisation with a strong focus on gender equality and women’s rights, including GBV. All municipal stakeholders interviewed referred to CCC’s role in educating the communities in Covalima about gender equality and GBV – all through RWDP.

IWDA support to CCC's internal policy development has been invaluable. When the need to develop a new policy, or revise an old one is identified, IWDA provide examples of policies developed by other partners and other references to inform CCC policy (eg: gender equality, protecting individual's privacy). CCC translate these policy documents into Tetun, then work on contextualising the policy to Timor-Leste and their own organisational context with their staff to develop a "CCC policy".

As an organisation IWDA has provided CCC with a good example for communication with partners. The RWDP Program Manager has learnt to respond quickly to partner requests, by following the IWDA lead. She finds that IWDA are quick to respond to communications (emails) and give feedback (reports and proposals) and is trying to emulate that in her own communications.

The IWDA team is very responsive to our communications via email. If we send an email this afternoon before leaving the office, by the time we return the next morning, they have already replied. This teaches us the importance of being responsive, and we apply the same approach to our own work. As a result, other organizations have also praised us for being quick to respond to their emails and text messages'. (RWDP Program Manager, 6 February 2025)

IWDA has had significant turnover of staff in the past few years, though the Timor-leste program has only been minimally affected, with one change of Program Manager (November 2024) and one change of Program Coordinator since 2021. Another aspect of IWDA management processes that has impressed CCC is the effective handover from departing staff and their briefing of the new incumbent.

'We were so worried that with the new staff joining IWDA, we would have to explain everything from the beginning. But no, the new staff knew all about the RWDP project in Timor. I think they had a very smooth handover process, and I am really impressed and happy'. RWDP Program Manager, 6 February 2025)

CCC feels that IWDA is a true feminist organisation and very supportive of local NGOs to work with women.

"IWDA treats us as equals in our partnership. The relationship goes beyond the language barriers – we are not limited by language and IWDA motivates us to improve – both as individuals and as a group." (KII, RWDP Program Manager)

CONCLUSIONS AND RECOMMENDATIONS

CCC has met or surpassed the expected outcomes of the Rural Women's Development Program (RWDP) that were established through the program four-year proposal, with the exception of the women with disability target group. The evaluation has found strong evidence that the RWDP has been an effective program with significant achievements across all outcome areas, however there is still considerable progress yet to be made towards gender equality for women with disability (See Disability Inclusion section below).

WOMEN'S LEADERSHIP

Developing a cohort of community women leaders who have the support of their husbands and families, with a solid grounding in principles of gender equality has been a significant achievement of the RWDP program. The election of 1 female suco chief, 13 aldeia chiefs and another woman selected as the Lia Nain (elder) to the suco councils is a major contribution to women's leadership of community development in Covalima. Now that a cohort of women with a strong values of gender equality have been elected and are in positions of influence in their communities, it is essential that they are supported to successfully fulfill their roles and be effective, so that their communities can see and experience for themselves the benefits of women's leadership.

As there will not be another suco election until 2030, the next three-year cycle of IWDA support to women's leadership in Covalima should focus on the women who are serving as suco and aldeia chiefs (and the lian nain), the aldeia women delegates, the women youth representatives. These are four different cohorts of women leader stakeholders, and while it is important to bring them together to share experiences and problem solving, they have different roles and levels of power and influence to exercise leadership in their aldeia and suco.

The current suco legislation also establishes a new three person Suco Administration Support team (Finance/Administration, Rural Development, Social Affairs). The exact roles and responsibilities of these people is unclear, though will likely vary between sucos. There will be some women in these roles and is another opportunity for RWDP to support women to demonstrate leadership in their sucos.

There are at least three women with disability who have participated regularly in the Quarterly Forum and received Leadership and Communication advocacy training. However, none of them put themselves forward as candidates in the suco elections. These women with disability who may be future female leaders are a fifth cohort of women for RWDP to target over the next program phase.

Recommendation

- 1. As the first step in a re-design process for the leadership component of RWDP, CCC/RWDP conduct a mapping exercise of the women in formal leadership roles in the sucos of Covalima (or CCC target sucos). This could be undertaken a small specific research 'project', to better understand who they are (basic demographic) and what positions they are in.**
- 2. CCC engage the stakeholder groups of women leaders identified above, to develop a program of training, networking and peer support that would support them to exercise feminist leadership in their sucos over the next five years.**

- 3. CCC engage with the women with disability who already regularly participate in the RWDP program, as well as other women with disability who are already exercising leadership in Covalima (eg: RHTO members) to discuss their leadership aspirations and plan together how CCC can support them and other women with disability through the next phase of RWDP (through RWDP or other programs).**

There is a high unmet demand for CCC training in gender equality, GBV, public speaking, leadership and advocacy to continue to create transformational change in gender relations in the sucos and aldeias of Covalima. The small CCC team (4 people) with limited funding from IWDA will never be able to meet this demand. This was recognised in the 2021 evaluation with Recommendation 1 suggesting that experienced women take up some of CCC's work in supporting leaders and groups, and GBV prevention and response advocacy.

The now significant cohort of women leaders who have formal responsibility to lead development in their aldeia and suco present an opportunity for CCC and RWDP to replicate the training – establishing a foundation in gender equality and transformation along with elements of public speaking, advocacy and leadership. This would extend the reach of RWDP influence further into existing sucos and aldeias as well as to others that have not yet been exposed to the RWDP program. It is not realistic to expect a female chefe aldeia, delegada or youth leader to facilitate 1-2 day training events, however existing training materials could be adapted to a series of 1-2 hour sessions including simple content (input) and facilitated discussion. A *popular education* approach where the facilitator is not an 'expert' and participant experience is valued could be replicated more broadly across the municipality.

Recommendations

- 4. IWDA support CCC to further adapt their training materials for delivery in 1-2 hour sessions by women community leaders (gender equality, public speaking, advocacy and leadership, GBV)**
- 5. RWDP provides TOT and peer training for a cohort of women leaders to facilitate regular 1-2 hour session in their own aldeia and suco.**

As well as the human resource limitation to replicating its training in the sucos and aldeias, another is the cost of Suai-based staff travelling and staying overnight and the provision of food and drink for participants for a two day training. As well as this being an expectation on CCC as an organisation with donor support, it is also a cultural expectation.

When we convene meetings in the aldeia, we have to provide the coffee and food from our own pocket. It is Timorese tradition that "when we invite someone to 'our house' for a meeting or activity, we have to provide them with coffee and something to eat" (female chefe aldeia)

In all reports of training provided through RWDP, the participants request further training in their suco or aldeia. Suco leaders ask that the training be provided directly to men and women in their community. They are essentially 'inviting' CCC to return to their 'home' to support their community.

Recommendation

- 6. CCC explore with municipal authorities and suco leaders how the training provided through RWDP could be replicated, with costs minimised and shared between the different entities, particularly if CCC proceeds with the methodology of shorter, small group sessions facilitated within the suco/aldeia.**

WOMEN'S ECONOMIC EMPOWERMENT

The women's economic groups have provided a sustainable source of income to their members over 15 years now. The economic activities are well-established and evolve depending on market opportunities, although those that depend on agricultural production (vegetables, chickens, pigs) are at greater risk of incurring losses through climatic variation and disease. As reflected in previous evaluations and the annual reports, group members told of how the income generated by the group activities supported their day to day living expenses as well as larger costs including their children's education and house repairs and improvements. As a group, they are receiving recognition for their expertise and individuals are being employed to provide technical training and support to other people and groups.

The stronger groups are those that have diversified productive activities, incorporated Savings and Loans into the group and/or have links to national markets through Aroma Timor and the Rede Soru Nain. These activities and linkages were initially facilitated by CCC but are now managed independently by the women. Opportunities for funding, support or training are constantly opening and closing. Through its networking at national and municipal level, CCC has access to information not available at the local level, and still has a role to play in linking the economic empowerment groups (and female chefe aldeias) with other organisations or government funding and support opportunities.

In 2023, RWDP facilitated the establishment of an additional two income generation groups, targeting people with disability as members. These groups are receiving facilitation support from the Halal group (Hul) and KDSTL (Haforza). However, they are still nascent and at high risk of failure due to social (Hul) and production (Haforza) issues.

In a FGD with the RWDP team, they described CCC's attitude to the women's groups receiving support from other organisations as "*ami la taka odamatan ba sira*" (We don't close the door for them), however another approach would be "*ami buka dalan hodi loke odamatan ba sira.*" (We look for the pathway to open doors for them).

Recommendation

- 7. Through their networking at national and municipal levels, CCC continue to actively promote opportunities for the income generation groups to engage with other government agencies, NGO/donors in their suco.**

Through this phase of RWDP, the informal economic and social linkages between the groups has strengthened. The *Rede Soru Nain* (Weavers Network), the Aroma Timor marketing along with the quarterly meetings bringing together all of the group leaders as well as other joint training opportunities has developed considerable social and economic capital across the groups.

It is the observation of the evaluation team that the challenge that faces both the Weavers Network and Aroma Timor marketing is that they are highly dependent on individuals rather than the strength of an organisational structure. FGD participants described the Weavers Network as dominated by 'the founder' with issues of lack of financial management and transparency with a weak governance structure (president, secretary, treasurer). The Aroma Timor marketing linkage is highly dependent on the very competent Remajeleju chief and CCC board member Sra. Regolinda Ikun Lessek.

As a means to further develop the economic infrastructure around the group activities and marketing, as well as a risk management strategy, it may be opportune to explore the establishment of a formal cooperative (Covalima Women's Cooperative), registered with the Secretary of State of Cooperatives. A registered cooperative could incorporate the Weavers Network and the Aroma Timor marketing and formalise the economic relationship between the groups. It could open the door to further financial management training and economic assistance from the Secretary of State.

Recommendation:

8. **CCC, through RWDP explore the benefits and risks of supporting the establishment of a Covalima Women's Cooperative that would incorporate the Weavers Network and Aroma Timor marketing.**

SUAI MARKET

CCC and RWDP made a significant contribution to improvements in Suai Market management and operations in 2021-2022 as they followed up on the findings and recommendations of the Gendered Market Assessment. During this period, the women market vendors were a key RWDP target group and they elected a woman as the 'market chief' who proved to be an effective leader. While a detailed assessment of the changes in Suai market management and the contribution of RWDP are beyond the scope of this evaluation, the recent resignation of the chief of market and the change in Municipal Director of Markets and Tourism in 2023, is both a risk and opportunity for CCC to re-engage with the municipal administration to ensure the sustainability of the market governance changes.

Recommendations

9. **CCC re-engages with the new Municipal Director of Markets using the 2020 GMA report and its recommendations (review of progress) as a starting point for further action.**
10. **CCC and the Municipal Director of Markets support the remaining members of the market governance structure to convene a meeting of vendors to provide a financial and progress report, elect a president, reconfirm the members of the structure and develop a joint action plan for further action**
11. **CCC support the Municipal Director of Markets and the Market management structure to develop a municipal statute or local regulation to guide the market management (as per recommendation in GMA report)**
12. **CCC approach the LGBTQ+ and disability community members who are market vendors to gauge their interest in being members of the market management structure.**

REDE REFERRAL – GBV

CCC's contribution to GBV prevention and supporting victims to access services is highly valued by all stakeholders interviewed. CCC is the only civil society organisation (CSO) member of the GBV referral Network in Covalima that is working in this space and there is a high demand to expand its activities, that CCC and IWDA are unable to meet. Recommendation 3 includes the replication of GBV awareness raising by community leaders.

Through Nabilan, the Australian government is funding the service and legal assistance pillars in Covalima, however does not support CSO involvement in prevention. CCC received some funding from the UNWOMEN Spotlight Initiative through AJAR for a limited time, however that funding has since ceased.

Mapping and exploring the CCC linkages with other CSOs working in the prevention space was not possible within the timeframe of this evaluation, however may enable CCC to identify potential partners to strengthen a funding proposal to Nabilan or UNWOMEN for locally-led prevention work.

Recommendations

- 13. CCC and IWDA explore how CCC can access donor GBV funding for socialization and community training in Covalima that support the prevention pillar of the NAP- GBV (eg: Nabilan, Rede Feto, UNWOMEN).**
- 14. CCC and the GBV Referral Network advocate to national and municipal governments for more funding to NGOs for GBV prevention activities, in addition to its support to victim services.**
- 15. CCC and IWDA explore ways for th ALFeLa team in Suai to share information about the legal system and how ALFeLa can provide their support to women and children who are the victims of GBV.**

DISASTER RISK REDUCTION AND CLIMATE CHANGE ADAPTATION

The national and municipal governments, through the Civil Protection Authority have ongoing responsibility for disaster preparedness and management through the Municipal Disaster Coordination Commission and the Suco Disaster Management Commissions that have been foundation of the disaster preparedness and management at the local levels in Timor-Leste since at least 2007.

CCC is a valued member of the Municipal DM network, however DM is no longer a funded CCC program with dedicated staff. Other organisations in Covalima are also members of the municipal network – Oxfam, CARE, WV and CVTL, and are all active in supporting disaster preparedness, mitigation and response in the municipality, as part of the 'core business' of their humanitarian programming. All of these organisations would be able to rapidly mobilise considerable resources in case of a humanitarian disaster in Covalima through the Australian Humanitarian Partnership and the International Federation of Red Cross.

While CCC have successfully established and trained three suco level disaster committees, with around 50% of its members being women, this also raises expectations that CCC will be able to mobilise resources in case of disaster. One municipal government stakeholder requested that CCC provide hygiene kits for disaster response.

In terms of climate change adaptation, CCC are implementing a carbon forestry program (Rai Matak) supported by WithOneSeed that specifically responds to the challenge of climate change. Women engaged with RWDP are also participating in the Rai Matak program and during the workshop, some of them reported payments of \$300-\$1000 for the cultivation of trees on their land.

The inclusion of Outcome 4 to the RWDP adds an additional technical area to the program, without the additional human resources. The existing RWDP team has taken on responsibility for the establishment of the Suco Disaster Management Committees, and if they are to provide follow-up support and monitoring, this draws their attention from the core focus of the program. They do not have sufficient financial and human resources to meet the demands of implementing Outcomes 1-3 across the Covalima Municipality, without broadening their focus even further to include Disaster Management and Climate Change Adaptation.

Recommendation

- 16. CCC continues its engagement in the municipal disaster coordination committee and encourage women to join the suco disaster committees (as female leaders in their suco) as they are established or strengthened by other organisations.**
- 17. IWDA and CCC remove the specific disaster response and climate change adaptation outcome from the RWDP design and planning for the next phase.**

CCC ORGANISATIONAL DEVELOPMENT

CCC has robust organisational systems, policies and processes in place that are regularly updated. The annual AGM, financial audit and regular fraud, child protection and safeguarding refresher training ensures that all compliance requirements are met.

FROM ORGANISATIONAL POLICY TO PRACTISE

CCC has a range of organisational policies in place and has made strong progress towards implementation, particularly in the inclusion and diversity space.

DISABILITY

CCC are collecting data on the participation of people with disability in their RWDP activities, though it is unclear how this (and their participation) is being used to further promote the engagement of women with disability across the program outcome areas. Over the last two years, they have established two income generation groups, so far with limited success, and one of the women with disability who has participated in RWDP income generation and leadership training programs has been employed by World Vision.

It is important that IWDA and CCC adhere to the principle of ‘nothing about us without us’ when considering ‘what next’ in disability inclusive programming through RWDP. Over the past few years, there have been a few women (3) who have been participating regularly in RWDP activities. A small group of these women (and other key allies or women with disability) could be their key stakeholders to plan how RWDP can increase participation of women with disability in economic, social and political life in Covalima. Recommendations 3, 12, 26 and 28 provide specific indications about how CCC and IWDA could strengthen the role and participation of women with disability across the RWDP outcomes. In addition, if IWDA and CCC decide that

women with disability are a priority target group of the next phase of RWDP, IWDA should fund a position for a woman with disability to focus on this aspect of the program.

The FGD with DPOs, resulted in a ‘wishlist’ of disability-specific material and financial support *from CCC to* people with disability in Covalima. As it manifested through the FGD, the relationship between CCC and the DPOs in Suai does not appear sufficiently mature or grounded in the reality of CCC resource limitations, to risk closer engagement for the implementation of the CCC disability policy. The CCC disability inclusion policy (Article 1) could be interpreted as a requirement for CCC to have a person with disability on the board, as well as affirmative action to employ persons with disability – both of which would represent good practice for disability inclusion. However, given the diminishing financial resources of CCC, and the current mentality of the DPO leadership in Covalima seeing CCC as a potential donor, there is a risk of raising expectations of material support that will not eventuate.

The challenge is to establish a ‘partnership of equals’ where CCC and DPOs can bring their own resources to the table, without creating a dependency or yet another organisational intermediary for the empowerment of people with disability in Covalima. Through its national level engagements with RHTO, ADTL and CBRN, CCC may be able to leverage their influence, to shift and broaden the mindset of the Suai-based local branches and members, so that a mutually beneficial relationship is possible.

Recommendation

- 18. CCC continue engagement with local DPOs through existing municipal networks and activities and ensure that its education courses are accessible and welcoming for young people with disability.**
- 19. CCC continue dialogue with the DPOs and disability representatives (at both national and municipal levels) to further the inclusion of people with disability in CCC governance and programming.**
- 20. If IWDA and CCC decide that women with disability are a priority target group of the next phase of RWDP, IWDA should fund a position for a woman with disability to focus on this aspect of the program, or at the very least, a female disability officer from a local DPO to accompany the RWDP team.**

LGBT – DIVERSITY

The development of a policy and providing the LGBT community with a platform to increase their visibility in Covalima through their participation in RWDP sponsored activities has been a great achievement during this phase of the program. There has been a solid foundation and relationship of trust developed between CCC/RWDP and the community that can be built upon to further include LGBT community in the CCC structure and activities. The existing policy approved in February 2024 includes a provision for its review in July 2025. This provides an opportunity to involve the LGBT community in the review and further refinement of the policy, then the socialization of it with staff, quarterly stakeholder meetings and the AGM. This would provide the basis for a deepening engagement with the community moving forward.

Recommendations

- 21. CCC board, director and RWDP staff lead the review and revision of the CCC LGBT policy with LGBT community members.**

CCC has an important role to play in further legitimising and promoting the rights LGBT community to contribute to community development in Covalima. The organisation prides itself on 'living its values' and setting an example by embodying feminist principles and gender equality within the municipality.

If CCC is to invite members of the LGBT community to join the CCC board/commission, and participate in the educational courses offered by the centre, they would need to ensure that all commission members and teachers of the courses (contract staff) are welcoming of their participation.

In Timor-Leste, the banners that advertise an event, and provide the backdrop for speeches and media opportunities are considered highly important and they are seen and noted by participants and the broader community even after the event. The inclusion of CCC and the LGBT organisation (CODIVA) names and logos on each others banners would be an important visible symbol of their support for each other.

Further practical steps in this direction could be included in an action plan to implement the revised policy:

22. CCC and the LGBT community representatives develop an action plan for the policy implementation that could include the following practical actions:

- **Open a place on the CCC Board/Commission to a member of LGBT community.**
- **Promote the participation of LGBT youth in the regular CCC education courses (computer, English).**
- **CCC provide small financial support to events led by the LGBT community in Covalima (to get their name/logo on the banner).**
- **CCC seek support from the LGBT community (either financial or in-kind decoration etc) for events that it organises/leads that would allow CCC to add their name/logo to the banner advertising the event**

SUCCESSION PLANNING

Succession planning was a key strategy of the 2020-2025 CCC Strategic Plan as well as an output of the Organisational Development outcome of the current phase of RWDP. Assuming that it remains a priority of CCC, the objective of the CCC succession planning needs to be clarified in order for its implementation to continue to a point where the Director could step out of the structure, and CCC would continue functioning at the level to which it is working today.

CCC has robust financial management and reporting systems in place that are not dependent on a single person. Significant progress has been made in empowering CCC staff who are managing programs to engage directly with municipal stakeholders and donor agencies, as well as in preparing and submitting proposals and reports. There is not however, a clear decision-making structure, that can function effectively without the presence or input from the Director. The Commission/Board has an important function in 'staff management' and should oversee the establishment and functioning of a Senior Management Team with clear decision-making responsibilities and delegation. A document should be developed to clarify the decision-making power and delegation to the Board, Senior Management Team and Program Managers.

The evaluation team suggests a Senior Management Team consisting of the Director, RWDP Program Manager, Rai Matak Program Manager, Programs Team Leader and Finance Manager. They would be empowered to take decision-making responsibility for the organisation in areas that were previously the

domain of the Director. This team should function in a collegial manner, that would empower its individual members to be confident in the program level decisions that they are taking on a day-to-day basis.

Recommendations

- 23. CCC seek a facilitator to provide training and advice to the CCC Commission so that they can assume leadership of the CCC succession planning and the establishment and support of a senior management team.**
- 24. CCC Director and Board clarify the definition of “Succession Planning” as “Planu ba mudansa lideransa” and its meaning and scope for CCC (through staff meetings, quarterly meetings, AGM, strategic planning)**
- 25. CCC update the CCC management structure to include a senior management team with clear decision-making responsibilities.**
- 26. The Commission, Director and Senior Management Team develop a document stating clearly the responsibilities and mechanisms for decision-making at all levels (Commission, Director, Senior Management Team, Program Managers)**

RESEARCH

Building research capacity was a key element of RWDP Outcome 5 around CCC organisational capacity. The main project through which this was to be implemented has proved difficult to complete. If the main purpose of CCC research is to inform its programs, then it may be more effective to limit the scope of a research project to a specific topic or research question that can be addressed with limited document review (eg: Decree Law), secondary data collection (eg: list of staff from municipality/suco), a small survey and/or FGDs. Approaches such as developing case studies of positive deviance (eg: women with disability in leadership roles) would also limit the scope of these smaller research projects.

The evaluation team suggests that CCC/RWDP identifies a few specific areas of enquiry that they want to understand better, in order to inform their planning for the next phase of RWDP. This could be:

- A case study of a cooperative that is similar to what has been recommended in this report
- Mapping GBV prevention activities in other municipalities (or 1-2 municipalities)
- Women as Suco Administration Support Officers.
- Women with disability in Covalima (political and economic participation, their leadership aspirations)

Recommendation:

- 27. CCC/RWDP design simple, small research projects about specific topics that will inform the design and roll out of the next phase of RWDP.**

PARTNERSHIP WITH IWDA

CCC considers the partnership with IWDA as a ‘partnership of equals’ with open and transparent communication. IWDA have demonstrated good practice by example, and CCC have applied these lessons to other partnerships.

The partnership with IWDA is extremely important to CCC in three ways.

- The RWDP enables CCC to continue working (through women's leadership and GBV) across the municipality. RWDP has created demand for CCC to provide training in gender equality, public speaking, leadership and advocacy and GBV to more sucos, and the partnership with IWDA enables it, to at least partly, meet that demand.
- If the CCC succession planning strategy is to enable the Director to stand aside during the next phase of IWDA funding of RWDP, then IWDA's ongoing professional development and mentoring support to the program manager is essential.
- In a context where available funding to CCC is reducing, the financial contribution of IWDA to CCC through the RWDP, is extremely important to the organisation's ability to contribute to gender equality and community development in Covalima.

As they are not part of a women's organisation or a feminist movement, the RWDP team have limited exposure to feminist thinking and writing in Timor-Leste and beyond. As well as providing the resource materials (eg: manuals, policies), IWDA could play an important role in linking the RWDP team with its Pacific partners who are working from a locally contextualised feminist perspective and engaging with women in communities through similar programs (or elements of the RWDP program). In particular, exposure to how other IWDA partners are integrating women with disability into their leadership, economic empowerment and GBV programming could provide new ideas to the RWDP team. Setting up online exchanges (eg: Teams, WhatsApp groups, Zoom) would require IWDA to, at least initially, facilitate the linkages, topics for discussion and processes, but also to support CCC to navigate the technicalities and cost of internet providers (ie: Starlink) and utilisation of more sophisticated online platforms. While it is understood that financial resources for direct people-to-people exchanges may be limited, it would be invaluable for the RWDP team to be included in any conferences or workshops where IWDA are facilitating Pacific partner participation.

Recommendations

- 28. IWDA maintain the direct relationship with the RWDP Program Manager and continue to provide her with the mentoring support to continually improve her program management skills (this also contributes to CCC succession planning).**
- 29. IWDA facilitate the linkages and technology to enable learning between the CCC RWDP team and its (IWDA's) Pacific feminist partners through both online, and where possible face-to-face meetings.**
- 30. IWDA continue to streamline and simplify the proposal and reporting templates and support the RWDP Program Manager to reduce the repetition in reporting (between logframe and narrative report).**
- 31. Prior to the next Partnership Review, IWDA and CCC review the action points of the last review – is it still relevant, what progress has been made, should it 'stay on the agenda'.**

ANNEX 1: RWDP EVALUATION TERMS OF REFERENCE

1. Position Title:	Consultant for Evaluation: Rural Women's Development Program
2. Time Commitment:	The Consultant(s) must commence the Services no later than 25 th November 2024 and complete the Services by 21 st February 2025.
3. Budget:	Up to AUD18,000 (includes any potential travel and Tetum translation if required, see requirements section for more information)
4. Location:	Home-based, with travel to Timor-Leste
5. Reporting To:	Program Manager, Timor-Leste – IWDA
6. INTRODUCTION	
<p><u>Covalima Community Centre</u></p> <p>Covalima Community Centre (CCC) is a community-based organisation with extensive experience supporting community development in Covalima district, Timor-Leste. CCC was established in 2000 with a vision to build a community in which everyone has the opportunity to develop their capacities so that they can contribute to the social and economic development of the District of Covalima. CCC works in five areas: empowerment of women; improving agriculture and environment practices; education and training with a focus on young women and men; increasing access to education and employment opportunities; improving the health of community members and increasing knowledge of land rights.</p> <p><u>International Women's Development Agency (IWDA)</u></p> <p>IWDA has partnered with CCC since 2009, focusing on rural women's leadership and economic empowerment. IWDA is an Australia-based feminist organisation, resourcing diverse women's rights and feminist organisations primarily in Asia and the Pacific, and contributing to global feminist movements to advance our vision of gender equality for all.</p>	
7. PROGRAM OVERVIEW	
<p>Rural Women's Development Program (RWDP) has been funded by the Australian Government Department of Foreign Affairs and Trade (DFAT) through the Australian NGO Corporation Program (ANCP), contracted by IWDA and implemented in partnership with CCC since 2009. IWDA will manage the contract for this consultancy.</p> <p>RWDP is primarily focused 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. Through RWDP, CCC also hosts quarterly forums with relevant stakeholders in the Covalima area, to share information on intersectional women's rights issues including gender-based violence (GBV), gender equality, disability inclusion and access to services. RWDP 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>	

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

Underpinning RWDP is the 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.

RWDP also works with the community and existing suco disaster risk committees to promote inclusion of more women and provide training on disaster risk assessment and support setup of new suco disaster risk committees.

Under RWDP, IWDA provides program management support to CCC (finance and narrative reporting, safeguarding compliance) and also supports CCC's organisational capacity strengthening, especially in relation to the development and implementation of a succession plan for CCC.

Rural Women's Development Program has five program outcomes:

Outcome 1. Women in Covalima, including women living with disability, have more opportunities to lead and participate in decision-making at the local level, resulting in an enabling shift in social norms and behaviours among men and women in the community.

Outcome 2. 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.

Outcome 3. 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.

Outcome 4. Women in Covalima, including women living with disability, have improved knowledge of disaster preparedness/climate change adaptation.

Outcome 5. CCC has strengthened its systems, processes and capabilities to achieve its mission.

RWDP was re-designed following an evaluation in 2015, and the first iteration of the new design was implemented from July 2017 to June 2021 (with a one-year bridging period in-between). This four-year phase was evaluated in 2021, with recommendations informing the second phase of the program. The second phase (July 2021 to June 2025) continues to work to achieve targeted outcomes under the previous phase. Outcomes 1,2,3 and 5 were targeted outcomes in the first/second phase up to the end of FY24-25; these outcomes remain highly relevant in the current context. In FY22/23 the program also incorporated an additional (new) outcome area (Outcome 4) focused on climate change.

8. CONSULTANCY OBJECTIVES

The purpose of this consultancy is to support and enable CCC's RWDP Program. To achieve this, the consultant(s) will combine elements of program evaluation and organisational evaluation, to assess:

1. The impact and effectiveness of the program
 - 2.1. Program successes and enabling factors
 - Impacts of program at the individual, family and community level
 - Key factors contributing to program impacts / successes
 - How the partnership with IWDA has support the achievement of program outcomes and outputs
 - 2.2. Program challenges, barriers and risks
 - Key challenges, barriers and risks
 - How the program has addressed those challenges, barriers and risks
 - What needs to be done to address the unsolved/remaining challenges, barriers and risks
2. The extent to which the program and IWDA's support has increased CCC's organizational capacity
 - 2.1. CCC's organizational strengths
 - CCC's areas of strengths, including program management and implementation, monitoring and evaluation, operational and financial systems, human resources, resource mobilization, etc.
 - Effectiveness of CCC's disability inclusion approach
 - Effectiveness of CCC's succession plan
 - 2.2. Partnership with IWDA as a support to CCC's organizational capacity
 - How the partnership with IWDA has contributed to CCC's organizational development
 - How IWDA's support can/should be improved
3. Recommendations based on the findings for CCC and IWDA to strengthen the impact of the RWDP program, IWDA's partnership with CCC and enhance CCC's organizational capacity and sustainability

Outputs from the evaluation are expected to support CCC in planning and delivering its program and future focus areas for organizational strengthening.

9. SCOPE OF WORK

The consultant(s) are expected to consistently demonstrate feminist, decolonial ways of working during this consultancy. This includes, but is not limited to:

- Inclusive, effective communication, including cross-cultural communication;

- Meaningful collaboration with CCC and IWDA in the analysis and interpretation of evaluation findings; and
- Ensuring that the process and outputs of the evaluation are directly and immediately useful to CCC.

The consultant(s) are expected to:

- Prepare a detailed methodology and submit this for ethics review to IWDA's internal review board. The methodology should include agreed evaluation questions, an evaluation risk matrix, list of interviewees, draft data collection tools and proposed consent form(s).
- Desktop review of key program documents including annual project plans, donor reports and CCC's relevant program documents.
- Interviews with CCC staff, Board and volunteers, and external stakeholders who can provide insight into the effectiveness and impact of the program, and CCC's organisational capacity.
- Deliver a concise draft report that clearly responds to the evaluation questions in the approved methodology and provides supporting data (e.g. quotes from interviews). It should also provide recommendations to further build impact of RWDP and enhance the capacity and sustainability of CCC and to inform future program design including specific recommendations to address identified risks and for IWDA to support the partnership.
- Plan and facilitate a participatory workshop that engages CCC and IWDA staff in joint analysis and validation of evaluation findings.
- Submit a final report that incorporates feedback from CCC and IWDA.

We anticipate that interviews will be conducted in person in Suai, Timor-Leste. The joint analysis and interpretation workshop will also be held in Suai. Domestic travel will be required for this consultancy, as well as international travel for consultant(s) not based in Timor-Leste. This is part of the overall budget.

10. DELIVERABLES TO BE PROVIDED

Deliverable	Timeframe or Dates	Audience
Methodology submitted for ethics review (English)	1.5 weeks after contract signed	IWDA and CCC
All data and analysis products shared securely with IWDA (to be deleted on acceptance of the final report) (English and Tetum)	De-identified data shared within two weeks from completion of data collection Analysis products shared on completion of analysis	IWDA and CCC
Translated Summary of Findings and Recommendations (English and Tetum)	By February 3rd	IWDA and CCC
Participatory workshop with CCC and IWDA on the evaluation recommendations (English and Tetum)	By February 7 th	IWDA and CCC
Draft Report (English), and an updated translated Summary of Findings and Recommendations (Tetum)	By February 14 th	IWDA and CCC
Final report (English) and a final translated	By February 21 st	IWDA and CCC

Summary of Findings and Recommendations (Tetum)		interviewees, public release
11. REQUIREMENTS		
<p>The consultant, or team of consultants, should be able to demonstrate the skills and experience listed below:</p> <p><u>Essential</u></p> <ul style="list-style-type: none"> • Experience working in Timor-Leste, preferably engaging with local women’s rights or community organisations; • Competence in cross-cultural communication; • Capabilities in program evaluation, as well as organisational capacity assessment or strategic evaluation; • Experience in conducting interviews and desk reviews; • Experience in designing and facilitating participatory workshops; and • Understanding of feminist and decolonial evaluation principles. <p><u>Desirable</u></p> <ul style="list-style-type: none"> • Language proficiency in Tetum • Experience working with rural women & rural women’s organizations • Experience in gender analysis; and • Tertiary qualifications in a relevant discipline, such as social science or international development. <p>Preference will be given to a consultant, or team of consultants, who have cultural competence in one or more countries in South-East Asia and to females consultant/s.</p> <p>If the consultant does not speak Tetum then the budget will need to include funds for translation for the below deliverables (also noted in section 10):</p> <ol style="list-style-type: none"> 1. Translated Draft Summary of Findings and Recommendations (Tetum) 2. Participatory workshop with CCC and IWDA on the evaluation recommendations (English and Tetum) 3. Translated updated second draft Summary of Findings and Recommendations (Tetum) 4. Translated final summary of findings and recommendations (Tetum) <p>IWDA can work with the consultant to identify translators. IWDA will organize and pay separately for the final report to translated into Tetum.</p>		
12. EXPRESSION OF INTEREST		
<p>Candidates are invited to submit expressions of interest providing the following:</p> <ul style="list-style-type: none"> • A cover letter that addresses the criteria as set out in the Requirements above (maximum 1 page); • CV (maximum 2 pages per person); • An outline of the proposed process and timeline to complete all outputs (maximum 1 page), including explanation of how the proposed process aligns with decolonial and feminist principles; and • Daily rate and an outline of anticipated additional costs, to a maximum total of AUD18,000 		

(including GST for Australia-based consultants).

Expressions of interest that do not cover these requirements will not be considered.

Expressions of interest are required by **11:59pm 10th November** and should be sent to Ava Rego at arego@iwda.org.au with the subject 'EOI – Program Evaluation: Rural Women's Development Program'.

13. Child Protection

The consultant(s) will be required to review and sign IWDA's Child Protection and Safeguarding policies. Further safeguarding or Child Protection training may be required depending on the agreed methodology

ANNEX 2: LIST OF DOCUMENTS REVIEWED

Program Documents

CCC, RWDP Proposal, 2021-2022
CCC, RWDP Narrative Report, 2021-2022
CCC, RWDP Impact Story, 2021-2022
CCC, RWDP ANCP Proposal, 2022-2023
CCC, RWDP Narrative Report, 2023-2023
CCC, RWDP ANCP Proposal, 2023-2024
CCC, ANCP Project Narrative Report, 2023-2024
CCC, Annual Report 2023-2024
CCC Research, IWDA Ethics Review
CCC, RWDP ANCP Proposal, 2024-2025

Organisational and Partnership related

CCC Strategic Plan for 2020-2025
IWDA partner Capacity Development Review Tool_CCC, 14th may 2020
IWDA Partner Due Diligence Assessment_CCC_v3.final, February 2024
CCC & IWDA, Partnership Review photos (x5), February 2023
CCC & IWDA, Partnership Review Notes – Tetun and English February 2023
CCC & IWDA, Partnership Review Notes - English February 2023
FOCS Self Assessment Notes_CCC, February 2023 (transcribed)
FOCS Self Assessment Notes_CCC, February 2023, (photos of flipcharts)

Past Evaluations and Research

Bridging Peoples (Deborah Cummins), Evaluation – Taking Steps Projects, September 2015
Deborah Cummins, Rapid Assessment Report, October 2017
Sustainable Solutions Timor-Leste (Emily Morrison), Evaluation Report, 2021
IWDA and CCC, Management Response to Evaluation Report, 2021
CCC and Bridging Peoples, Gendered Marketplace Assessment, August 2020

IWDA publications

IWDA, G&W overview powerpoints
IWDA, Feminist Framework, 2022
IWDA – Decolonial Framework, 2024
IWDA, FOCS, Organisation Self-Assessment Toolkit
IWDA, Feminist Research Framework, Updated 2022
IWDA, Partner Perception Review Report, 2021-2022
IWDA, Public perceptions of women’s political leadership in Timor-Leste, 2020

ANNEX 3: EVALUATION SCHEDULE

DAY	TIME	ACTIVITY	LOCATION
Friday 31 st January	9:00-11:00	Interview with Ava Rego, IWDA Acting Program Manager	Brunswick
Monday, 3 rd February	8:00 am – 1:00pm	Evaluators' trip from Dili to Suai by MAF	
	2:00 pm – 5:30pm	Workshop with CCC's staff and commission	CCC's office
Tuesday, 4 th February	8.30am – 12.30pm	Workshop with Village leaders (successful women candidates, unsuccessful candidates, male suco chiefs)	CCC'S office
	LUNCH BREAK		
	2:00 – 4:30pm	FGDs with 1. Municipal Government stakeholders 2. Covalima GBV Referral Network	CCC's office
Wednesday 5 th February	9:30am	Interview with Covalima Municipal Administrator, Mr. Miguel Cardoso	Administration's office
	11:00am	Interview with CCC's Founder and Former Municipal Administrator, Sr. Francisco Andrade	Residence in Suai
	LUNCH BREAK		
	2:30 pm	FGD with CCC-RWDP team	
	3.30pm	Interview Municipal Director of Civil Society, Sra. Maria de Jesus Pires	Administration's office
	4:30pm	Interview former President of Suai Market	
Thursday 6 th February	9:00am – 12:30pm	FGD with Leaders of women's economic groups	CCC's Office
	LUNCH BREAK		
	2:00 – 4:00 pm	FGDs with 1. People with disability 2. Members of the LGBT community	CCC's Office
	4:00pm	Interview RWPD Manager, Sra. Hilaria Amaral do Carmo (Topic: Partnership with IWDA)	CCC's Office
	5:00pm	Interview with President of CCC Commission (also Chief of PNTL VPU), Sra. Amalia de Jesus Amaral	PNTL VPU's office
Friday, 7 th February	8:30-10:30am	Debrief with CCC-RWDP team	Suai
	11:00am -6pm	Evaluators' trip from Suai to Dili by car	
Saturday, 8 th February	9.30 am – 12:30Pm	Interview and debrief with CCC's Director	Dili
Monday 17 th February	8:00am – 9.00am	Interview with Emma Clampett, former IWDA Program Manager	South Yarra

ANNEX 4: CCC ORGANISATIONAL STRUCTURE (2024-2030)

Photo taken at CCC office (5th February 2025)

