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EVALUATION REPORT

EX-POST PERFORMANCE EVALUATION OF THE USAID/TIMOR LESTE MAI MUNISIPIU PROGRAM

July 2019

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by Karen Glenski, Team Leader, and Meredith Feenstra, Evaluation Technical Expert, of Social Impact, Inc. under the USAID Asia Learning and M&E Support Project.

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July 10, 2019

USAID Asia Learning and M&E Support Project

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On cover: *Suco* (village) council members from Lukulai and Metagou, Liquiça on May 3, 2019, participated in a focus group discussion about their experiences as community leaders after the enactment of *Suco* Law 9/2016. The Mai Munispiu Program successfully advocated for amendment to the *Suco* law, which increased representation of women. All individuals consented to be photographed and have photographs used in evaluation materials.

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ALFeLa	Asistencia Legal ba Feto no Labarik
ALME	USAID Asia Learning and M&E Support Project
CEGs	Constituent Engagement Grantees
CNE	National Election Commission
CSOs	Civil Society Organizations
DNAAS	National Directorate for Suku Administration and Support
EQ	Evaluation Question
ET	Evaluation Team
FGD	Focus Group Discussion
GoTL	Government of Timor-Leste
HADIAK	USAID's Health Improvement Project
IP	Implementing Partner
JSMP	Judicial System Monitoring Programme
KII	Key Informant Interview
LJTC	Legal Justice Training Center
MMP	Mai Munisipiu Program
MSA	Ministry of State Administration
PNDS	Programa Nasional Dezenvolvimentu Suku
PNDSSP	Programa Nasional Dezenvolvimentu Suku Support Programme
SI	Social Impact, Inc.
SOW	Statement of Work
STAE	Technical Secretariat for the Administration of Elections
TEC	Total Estimated Cost
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

ABSTRACT

Social Impact, Inc. conducted an ex-post performance evaluation of the Mai Munisipiu Program (MMP), implemented in Timor-Leste by Counterpart International. The purpose of the evaluation was to explore how sustainable results have been since the program's conclusion in 2017. The evaluation questions addressed the extent to which *Suco* (village) councils, legal aid organizations, and district courts retained skills from MMP training; outcomes in human and institutional capacity of *Suco* councils; whether the design of MMP was appropriate for the country's context; and the extent to which community members agree that women can be effective leaders. The evaluation included a document review; 45 semi-structured key informant interviews; four focus group discussions; and a rapid survey of 50 citizens.

The evaluation concluded: *Suco* councils retained proposal writing skills. The comprehensiveness of the training curriculum and follow-up mentoring facilitated retention; *Suco* councils improved their administration, but equivalent gains were not made in other areas. The turnover of elected council members after elections in 2016 is a threat to the sustainability of the capacity that was built; community members believe that women can be effective leaders in theory, but in practice they prefer male leaders; court and legal aid actors retained little from the training due to their base capacity level and the limited volume of training provided; and program efforts did not result in an increase in basic services to citizens, but they laid a foundation that can be built upon.

EXECUTIVE SUMMARY

EVALUATION PURPOSE AND QUESTIONS

The key purpose of this ex-post evaluation was to explore the long-term effects of the Mai Munisipiu Program (MMP) and how sustainable the results have been since the program's conclusion in September 2017. This evaluation was also designed to understand the appropriateness of the program's overall design, ultimately generating lessons learned that USAID may use to inform the development of future democracy and governance programming, including rule of law initiatives. The following evaluation questions (EQs) were addressed:

1. What were the key outcomes or substantive changes, positive or negative, to the human and institutional capacity of *Suco*¹ councils as a result of MMP? How did the *Suco* election in 2016 affect those outcomes/changes?
2. To what extent do community members in target *Sucos* agree that women can be effective leaders?
3. To what extent and how have the *Suco* councils retained skills, concepts, and initiatives provided by the Activity's training and how have they been sustained to date? What are the key factors that support and/or constrain sustainability?
4. To what extent and how have legal aid and district courts retained skills and concepts provided by the Activity's training and how have they been sustained to date? What are the key results that support and/or constrain sustainability?
5. Was the Activity design appropriate for the country's context to effectively implement and maximize results?

USAID/Timor-Leste staff from the Program Office and democracy and governance teams are the anticipated primary users of this evaluation.

PROGRAM BACKGROUND

On September 23, 2013, USAID awarded MMP under Cooperative Agreement No. AID-486-A-13-00007 to Counterpart International.² The program was completed on September 22, 2017, with a Total Estimated Cost of \$7 million. MMP's goal was to increase institutional and human capacity at local levels to deliver basic services effectively and in a manner responsive to citizen needs and expectations. There were four objectives: 1) Enhanced capacity of *Suco* councils to strengthen citizen participation and representation in local governance; 2) Improved communication and linkages of *Suco* councils with municipal and regional administrations, local Government of Timor-Leste (GoTL) line ministries, and other providers of basic services at the sub-national level; 3) Strengthened local justice sector institutions that increase access to formal and informal justice for marginalized citizens and the poor; and 4) Strengthened capacity of GoTL, particularly Electoral Management Bodies, to hold fair, transparent, inclusive local elections and facilitate voter engagement.

EVALUATION METHODS AND LIMITATIONS

In-country data collection took place from April 16-May 7, 2019 in Dili, as well as the four municipalities and special administrative region targeted by MMP, which were Baucau, Covalima, Ermera, Liquiça, and Oecusse-Ambeno. Both qualitative and quantitative data collection methods were used, which included: 1) a review of MMP documents and other relevant literature; 2) 45 semi-structured key informant interviews (KIIs) with the implementing partner and other partner organizations, *Suco* councils, civil society organizations, court officials, constituent engagement grantees, legal aid organizations, GoTL counterparts,

¹ The word "Suco," translates to "village" in English.

² Originally known as Ba Distrito ("To the Districts"), the program name was changed in 2017 after the Government of Timor-Leste changed the name of administrative units from districts to municipalities as part of its decentralization efforts. Program staff reported that this name change was a crucial step to ensure alignment of USAID and program efforts with Government of Timor-Leste goals and demonstrate support for the decentralization process.

USAID, and other donors; 3) four focus group discussions (FGDs) with *Suco* councils; and 4) a rapid survey of 50 members of the public from the four municipalities and the special administrative region that MMP targeted. Due in part to the ex-post nature of this evaluation, data limitations included recall bias, selection bias, possible gender bias, language challenges, and limited generalizability of data due to small sample sizes.

FINDINGS AND CONCLUSIONS

SUCO COUNCILS

Findings: *Suco* council members reported in interviews that they are still applying skills, such as proposal writing, communication, and leadership, which they learned in MMP trainings. Mentoring was said by *Suco* councils to have been an important factor in helping them implement administrative improvements. Improvements in human and institutional capacity were limited due to the quantity of training provided, including the overall number of training courses delivered, the duration of the training, and the number of *Suco* council members trained. *Suco* council members stated that they did not understand everything that was conveyed in the trainings and needed more time to absorb it. The Ministry of State Administration's (MSA's) National Directorate for Suku Administration and Support (DNAAS), responsible for monitoring and building the capacity of all *Suco* councils, has been unable to provide training since the time that MMP ended due to budget constraints. Few *Suco* council members elected in 2016 have been trained.

Suco councils noted in interviews that MMP technical assistance helped them to understand some of the laws, but did not increase interaction among *Suco* councils, or build capacity for effective advocacy. Most of the *Suco* councils that attended municipal fora found them to be beneficial in giving them an audience with officials from other levels of government.

A change in the laws, reducing the frequency of payments to *Suco* council members from monthly to bi-annually, has reduced the volume of work that they are performing. Other barriers to *Suco* councils' ability to function well include the time and cost of transportation, and lack of funds for operations.

Conclusions:

Skill Retention and Sustainability of Training (EQ3): Some of the skills learned in MMP trainings are currently being used by *Suco* councils to prepare proposals, which are securing some funding for *Suco* development. The comprehensiveness of the training curriculum and mentoring were key catalysts in helping trained *Suco* council members implement their roles, but the relatively small volume of trainings limited the retention and sustainability of the skills taught.

Human and Institutional Capacity (EQ1): *Suco* council offices improved their administration as a result of MMP training, but equivalent gains were not made to their capacity to advocate effectively or understand laws on their own. The turnover in elected members after the 2016 elections is a major threat to the sustainability of the capacity that was built under MMP.

Appropriateness of Design (EQ5): MMP efforts to train *Suco* council members on community consultation yielded no significant improvements in citizen engagement. However, the municipal fora were an effective model to increase linkages with those at other levels of government. Overall, the objectives to strengthen citizen participation and improve linkages with other levels of government were overly ambitious considering the level of capacity of the *Suco* councils, but MMP helped lay the foundation for these objectives to be achieved in the future.

WOMEN AS EFFECTIVE LEADERS

Findings: Due in part to MMP advocacy efforts to include a provision in the *Suco* Law 9/2016 requiring a minimum number of women's representatives on *Suco* councils, the number of women serving as council members increased after the 2016 elections. The evaluation survey and FGDs indicated strong citizen support for women holding positions of political leadership, yet when probed about women's abilities to lead, respondents revealed a preference for male leaders. Some of the barriers to women's successful

participation in government include lack of confidence in women, lack of women's knowledge, home and family obligations, and difficulty in travelling safely from place to place. The responsibilities of women serving on *Suco* councils in many cases are for tasks viewed as traditionally domestic, such as cooking and cleaning for *Suco* events, which is keeping them from participating in meetings.

Conclusions:

Perception of Women as Effective Leaders (EQ2): Community members believe in theory that women can be effective leaders, but in practice they still show a preference for male leaders.

COURTS, LEGAL AID, AND ACCESS TO JUSTICE

Findings: KIs with the implementing partner and partner organizations noted that capacity building of court officials was a relatively small component of MMP's overall activities. Very few court officials interviewed had strong recollections of trainings they participated in, and they reported only small improvements to their case management and use of statistics as a result of MMP trainings. The most commonly reported improvements drawn from MMP trainings were related to court management and administration, such as being more attentive to people coming to court by providing benches for them to sit on while waiting for a hearing.

The legal aid organizations interviewed reported that they regularly use the case management system that MMP funded. The working groups that MMP organized have either been discontinued or are currently meeting less frequently. Funding was said to be among the biggest threats to sustainability as current GoTL policy does not allow public funds to be dispersed to private legal aid organizations. Additionally, the poor and inconsistent curriculum at law school limits the capacity of legal professionals.

Key informants with court officials and donors highlighted a lack of knowledge about the court system and the time and cost of travel to the courts as the most common barriers to accessing justice. Nearly all court officials and *Suco* council members interviewed indicated that women's access to justice had increased during the implementation of MMP and has continued increasing since then as a result of the training and socialization provided. Less evidence was found to indicate an increase in the accessibility of justice to people with disabilities or youth, which were said in interviews with IP/partners to be less of a priority under MMP. Some court officials reported implementing some accommodations to increase the accessibility of court services to people with a variety of disabilities, but their attempts to receive support from the Ministry of Justice or the Court of Appeal for this were unsuccessful. Program documentation and interviews with the implementing partner and partner organizations indicate that MMP focused more on building capacity of courts and legal aid organizations than on outreach at the community level.

Conclusions:

Skill Retention and Sustainability of Training (EQ4): The court and legal aid actors retained a limited amount of skills and concepts provided in MMP trainings. The relatively small focus of MMP on this component of its work, as well as the base level of capacity within the courts and legal aid organizations, were factors constraining the sustainability of the skills taught in trainings.

Appropriateness of Design (EQ5): MMP made strides in mitigating one of the biggest barriers to access to justice, which was a lack of information. However, MMP did not adequately address the other major barrier, which is the time and cost of travel to the courts. MMP's focus on building capacity of courts and legal aid organizations rather than eliminating barriers to accessing justice was not an effective approach to achieving the objective of expanding access to justice for marginalized citizens and the poor.

ELECTORAL MANAGEMENT BODIES

Findings: Staff of electoral management bodies said in interviews that MMP played an important role in disseminating information about the local election in 2016, including theater productions which positively influenced youth to run as candidates. A donor organization interviewed credited MMP's collaboration on

the *100 Hau Prontu* (“100% I am Ready”) campaign for successfully encouraging women to run for office. Although MMP initiatives raised the awareness of GoTL of the obstacles to voting that people with disabilities face, respondents agreed that these obstacles have not yet been mitigated. Election management bodies referred to MMP support in terms of supplementing their resources. They did not provide any examples of changes to their ways of operating as a result of MMP assistance. When asked about the biggest challenges to conducting future elections, electoral management bodies mentioned the legal structure and their lack of information and data about the populace and their own operations.

Conclusions:

Appropriateness of Design (EQ5): MMP did not strengthen the capacity of election management bodies to hold fair, transparent, and inclusive elections or facilitate voter engagement. Instead, it supplemented the efforts of the election management bodies to convey information to communities. MMP’s approach was limited in terms of the range of responsibilities that election management bodies hold for elections.

OVERALL PROGRAM DESIGN

Findings: Most survey respondents rated local authorities’ local development planning and their building and maintenance of infrastructure as “effective” or “very effective.” Women rated these significantly lower than men. Youth rated these significantly lower than the elderly. Yet when asked in interviews whether the provision of basic services had improved or not, very few *Suco* councils expressed an opinion.

The evaluation team found little evidence of improved communication and linkages between *Suco* councils and other levels of government for the provision of basic services. *Suco* councils indicated that they are still relying on central government for the provision of basic services, and they cited government bureaucracy is the biggest obstacle to the effective provision of basic services to citizens.

There was no clear consensus among survey respondents as to whether the court system has improved. However, significantly more women than men disagreed that the court system has improved.

Conclusions:

Appropriateness of Design (EQ5): Although *Suco* authorities under decentralization have not yet been authorized legally nor have they been allocated budgetary resources to implement services to citizens, the MMP design to build their capacity was an important first step to build a foundation for them to effectively exercise authority when it is devolved.

Regarding legal services, to some extent MMP met the first aspect of the program goal, to increase human and institutional capacity to deliver services, but did not meet the second aspect of the goal, to be responsive to citizen needs and expectations for legal services.

MMP’s approach successfully increased the inclusion of women in local elections, but this approach has not yet led to services that better meet women’s needs and expectations.

The program goal was premature for the current level of capacity of Timor-Leste’s institutions.

Although the approach of MMP was appropriate for laying the groundwork through achievements under the four objectives, more human and institutional capacity will need to be built to achieve the goal.

RECOMMENDATIONS

SUCO COUNCILS

- USAID should coordinate with other donors to ensure that *Suco* councils’ training needs are being met. If other donors are supporting DNAAS with its training, USAID should either ensure that they are also providing mentoring or technical assistance as a direct follow-up to the training, or should consider a partnership to provide this critical aspect of MMP’s methodology.

WOMEN AS EFFECTIVE LEADERS

- USAID and other donors should complement DNAAS training. Since DNAAS does not target or train women separately from men, donors should do so.
- USAID should consider involving female community leaders, such as Parliamentary Members or business owners, as trainers for future programming. It would be important to organize such training within *Sucos*, or with closely located *Sucos*, to ensure that female training participants can return home at the end of the day to meet family obligations.

COURTS AND ACCESS TO JUSTICE

- USAID should consider designing a dedicated program to address the structural deficiencies in the court system and broadly expanding access to justice. However, any such program must reconcile the interrelated and sometimes competing needs of strengthening the supply-side (such as the continued capacity building of courts and legal aid organizations) with the demand side of not only increasing demand for legal and judicial services, but functionally overcoming the outstanding transportation and cost barriers.

ELECTORAL MANAGEMENT BODIES

- Future USAID efforts to build capacity of electoral management bodies should be long-term and planned in close cooperation with government counterparts. The largest capacity gap remains the legal framework for elections. Considering the overall freeness and fairness of past elections, USAID may not want to focus its limited resources in the near future on this area of democracy and governance in Timor-Leste.

OVERALL PROGRAM DESIGN

- USAID should closely scrutinize theories of change at the program design phase, including after award with implementing partners, to minimize the risk of gaps in program logic between inputs, outputs, and outcomes.
- USAID should continue coordinating with GoTL and other donors to ensure that the legal framework for decentralization is gradually put into place, either with support from a USAID-funded project, or with support from another donor.
- Likewise, USAID should coordinate with other donors to ensure that capacity at the municipal level is built to complement capacity building at the *Suco* level.

I. EVALUATION OVERVIEW

EVALUATION PURPOSE

In February 2019, the United States Agency for International Development (USAID)/Timor-Leste contracted Social Impact, Inc. (SI) to conduct an ex-post performance evaluation of the Mai Munisipiu Program (MMP) approximately 1.5 years after the program ended. The evaluation Statement of Work (SOW) is found in **Annex I**. The key purpose of this evaluation was to explore the long-term effects of MMP and how sustainable the results have been since the program's conclusion in September 2017. This evaluation was also designed to understand the appropriateness of the program's overall design, ultimately generating lessons learned that USAID may use to inform the development of future democracy and governance programming, including rule of law initiatives. USAID/Timor-Leste staff from program offices and democracy and governance teams are the anticipated primary users of this evaluation. Secondary users may include other Government of Timor-Leste counterparts, donors and implementers who work in the democracy and governance sphere in Timor-Leste.

EVALUATION QUESTIONS

This evaluation was designed to answer the following evaluation questions (EQ):

1. What were the key outcomes or substantive changes, positive or negative, to the human and institutional capacity of *Suco*³ councils as a result of MMP? How did the *Suco* election in 2016 affect those outcomes/changes?
2. To what extent do community members in target *Sucos* agree that women can be effective leaders?
3. To what extent and how have the *Suco* councils retained skills, concepts, and initiatives provided by the Activity's training, and how have they been sustained to date? What are the key factors that support and/or constrain sustainability?
4. To what extent and how have legal aid and district courts retained skills and concepts provided by the Activity's training, and how have they been sustained to date? What are the key results that support and/or constrain sustainability?
5. Was the Activity design appropriate for the country's context to effectively implement and maximize results?

ORGANIZATION OF THE REPORT

Sections I and II of this report present background on the Timorese context and the development problems that MMP sought to address. Section III details the methodology, including data collection and analysis methods, and limitations of this evaluation. Evaluation findings and conclusions are described in Section IV. These are presented by topic, indicating which EQs are answered in each sub-section. Given the complementary nature of some of the EQs, this approach allows for the clearest presentation of all findings and conclusions related to each MMP component. Further, given the cross-cutting nature of EQ5, each component's findings and conclusions include a discussion on the appropriateness of the program's design for the relevant project objective.

Section IV first presents the findings and conclusions related to *Suco* councils, addressing EQ1 and EQ3, as well as an analysis on the appropriateness of the program's design related to "Objective 1: Enhanced capacity of *Suco* councils to strengthen citizen participation and representation in local governance" and "Objective 2: Improved communication and linkages of *Suco* councils with district administrations, local Government of Timor-Leste (GoTL) line ministries and other providers of basic services at the sub-national level."

Next, findings and conclusions related to EQ2 are presented, exploring attitudes and perceptions about women as effective leaders. Following that is an exploration of the findings and conclusions related to

³ The word "*Suco*," translates to "village" in English.

access to justice and the courts, answering EQ4 and assessing the appropriateness of the program's design to achieve "Objective 3: Strengthened local justice sector institutions which increase access to formal and informal justice for marginalized citizens and the poor."

Next, findings and conclusions are presented related to the appropriateness of the program's design to achieve "Objective 4: Strengthened capacity of GoTL, in particular its electoral management bodies to hold fair, transparent, inclusive local elections and facilitate voter engagement." This is followed by the appropriateness of the design to achieve its overarching goal: "Increased human and institutional capacity at local levels to deliver basic services such as legal, health, water, and sanitation in a manner that is responsive to citizen needs and expectations." Finally, Section V provides recommendations for USAID's consideration in its future programming.

II. PROGRAM BACKGROUND

DEVELOPMENT PROBLEM

Timor-Leste achieved independence in 1999 after 24 years of Indonesian occupation, preceded by nearly 500 years of Portuguese colonial rule. Despite a challenging early road to self-determination, Timor-Leste has had remarkable success in its transition to a stable, democratic nation. The country recently emerged from three sets of peaceful, transparent, and well-run elections in one year to emerge from a political impasse that had prevented a majority government and obstructed passage of a state budget. Timor-Leste's early Parliamentary elections on May 12, 2018, the first in its history, demonstrated the maturity of this nascent democracy.

Despite this progress, Timor-Leste has faced daunting challenges to establishing a viable state and a representative democracy. The country still lacks the fundamental governance systems essential to adequately respond to persistently high rates of poverty, unemployment, and growing socioeconomic inequality. While the Constitution and Decree-Law 4/2014 on Organic Statute of the Structures of Administrative Pre-Deconcentration provides a legal framework for increased decentralization to the municipalities, budgetary power has not yet been devolved. Access to basic human services has been hindered by still-emerging institutions and a weak justice system. As nearly 70% of Timor-Leste's citizens reside in rural areas,⁴ many citizens are disconnected from centralized government and rely on under-resourced *Suco* councils for service delivery and dispute resolution.

USAID'S RESPONSE

To help respond to these challenges, on September 23, 2013, USAID awarded MMP⁵ under Cooperative Agreement No. AID-486-A-13-00007 to Counterpart International. MMP originally had four components with a Total Estimated Cost (TEC) of \$6 million. In April 2015, the cooperative agreement was modified to include an additional component to support the anticipated *Suco* election, increasing the TEC to \$7 million. The program was completed on September 22, 2017. MMP's goal was to increase institutional and human capacity at local levels to deliver basic services effectively and in a manner responsive to citizen needs and expectations, as shown in **Figure I**.

⁴ United Nations, Economic and Social Commission for Asia and the Pacific (UNESCAP) (2016), Statistical Database. Available from www.unescap.org/stat/data/statdb/DataExplorer.aspx.

⁵ Originally known as Ba Distrito ("To the Districts"), the program name was changed in 2017 after the Government of Timor-Leste changed the name of administrative units from districts to municipalities as part of its decentralization efforts. Program staff reported that this name change was a crucial step to ensure alignment of USAID and program efforts with Government of Timor-Leste goals and demonstrate support for the decentralization process.

Figure 1: MMP theory of change⁶



MMP sought to engage and build the capacity of local governments and promote economic growth, especially in areas outside of Dili, the capital. The program provided training to improve local government responsiveness and supported advocacy and engagement initiatives to share legal information and improve legal aid frameworks, particularly for women and marginalized populations. The main program beneficiaries were members of Suco councils, legal aid organizations, and court actors (including judges, prosecutors, public defenders, and other judicial officers). MMP was implemented in 100 Sucos in the four municipalities of Baucau, Covalima, Ermera, and Liquiça, and the Special Administrative Region of Oecusse-Ambeno, as well as with court officials in the municipal centers. The map in **Figure 2** visualizes these targeted geographic areas. MMP also supported some national level ministries, electoral bodies, and the Court of Appeals in Dili.

Figure 2: MMP target municipalities / special administrative region



⁶ Adapted from MMP Final Report.

II. EVALUATION METHODS AND LIMITATIONS

This section describes the fieldwork, data collection methods, sampling strategies, and analytical approaches for this mixed-methods ex-post performance evaluation.

FIELDWORK

In-country data collection for this evaluation took place from April 16-May 7, 2019. SI deployed a three-person evaluation team (ET) comprised of a Team Leader, Evaluation Technical Expert, and a Local Researcher/Notetaker, supported by a local logistician and two interpreters fluent in Tetun, Portuguese, and English, as well as regional dialects. Given the geographic coverage and language needs of this evaluation, the ET also utilized the local logistician, who has experience with data collection and evaluation, as a facilitator for focus group discussions. More information about the roles and qualifications of the key ET members can be found in **Annex II**. After completing data collection in Dili, the ET divided into two sub-teams to collect data in target municipalities to maximize efficiency and geographic coverage. One sub-team collected data in Baucau, Liquiça, and Oecusse-Ambeno, and the other collected data in Covalima and Ermera. Each team was accompanied by an interpreter. After completing data collection in the municipalities, the two sub-teams returned to Dili to conduct initial data analysis and on May 10, 2019, presented preliminary findings to USAID/Timor-Leste.

DATA COLLECTION METHODS AND SAMPLING

The ET used four data collection methods for this evaluation. The paragraphs that follow summarize the methods and sampling approaches used. For all primary data collection methods, the ET read the informed consent statement to all respondents and obtained express verbal consent prior to collecting data. The ET sought verbal consent over written consent due to varying respondent literacy levels. English and Tetun versions of all data collection instruments and the informed consent statement are available in **Annex III**. An evaluation design matrix linking the EQs, data sources, and methods used for data collection and analysis is available in **Annex IV**. Any photos the ET took were done so with the prior explicit permission of the subjects.

Document Review: During the evaluation design phase, the ET reviewed program documents provided by USAID and those that were publicly available, including the Mid-Term Evaluation of the Ba Distrito Program, MMP studies and reports, and the MMP Final Report. The full list of documents reviewed can be found in **Annex V**. The ET used this desk review to identify stakeholder groups relevant to each EQ and what the program outcomes were when MMP ended, establishing a benchmark against which the ET could compare what outcomes were maintained 1.5 years later.

Key Informant Interviews: The ET conducted 45 semi-structured key informant interviews (KIIs) with 65 respondents (44 male/21 female). Some interviews were conducted with individuals and others were held with small groups of two to six people, lasting one to two hours. KIIs were planned with all significant program stakeholder groups to gain in-depth perspectives on the extent to which program achievements have been sustained to date, how results can be sustained moving forward to maximize potential benefits and minimize adverse effects, and to learn about potential unintended outcomes from MMP initiatives.

The ET designed separate KII protocols for each respondent type, including common questions asked of most respondents and questions tailored to specific respondents. This approach allowed the ET to both isolate respondent group views for individualized analysis, and triangulate data from the same questions asked of various respondent groups, where possible.

Sampling: Informed by the document review, the ET worked with the implementing partner (IP), Counterpart International, and its partner organizations to purposively select KII respondents to most widely cover program initiatives. The ET selected civil society organizations (CSOs) purposively, covering advocacy on women's issues, youth, and people with disabilities. Counterpart International provided input

on community engagement grantee (CEG) sampling, ultimately proposing a list of CEGs that successfully influenced citizen input on *Suco* councils and a list of those that was less successful. The ET purposively sampled one CEG from each of the lists based on their proximity to other geographic areas in the sample.

USAID advised which donors were active in areas analogous to MMP initiatives. The ET randomly selected two *Suco* councils in each municipality from the list provided by Counterpart International. The key sampling criteria was that at least some *Suco* council members had to have been re-elected in the 2016 election. However, some *Suco* councils were ultimately selected out of convenience due to challenges reaching council members (see Selection Bias under the Limitations and Biases section for further discussion). The respondents who attended the KIIs did so at the invitation of the ET's main point of contact at the *Suco* council. Judicial personnel were selected by stratified random sampling to include at least one woman in each of the municipalities, but MMP did not train any female court actors in Oecusse-Ambeno. Legal aid organizations were selected randomly. The ET interviewed representatives from all government training institutions and election management bodies. **Table I** presents the number of interviews by respondent type (and the original target), as well as the number of respondents per respondent type, disaggregated by sex.

Table I: Respondent breakdown by type and sex

Respondent Type	Target Interviews	Completed Interviews	Total Respondents	Male Respondents	Female Respondents
Implementing Partners	4	5	6	4	2
<i>Suco</i> Councils (KII)	10	10	23	14	9
<i>Suco</i> Councils (FGDs)	4	4	24	13	11
CSOs	3	3	4	2	2
Court Officials	19	15	15	13	2
CEGs	2	2	4	2	2
Legal Aid Organizations	2	2	2	2	0
GoTL Counterparts	5	4	5	3	2
USAID & Other Donors	3	3	6	4	2
Community Members (Survey)	50	50	50	24	26
TOTAL	102	98	139	81	58

Focus Group Discussions: As depicted in **Table I**, the ET conducted four focus group discussions (FGDs), two each in Ermera and Liquiça. Each FGD was comprised of five to eight *Suco* council members from two MMP-targeted *Sucos* within the municipality. FGDs lasted between 1.5 and 2 hours. FGDs were sex-segregated—the ET conducted one FGD with men and one FGD with women in each of the two targeted municipalities—to ensure that men and women were comfortable speaking freely about potentially sensitive topics related to gender roles and women's ability to effectively serve as leaders. FGDs enabled the ET to capture differences in experiences and perspectives between female and male *Suco* members about how MMP built human and institutional capacity.

Sampling: FGD sampling was purposive, prioritizing *Sucos* that were representative of a diverse range of conditions. This sampling approach was driven in part by challenges getting in touch with *Suco* chiefs to organize FGDs, and also by the consideration of the distance respondents would need to travel to attend. The ET provided FGD respondents a transportation reimbursement to ensure their attendance was not financially burdensome.

Rapid Survey: The ET administered a small-scale rapid survey (n=50) to randomly sampled members of the public using a street intercept method in target *Sucos* in all municipalities (five men and five women in each municipality).⁷ The survey included 15 closed-ended questions (e.g. Likert scale, multiple choice) to capture respondents' perceptions of the effectiveness of women leaders and their satisfaction with *Suco* services. The rapid survey took less than 10 minutes to administer. The ET sought recommendations from the *Suco* council chief and members regarding appropriate sites to conduct the survey (e.g. markets) to ensure accessibility of both men and women of various ages. The ET conducted the survey using the Survey Monkey application on smartphones when the cellular network was available, and on paper when out of the network. The Evaluation Technical Expert conducted data quality monitoring on all surveys and entered paper survey responses into the electronic instrument.

DATA ANALYSIS

Iterative Analysis and Triangulation: During fieldwork, the ET held preliminary analysis sessions to discuss emerging themes, capturing initial findings, conclusions, and recommendations in a matrix organized by EQ. This ongoing analysis during fieldwork allowed the ET to (a) ensure that sufficient data were being collected to thoroughly respond to each EQ, (b) identify any gaps where clarification or additional data collection was necessary, and (c) provide a rigorous basis for developing the exit briefing presentation and ultimately the evaluation report. After fieldwork concluded, the ET began a robust secondary analysis process. The ET conducted consecutive triangulation across data sources, first analyzing them independently and then in parallel. This data triangulation process allowed the ET to understand perspectives from particular respondent types and then compare them to perspectives from other respondent types or data collected through other methods (e.g. triangulating survey responses with FGD data about women leaders). This triangulation helped hone findings that are both convergent and divergent, ultimately strengthening the internal validity of the evaluation's findings and conclusions.

Qualitative Analysis: During all KIs and FGDs, ET members took detailed notes, cleaning and finalizing them on a nightly basis and uploading to a secure SharePoint document library. The Team Leader reviewed interview notes daily and clarified any ambiguities or gaps with the interviewer. Each sub-team reviewed notes from the other sub-team to stay apprised of the data collected by the other team. The ET developed a Microsoft Excel tally sheet/analysis template, using content and comparative analyses to categorize responses, identify patterns, and elucidate themes and contextual factors. The ET generated codes to categorize these themes and tally by EQ to facilitate the presentation of key findings in this report. Where possible and relevant, the ET disaggregated qualitative data by stakeholder sex, age, location, and role to capture any identity-based divergences.

Quantitative Analysis: The ET exported rapid survey data to Microsoft Excel for cleaning and analysis. The ET used Microsoft Excel to tabulate responses, produce descriptive statistics, and disaggregate along the same lines as the qualitative data.

LIMITATIONS AND BIASES

Recall Bias: Because MMP was implemented from 2013 to 2017, some respondents had difficulty accurately recalling details of program activities. This recall bias was compounded by the program's name change, although the ET mitigated this by referencing both program names during KIs and FGDs, as well as the IP/partners, and summarizing the implemented activities relevant to specific respondents (e.g. listing the trainings they may have attended to refresh their memories). However, even when asked about specific MMP activities, some respondents, especially those who had limited exposure to program initiatives (e.g. judges who only attended a few trainings several years ago), either had significant difficulty recalling the program or conflated it with other trainings or activities of other implementers. Similar to findings from SI's mid-term evaluation of MMP, many *Suco* council members could not remember all the

⁷ The final sample was 24 male respondents and 26 female respondents, due to a dearth of male respondents in the selected data collection sites in Covalima.

trainings they had attended, and sometimes did not recognize the program name at all, only recalling the local partner that delivered the training. In some cases, the recall challenge was more broadly revealing (i.e. low saturation of and/or limited exposure to program activities did not yield significant retention by respondents) and is discussed in Section IV.

Selection Bias: The nature of an ex-post evaluation, specifically the passage of time since the program's closure, introduces complications for an external ET. Without the local presence of the IP, connecting with potential evaluation respondents with direct knowledge of the activities was challenging. In addition, some of the contact information provided by IP/partners was outdated and no longer used by respondents. Further, some respondents were unreachable for days at a time because power outages prevented them from charging their mobile phones. As a result, the ET had to replace some primary sampled respondents with alternates because the primary sampled respondents were not reachable for the duration of the period the ET was in the given municipality.

In anticipation of these challenges, much of the sampling for KIs was purposive, prioritizing the locations and respondents that the ET could readily access while maintaining as much diversity in the sample as possible. For sampling criteria that were randomized (such as Sucos for KIs), the ET identified several tiers of randomly sampled informants so that replacements were made for those respondents that could not be contacted for the aforementioned reasons. Ultimately, some sampled informants were convenience sampled because of challenges securing contact information or reaching respondents. Although some selection bias is unavoidable in a non-representative study, the ET used the most effective approach to mitigating this bias, which is the use of multiple sources of data to triangulate evaluation findings. By comparing information found in all data sources, single data points do not skew the conclusions that emerged from the overall analysis.

Sample Size and Generalizability: This evaluation was a relatively small, mainly qualitative study. The sample size for the rapid survey was very small and while the ET randomly sampled respondents from each municipality, survey data cannot be considered representative to any degree and survey results should be interpreted with caution. Of note, MMP's baseline assessment and mid-term evaluation included large-scale, nationally representative household surveys, which were not conducted here. Findings from these previous reports cannot be parallelly compared to the findings from this ex-post evaluation.

Gender Bias: Including interpreters, one sub-team was comprised of two men and one woman, and the other was comprised of two women and one man. So, while in total the team was gender balanced, the sub-team composition introduced some complications for data collection outside of Dili when the teams were divided. Ideally, given the gendered nature of both the FGD and survey questions, a female ET member would enumerate the survey to female respondent, likewise with men. This is not the only factor that should be considered to protect respondents and minimize gender bias but is generally a best practice. The gender composition of the overall team made this possible on one sub-team but not the other, where the only Tetun-speaking team members were male. As a result, on one sub-team, a female team member facilitated FGDs with both men and women, and a male team member facilitated both FGDs on the other team. It is possible that a given facilitator's gender may have biased respondents' answers, though the ET attempted to mitigate this bias by clearly explaining the purpose of the data collection and assuring respondents that their responses were confidential.

Language Challenges: Although the ET was supported by two interpreters who spoke English, Tetun, and Portuguese, as well as some local languages, the sheer number of local languages and diversity of dialects in the municipalities presented a challenge for clear communication. Although most interviewees in remote areas spoke at least some Tetun, the level of fluency varied considerably, and the ET encountered some difficulties in interpretation. It is difficult to measure the extent to which this is an actual limitation on the quality of data, but its potential influence is important to note.

III. FINDINGS AND CONCLUSIONS

SUCO COUNCILS

This section presents findings and conclusions related to the following EQs:

- **EQ1: What were the key outcomes or substantive changes, positive or negative, to the human and institutional capacity of Suco councils as a result of Mai Munisipiu? How did the Suco election in 2016 affect those outcomes/changes?**
- **EQ3: To what extent and how have the Suco councils retained skills, concepts, and initiatives provided by the activity's training and how have they been sustained to date? What are the key factors that support and/or constrain sustainability?**
- **EQ5: Was the Activity design appropriate for the country's context to effectively implement and maximize results?**
 - *Objective 1: Enhanced capacity of Suco councils to strengthen citizen participation and representation in local governance*
 - *Objective 2: Improved communication and linkages of Suco councils with municipal and regional administrations, local GoTL line ministries, and other providers of basic services at the sub-national level.*

Data sources for these evaluation questions include KIIs with Suco council members, DNAAS, constituent engagement grantees (CEGs), IPs, and donors, as well as FGDs with Suco council members.

FINDINGS: SUCO COUNCILS

According to the *Mai Munisipiu Project Final Report*, MMP implemented the following initiatives toward achievement of Objectives 1 and 2:

- Provided formal training to 100 Suco councils, with post-training mentoring;
- Developed 11 Suco training modules and an educational film for the Ministry of State Administration's (MSA's) National Directorate for Suku Administration and Support (DNAAS),⁸ the organization responsible for monitoring and building capacity of all Suco councils;
- Issued 46 constituent engagement grants to CSOs;
- Held 30 Suco-municipal network forums to bring Suco council members together with government officials at the municipal level;
- Held 28 Suco exchanges where higher performing Suco councils presented their work and processes to lower performing Suco councils;
- Held five Suco expositions for Suco councils to present successful projects to other Suco councils; and
- Advocated, advised, and conducted civic education on decentralization legislation.

SUCO COUNCILS STILL USING SOME TRAINING SKILLS & CONCEPTS

Proposal writing: In eight of ten Suco council KIIs, respondents said that they are still applying some of the skills that they learned in MMP trainings. Respondents from five Suco councils cited the MMP “Fundraising, Project Design, and Proposal Writing” training is having lasting effects on how their councils now operate. One Suco council member explained: “The training on project design helped us to reflect on the problems that exist in our Suco and how to address them.” Suco council members also highlighted several projects that have been funded because of proposals they prepared with newly acquired knowledge and skills. These include:

⁸ DNAAS is the organization responsible for monitoring and building the capacity of all Suco councils.

- Construction of a new access road to the *Suco* (funding from Secretariat of State for Vocational Training and Employment);
- Transportation for pregnant women and young mothers to cross a river to the nearest health center for pre- and post-natal care (funding from USAID’s Health Improvement Project [HADIAP]);
- Procurement of weaving tools for a women’s group to weave *tais*, a type of traditional ceremonial cloth (funding from the Ministry of Tourism, Trade, and Industry);
- Procurement of rubbish bins for a *Suco* council office; and
- Procurement of irrigation equipment for rice fields.

One *Suco* council key informant mentioned that the council is currently preparing a proposal to Belun, a local CSO and former partner of MMP, for domestic violence prevention.

Communication and leadership: Three *Suco* council KIs credited the Leadership and Communication training for having changed the way they work. One *Suco* council member said: “During the training, we practiced communication skills with other participants, including face-to-face interaction, speaking by telephone, and letter writing.” Another explained: “We learned how to write a formal letter to administrative post leaders. We have a template and now understand what kind of language should be used.” *Suco* council respondents also stressed the importance of their strengthened public speaking skills in engaging citizens to collect citizen input and share information about laws. In FGDs with *Suco* council members, a respondent explained that because of the presentations he gave during MMP training, he now provides his opinion in council meetings more often and engages more frequently with constituents in his *Aldeia*.⁹

FACTORS SUPPORTING SUSTAINABILITY OF TRAINING

Mentoring: Eight of ten *Suco* council KIs stressed the importance of MMP’s mentoring in helping them to implement administrative improvements taught in the training. They said that Belun’s regional staff visited every month or two. One *Suco* council member key informant said of the mentor assigned to their region: “He was always there for us.” Another described the Belun mentors’ role: “If they saw that we hadn’t implemented something, they would keep reminding us.” *Suco* council KIs credited many administrative improvements to Belun’s mentoring, including:

“Our mentor came all the time. We could also call him any time we needed help.”

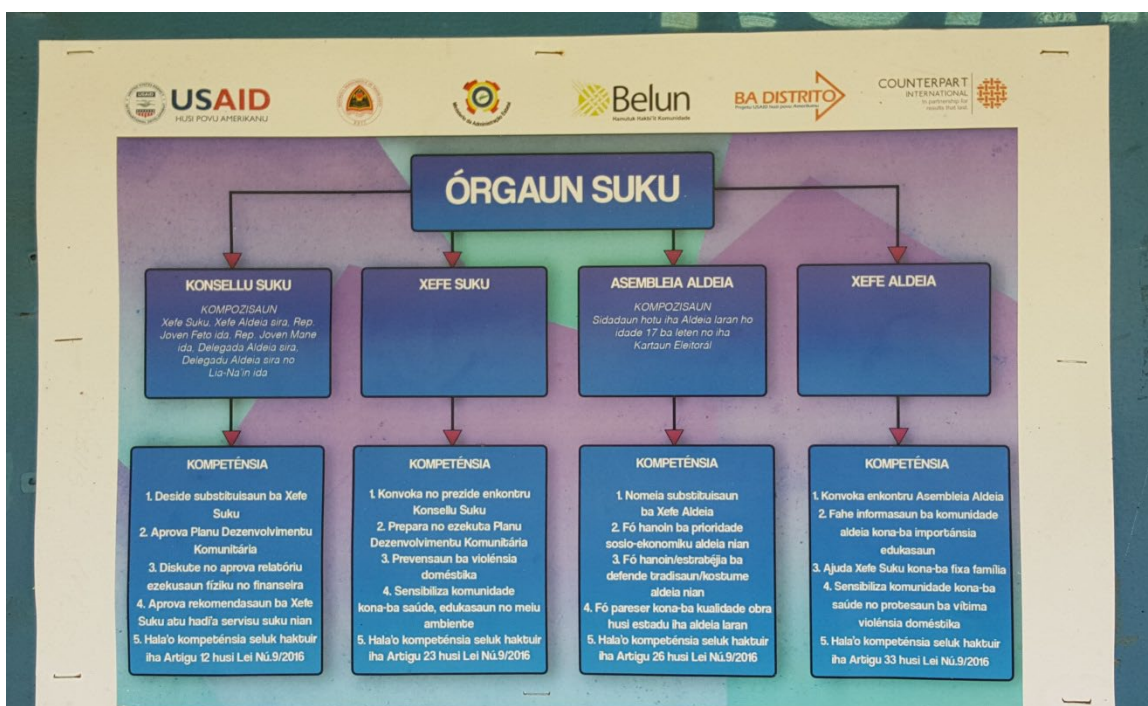
- Suco Council Member, KI

- Development and posting of a telephone directory (mentioned in two *Suco* council KIs);
- Establishment and maintenance of a filing system (mentioned in one *Suco* council KI);
- Setting an agenda for meetings (mentioned in one *Suco* council KI); and
- Posting a schedule of *Suco* council members’ office hours (mentioned in two *Suco* council KIs).

Suco council members also emphasized the importance of posting a schedule. One explained: “After Belun came to visit, I began posting a monthly schedule of *Suco* council members’ office hours, so that if someone needs a document signed, they know when to come.” A respondent from another *Suco* council stated: “Our *Suco* chief organized the schedule to ensure that one *Aldeia* chief would be in the office every day.” Two *Suco* council offices the ET visited still had an organizational chart with the USAID, Ba Distro, and Belun logos posted on its walls (see **Figure 3** below).

⁹ The word “*Aldeia*” translates to “sub-village” in English.

Figure 2: MMP-funded organizational chart still in use at Tiarlelo Suco Council office in Ermera



Another factor contributing to the sustainability of MMP's trainings was the comprehensiveness of the curriculum. Suco council members said this helped give them a "big picture" understanding of their roles and responsibilities. One respondent mentioned that this was a departure from trainings they attended before MMP began. A Suco council member explained how the order of the trainings built on each other: "The last training we attended was Project Management. This training was linked to the previous training on writing proposals because it provided guidance on how to implement a project if one of our proposals is funded."

FACTORS CONSTRAINING SUSTAINABILITY OF TRAINING

Insufficient quantity and duration of training: Respondents from eight of ten Suco council KIs believed that trainings would have been more effective if there had been a higher number of them. Respondents from three Suco councils stated that the number of days for each training course should have been longer. One said: "We didn't understand everything that was said and needed more time to absorb it." Another explained: "Some of the trainees had a good ability to learn, but standing in front of the group, their hands would shake from nervousness. If we had been given a longer period of time for the training, they would have had a chance to become more comfortable." One Suco council recommended refresher training.

Not all Suco council members trained: Due to program budget constraints, MMP was unable to train all Suco council members from targeted Sucos. Program logic assumed that trained Suco council members would disseminate newly acquired skills and knowledge to their other Suco council members. Four Suco council KIs reported that the trainings' effectiveness would have been higher if more members of the council were trained. One Suco council member suggested: "It would have been great if the training had been held at the Suco level, rather than at the municipal or administrative post level, so that more Suco council members could have attended. I shared what I learned, but it was not enough for the other Suco council members to learn the topics sufficiently well." Respondents from another Suco council remarked: "The three of us who attended the training came back and tried to explain to those who didn't attend, but some of the subjects were quite difficult to teach." Suco council FGDs also expressed the need for training of more Suco council members.

DNAAS budget constraints have stymied post-MMP capacity building: A key informant from DNAAS noted that their organization is currently operating with only a temporary budget to cover its basic

operating costs. Thus, DNAAS has provided no training in 2019 to the 8,705 *Suco* councils nationwide for which it is responsible. The only DNAAS training *Suco* council members reported taking since MMP ended in 2017. This training was related to submitting financial reports to claim their incentives (payment for *Suco* council members) and how to record official demographic data within their *Sucos*. Key informants from the Programa Nacional Desenvolvimento Suku Support Programme (PNDSSP), funded by the Australian Department of Foreign Affairs and Trade and implemented by Cardno, reported that the program is currently in discussion with DNAAS to facilitate implementation of the training modules and a training video developed by MMP to other municipalities. This potential partnership may be part of PNDSSP's next phase commencing in July 2021. United Nations (UN) Women also expressed interest in obtaining the training modules to use in its work.

Although DNAAS said that it has distributed the MMP tutorial video to all *Suco* councils with electricity, only one *Suco* council KII said that they received a copy. Further, this *Suco* council reported having no equipment on which to watch it (e.g. television with a DVD player or a computer). Key informants from the other nine *Suco* councils said that they were not given a video tutorial, but two mentioned that they saw a video playing during DNAAS training; the ET could not confirm if the video they remembered seeing was the tutorial that MMP developed.

EFFECTS OF ELECTIONS ON SUCO COUNCIL CAPACITY

Reduction in *Suco* council member incentive: When asked whether their *Suco* council operated better now than before the 2016 election, four of ten *Suco* council KIIs said they are worse off now because of the 2016 change to the *Suco* laws. Specifically, *Suco* council members are now receiving a lower monetary incentive amount without a commensurate reduction in duties. A respondent from one *Suco* council explained: *"Now the Suco council members don't want to contribute the same level of effort. ... Members of Parliament from Committee F [on Health, Education, Culture, Veterans, and Gender Equality] came to visit for three days. I invited the women's representatives, men's representatives, youth representatives, and traditional leader, but they didn't come."* A respondent from another *Suco* council, who is the chief, stated: *"I can't force them to work without incentives."* A respondent from a third *Suco* council commented: *"The council should be better now than before the election with the addition of women's representatives and a men's representatives, but it isn't as effective because I can't motivate them to do more work that they're required to."*

No training of newly elected *Suco* council members: The election introduced many new faces to the *Suco* councils. The ET was unable to access reliable data to validate respondent reports but based on KIIs with DNAAS and the *Suco* council members, much more than half of the members were newly elected in 2016 and were therefore not trained by MMP. One *Suco* council member said that only seven *Suco* chiefs were re-elected in the municipality, with 23 newly elected who did not have previous *Suco* council experience or MMP training. In another *Suco* council KII, members explained that six members of their council were re-elected, with ten new members. In a third KII with *Suco* councils, they explained that only two council members were re-elected.

As mentioned above, DNAAS has not been providing training due to the lack of budgetary resources. No *Suco* council KIIs reported having received any handover or orientation from the outgoing council members. Despite this, respondents reported that they have tried to disseminate their learnings to others. One *Suco* council KII stated that those who had received training from MMP are sharing knowledge with the other members of their own council. In another *Suco* council KII, a council member said that the newly elected members shadow those who are experienced and trained by MMP, observing how they conduct their work, especially related to conflict resolution.

Three *Suco* council KIIs reported helping neighboring councils by sharing their knowledge. One *Suco* council member stated: *"We worked with newly elected Suco chiefs in our municipality to orient them in their new positions."* Another explained: *"Two newly elected Suco chiefs have approached me, asking questions about how to write reports and fill out certain forms."*

“It’s lucky that I have attended many of the trainings, but many of the Suco chiefs I know that were elected in 2016 did not attend any of the trainings. This is a difficulty for the new Suco chiefs, so I share my experience with them. I think they really need to attend the trainings as well.”

- Suco Council Member, KII

Although independent knowledge sharing is happening, key informants from seven of ten Suco councils still emphasized the need for newly elected Suco council members to be formally trained. One Suco council respondent said: “New Suco council members don’t know how to solve problems or make decisions.” When asked how MMP could have been more useful to their Suco councils, the most common response was that newly elected members should have been trained. One of the two CEG, when asked if the grant had changed the way the Suco council works,

gave an indirect response, saying that a new Suco council chief was elected, who is not knowledgeable because he was not trained. One of the two donor KIIs opined that MMP training began too late in the term of the previous Suco councils and the new Suco councils do not have sufficient capacity.

APPROPRIATENESS OF DESIGN: SUCO COUNCIL CAPACITY BUILDING

Laws and decrees: Six of ten Suco council KIIs credited MMP with strengthening their understanding of laws, including those on:

- Suco council elections
- Deconcentration
- Roles and responsibilities of Suco council members
- Oversight of vendors (e.g. for construction projects within the Suco)
- Incentives for Suco council members.

One Suco council member explained learning about Law No. 9/2016, which codifies the roles and responsibilities of Suco council members. Another reported now having a better understanding of how to evaluate if a construction project is not of high quality, and how to use the law to support their claim in a dispute.

Interaction between Suco councils: KIIs provided little evidence that MMP improved relations between Suco councils. Five Suco council KIIs described positive relationships with neighboring Suco councils, but stated that these were pre-existing and/or not a result of MMP assistance. Only two Suco council KIIs said that their relationships with neighboring Suco councils improved because of MMP assistance, with one crediting the training on interaction with other Sucos. Three said that they do not maintain relationships with other Suco councils, including one that said that they are not implementing what they learned in the MMP training.

Engagement with citizens: Seven Suco councils KIIs said that MMP did not facilitate improvements in their engagement of citizens. The other three cited MMP assistance as a positive factor, with two mentioning that support was limited to training. Seven described engagement of citizens in terms of mobilizing people to cooperate on projects or solving community problems, with only three describing their role in engaging citizens in terms of representation where they seek citizen input, with one explaining how they gather citizens from different *Aldeias* to jointly set priorities. Respondents from two of the three Suco councils that described their role in terms of representation of citizens cited MMP training as having positively influenced their engagement of citizens.

Linkages with other levels of government: Key informants in six of ten Suco councils said that they had attended municipal fora organized by MMP. Out of these, four councils were still attending fora but less frequently than during the program. Respondents from two Suco councils stated that no fora have taken place in their municipalities since MMP ended. Four of the six said they found the fora beneficial. A

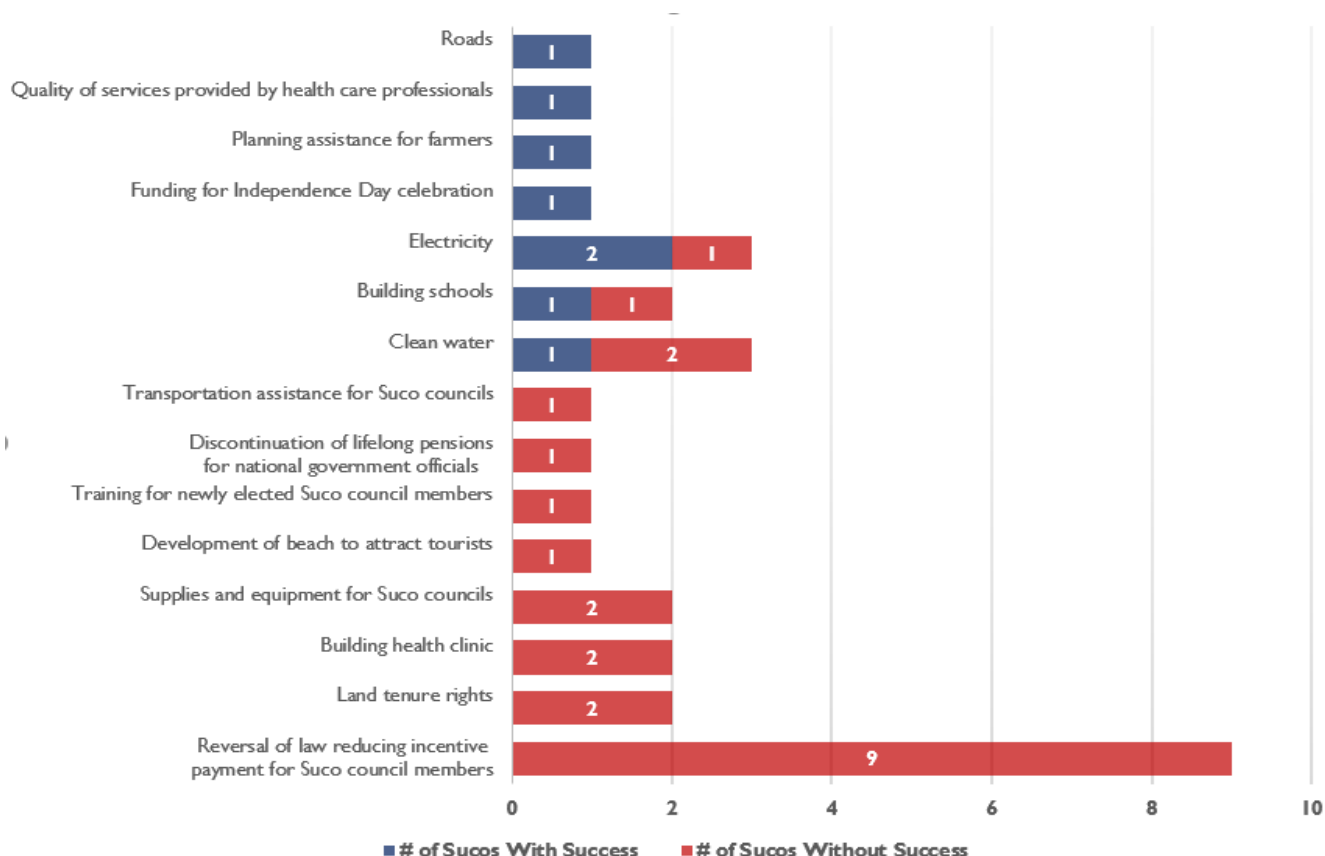
respondent from one Suco council explained: “It provides us an opportunity to complain directly to a Ministry about a problem and get answers on the spot. For example, I complained to a technician from the Ministry of Water and Sanitation about our need for clean water. Since then, we have seen that he has been much more active.” Another explained: “In the last forum, we discussed infrastructure, accessibility of school buildings for people with disabilities, and natural disasters. I think these forums are successful because they let us see what others are doing and share ideas.” A third commented: “Mostly the forums are focused on Sucos that face a lot of difficulties. There are funding requests to the government for things like roads, clean water, and electricity, and they decide if it is urgently needed.”

“I keep asking for things like a hospital or school to be built in my Suco, but I get no response from municipal leaders.”

- Suco Council Member, KII

In contrast, key informants from two of the six Suco councils felt that the fora provided no benefits. One Suco council member explained: “The Vice Minister for State Administration came to the last forum held in December 2018. We provided our recommendations to him for computers, printers, and laptops, but there has been no response at all.”

Figure 3: Issues advocated by Suco councils, according to Suco Council KIIs



Active advocacy efforts: Respondents from all ten Suco councils KIIs stated that they are active in advocating their Suco’s issues and needs to higher levels of government, including to administrative post, municipal, and national officials. Respondents had varying levels of success in their advocacy efforts, as

depicted in **Figure 4** above. Respondents from four of ten Suco councils expressed pessimism that their advocacy would be productive; they said they do not expect to ever receive a response. One respondent said: “We have informed the government about the realities we face working at the Suco level. We have already recommended many things regarding services to people, but there has been no change. Things are still the same.” A respondent from another Suco council said: “We always give suggestions and recommendations to the government through our advocacy, but they always say that there is no budget this year or that the budget isn’t sufficient for the things we are asking for.”

Respondents from two Suco council KIIs believed that their recommendations are still under consideration and may yield success at some point. A respondent from one of those Suco councils said: “If there still isn’t any response in two or three months, we will keep asking the Ministry about it. We did hear that some of the laws will be changed, but we don’t know when. The municipal administrator informed us about that.” A respondent from the other Suco council said: “Last year, some members of Parliament came and said that they accepted our recommendations, but they have not yet been implemented.”

There was no consensus among Suco council members about how MMP affected the frequency or success of Suco councils’ advocacy efforts. A respondent from one Suco council stated that they have conducted advocacy efforts more often since 2016; respondents from two Suco councils stated that they advocate less now than when MMP was underway; and respondents from two Suco councils stated that the frequency of their advocacy efforts has not changed. Only two Suco councils mentioned MMP at all when discussing advocacy. Neither mentioned what type of assistance, if any, MMP provided for their advocacy efforts. Most of the issues of their advocacy were requests for basic services. Very few of the advocacy efforts taken by Suco councils were for the introduction of legislation or revisions to draft legislation.

“The government doesn’t want to visit us, and when I am invited to a meeting, I can’t attend because the condition of the roads is so bad.”

– Suco Council Member, KII

REMAINING BARRIERS TO SUCO COUNCILS’ ABILITY TO FUNCTION WELL

Transportation: One of the most commonly cited impediments to Suco councils’ ability to function well (mentioned in five Suco council KIIs) was the time and cost of transportation. One Suco council member mentioned the distance between *Aldeias* in their Suco and said that communication among the Suco council members is inadequate because there is no telephone network. Another explained that they cannot interact with their constituents enough because of the transportation issues. This barrier was also mentioned by a CEG key informant, who explained that the high cost of motorbike taxis and the lack of telephone networks limit the information Suco council members have access to and can subsequently provide to their constituents. To illustrate this last point, the same CEG informant provided an example of elderly people in a remote Suco traveling to Dili to pick up their pensions because the Suco chief and *Aldeia* chiefs were unaware (and thus did not inform citizens) that they could have picked up their pension payments in the Suco. Suco council members suggested road construction and maintenance, along with a transportation allowance for Suco council members, as an area for potential donor assistance in the future.

Skills: Another challenge reported by five Suco council KIIs was the lack of skills and knowledge Suco council members have to perform their council mandates. One Suco council KII pointed out that many of the Suco council members have not attended secondary school, which limits their ability to absorb the skills taught in training. Other Suco council key informants expressed needing further training in financial

management (specifically for women¹⁰), dispute resolution, roles and responsibilities, and conducting community consultations.

Funds: Four *Suco* council KIs reported lack of funds for operations and maintenance as a remaining barrier. *Suco* council members explained that the \$125 annual allowance for supplies is not enough for ink and paper to operate the printer, making it difficult to prepare reports. Funds are also insufficient for refreshments or travel incentives for meetings. Another mentioned that they do not have computers or desks. One said that they will not be able to hold a memorial this year for a massacre that had taken place. Another stated that they received \$1,000 for building renovations, but this did not cover the cost of the necessary repairs, and they still do not have a toilet. *Suco* council KIs also identified these as areas for donor assistance.

CONCLUSIONS: *SUCO* COUNCILS SKILLS RETENTION AND SUSTAINABILITY (EQ3)

- **Most interviewed *Suco* councils are still using at least some of the skills they learned in MMP training, especially proposal writing and communication skills.** As a direct result of MMP training, *Suco* councils are actively preparing proposals and securing funding for projects in their *Sucos*. This is especially valuable for sustainability, given the constrained Timorese budget environment in recent years.
- **The comprehensiveness of the training curriculum and post-training mentoring were critical catalysts for skills retention and helped training participants implement their new roles/responsibilities under the changed laws for *Suco* councils. However, the volume and duration of training provided was far too little for most of the skills taught to have been sustained.** The tutorial film developed by MMP is not being used by the *Suco* councils and has had little to no effect on building capacity. The in-person trainings were the only model that imparted lasting skills to the *Suco* councils. With the training modules that MMP created in hand, DNAAS is well-positioned to resume training once the national budget is approved. Consensus among all respondents was strong that further training of *Suco* councils is needed, and even if DNAAS receives budgetary funds to resume training, this may not be enough to meet the needs of all the *Suco* councils across the country.

CONCLUSIONS: *SUCO* COUNCILS KEY OUTCOMES AND CAPACITY (EQ1)

- ***Suco* councils improved their office administration as a result of MMP mentoring and technical assistance, but there were not equivalent gains in areas of advocacy or citizen engagement.** *Suco* councils demonstrated a lack of comprehension of their role and responsibilities for advocacy under decentralization; they are still generally requesting that the central level government provide basic services rather than advocating for laws and regulations to empower them to provide basic services.
- While *Suco* council members valued MMP technical assistance to understand laws, **MMP did not effectively build capacity within *Suco* councils to understand and apply laws without donor assistance.** Considering the level of education of *Suco* council members, with many not having completed secondary school, building capacity in this area may not have been realistic within the program timeline.
- **The 2016 elections and subsequent *Suco* council member turnover resulted in a significant loss of capacity among trained *Suco* councils, a major threat to sustainability of training skills and concepts.** Many *Suco* councils are operating much like they did prior to the start of MMP. MMP did not use a training-of-trainers approach, so while some trained *Suco* council

¹⁰ In one KI, *Suco* council members expressed the belief that women are more honest and that communities prefer that women be accountable for financial activities for increased transparency and accountability. Despite this, they noted that women's knowledge and capacity in the field of finance is low. Therefore, they considered this an urgent need.

members reported sharing their new knowledge, they did not perceive themselves to be effective in imparting this information to others in their own *Suco* councils or neighboring *Suco* councils. While orientation of newly elected *Suco* council officials is the responsibility of DNAAS, because of budgetary restrictions, little to no training has taken place since the 2016 election.

CONCLUSIONS: *SUCO* COUNCILS APPROPRIATENESS OF DESIGN (EQ5)

- **MMP's direct efforts to strengthen citizen participation and representation, including training on Community Consultation and issuing of constituent engagement grants, yielded no significant improvements.** However, some MMP initiatives indirectly improved citizen participation. Because of their improved communication skills from the training, *Suco* councils are more active than they would otherwise have been in organizing events with citizens, and they are more willing to share their thoughts and ideas in *Suco* council meetings. As a result of the improved administration instilled from mentoring, citizens can more easily access their *Suco* council members in the *Suco* council office to report problems or obtain signatures for documents.
- **MMP's municipal fora were an effective model to increase linkages between *Suco* councils and higher-level government officials, but some *Suco* councils are growing weary of making demands to administrative post, municipal, and central level government that seemingly fall on deaf ears.** This is in part due to their lack of comprehension of what is appropriate and possible to ask, and how to present their requests. Due to the external factor of the government deadlock that has taken place over the past couple of years, it is possible that they may not have been successful even with the right skills.
- **MMP Objectives 1 and 2 were overly ambitious.** Yet, the approach of MMP built the foundation for future capacity building, which was necessary and appropriate for the *Suco* councils, considering their starting point at the outset of the program.

WOMEN AS EFFECTIVE LEADERS

This section details findings and conclusions related to:

- **EQ2: To what extent do community members in target *Sucos* agree that women can be effective leaders?**

FINDINGS: WOMEN AS EFFECTIVE LEADERS

The ET used two primary data sources to answer this evaluation question: the rapid survey with community members and FGDs with *Suco* council members in target *Sucos*. Program documentation and secondary data also inform findings and conclusions for this EQ, to a lesser extent.

INCREASED NUMBER OF WOMEN LEADERS

MMP and its IP/partners conducted significant advocacy to influence the addition of a provision in the draft *Suco* Law 9/2016 to require a minimum number of women's representatives on *Suco* councils. These efforts were ultimately successful, amending Article 10 to require each *Suco* council to include at least one female and one male delegate from each *Aldeia* within the *Suco*. In all four FGDs, *Suco* council members reported an increase in the number of female representatives in the 2016 elections after the new law had taken effect. Of the four *Sucos* represented in FGDs, each had only had one or two female representatives before the elections. After the elections, there were between four and nine female representatives.

MIXED ATTITUDES TOWARD WOMEN LEADERS

Survey and FGD data revealed strong citizen support for more women holding political leadership positions. Seventy-four percent of survey respondents (37 out of 50) believe women are underrepresented in the GoTL, and 88% (44 out of 50) agree that the country would be better off if more women were in leadership positions. These numbers are similar to a national 2017 survey conducted by

the International Republican Institute (n=1,200) in which 80% of respondents agreed that women are as capable as men to serve in elected positions in government.¹¹ The majority of respondents in that survey (54%) also said that they would not be more or less likely to vote for an identically qualified candidate based on their sex alone. Respondents in all FGDs also responded favorably when asked if increasing the number of women in leadership positions in government would increase government's effectiveness and responsiveness to citizens. All FGDs also yielded positive responses about equality between men and women. One male FGD respondent said: *"Men and women have the same rights. Women can be Suco chiefs or Aldeia chiefs in accordance with their abilities. Women can also give advice to men, particularly if a man has behaved or spoken in an inappropriate way."*

Survey and FGD data both reported attitudes that community members view male and female Suco council members equally. Respondents in all four Suco council member FGDs said that community members do not differently regard male and female Suco council members, and that they evaluate their elected officials based on their abilities, skills, and responsiveness, rather than their sex. Survey respondents most frequently identified experience as an important quality for political leadership (36 out of 50), followed closely by education (31 out of 50). Sixty percent of survey respondents (30 out of 50) said listening to constituents and the ability to resolve disputes are important skills. Men in both FGDs said that education is not a significant factor; rather, responsiveness to community needs is the most important quality of leaders. One male Suco council member said: *"In my Aldeia, there are 47 secondary school graduates. I can neither read nor write, but I always share information with the population. When there is a problem they cannot solve, I am the one who can always solve it."* Conversely, women in both FGDs said that education is very important, in addition to experience. A female Suco council member said: *"It is necessary to elect candidates based on their level of education so that when non-governmental organizations visit our village, they can effectively convey the difficulties we are experiencing in our Suco."*

Although people were largely positive about the idea of women serving in leadership positions, when probed about women's abilities to lead, survey and FGD data revealed a preference for male leaders. Sixty percent of survey respondents (30 out of 50) agreed that men generally make better political leaders than women. FGD responses similarly revealed attitudes of inequality between sexes. One male Suco council member said: *"I know that the gender equality issue has been spread everywhere, but reality shows that men are still superior."* Several male FGD respondents expressed opinions that men are better positioned than women to serve as leaders because women don't trust each other. One male respondent said: *"I noticed during the Suco election that many women did not choose their fellow women. That is why not many women candidates won during the election [in my Suco]. I personally want them to engage equally with men in the council, but some women say that men are more suitable to do so."*

BARRIERS TO WOMEN'S PARTICIPATION AND LEADERSHIP IN GOVERNMENT

There were also numerous barriers to women's successful participation in government:

Lack of confidence in women: Respondents noted that it is difficult for women to enter the political field because they lack confidence in themselves and each other. As one female FGD respondent explained: *"Women do not dare to run for elections as they are shy to speak in public. It is difficult for women to solve problems because people do not believe in them when they speak."* A male Suco council member said that: *"Women usually have great ideas, but they do not feel comfortable or are shy to speak. So, in meetings sometimes they tell us [male Suco council members] their opinion, and we speak to the board."* There are also barriers to solidifying the confidence of potential constituents, as another female FGD respondent said: *"Men and women are not equal. People are more likely to believe in men than women."* This lack of confidence (both internal and external) continues even since more women have successfully won elections and are serving in public office.

¹¹ International Republican Institute. (2017). *National Public Opinion Survey of Timor-Leste*. Retrieved from http://www.iri.org/sites/default/files/2017-6-15_timor-leste_public_opinion_poll.pdf

Knowledge and training: A lack of knowledge and training was another barrier to successful leadership cited in both of the female FGDs. One female FGD respondent said: “Women’s representatives still lack knowledge. We have difficulty tackling domestic violence cases because we are unable to provide good explanations.”

Home and family obligations: Seventy-two percent of survey respondents (36 out of 50) disagreed that women could not be leaders in society because of their home or family obligations, but this finding was not reinforced by FGD respondents. The latter commonly indicated that home and family responsibilities were a barrier for women. The burden of household responsibilities also presents a challenge for women to participate in community leadership, as one male FGD respondent explained: “Sometimes it is difficult for female council members to attend meetings as they have to stay at home and take care of the kids.”

Travel, safety, and violence: According to both survey and FGD respondents, women experience challenges navigating public and private spaces more commonly than men do, which create barriers to political participation. When asked which barriers to political participation and leadership are faced more by women than men, 42% of survey respondents (21 out of 50) said that women have more difficulty getting from place to place. A male FGD respondent explained that women cannot travel to meetings at the national level because of the long distance, and another explained that if a problem occurs at night then men must address it because it is unsafe for women to do so.

Thirty-four percent of survey respondents (17 out of 50) said that women endure more violence directed toward them than men do. A few Suco council members cited time away from home as a potential driver of domestic violence for female representatives, especially given the perceptions that the monthly incentive is insufficient. A female Suco council member explained: “Women want to work and serve their communities, but if you are paying them such a small amount it can cause domestic violence because they leave the house the whole day for this work, and they return with empty pockets.” Another female Suco council member said that if women were to go to meetings and ask their husbands to take care of children or do housework, “They [husbands] might beat us when we come back from meetings.”

GENDERED PARTICIPATION IN SUCO COUNCILS

Some FGD respondents attributed positive improvements in Suco operations and effectiveness to increased numbers of women in elected positions. One male FGD respondent said: “The activities in the Suco run better due to the increasing numbers of women. Men alone cannot work effectively.” Another male Suco council member said that female elected officials “know well what kind of problems women usually face, such as domestic violence, and are able to create a more woman-friendly infrastructure. For instance, when the government or donors want to build infrastructure for water, I think women leaders know better the needs of pregnant women in accessing water, and I have seen them advocate for this.”

“Women work way more compared to men. Many times, our communities think that our mothers, sisters, and other women in general do not work when they are only housewives. They never consider the workload that a woman does every day in taking care of their families, cleaning the house, fetching water, taking care of the animals, and many other things. I think women leaders know better how to lead their communities and always consider details since they are naturally talented in this way. These women are also mothers, so they are more effective leaders than men.”

–Suco Council Member (Male), FGD

However, FGD respondents suggested that the level at which elected women substantively participate in government affairs is limited, especially at the Suco level. Respondents in three of four FGDs reported that female Suco council members are responsible for tasks viewed as traditionally female or domestic, including cooking, cleaning, and hospitality. A male FGD respondent said that women do not have enough time to attend Suco meetings

because: “They are busy preparing meals for the meetings.” Despite this barrier, he also said that: “Men and women contribute equally to decision-making.” A male FGD respondent explained that: “If a guest pays a visit to our Suco, women prepare meals in the kitchen. If guests participate in the activities of Aldeias, women are the ones who welcome guests by putting tais on their necks.” Another male respondent described Aldeia clean-up activities that the Suco organizes. Women representatives cook and bring meals to the male representatives who are cutting the grass on the roadsides or doing other maintenance work in the community.

Beyond the traditionally domestic work within the Suco, women representatives engage in gender-specific community outreach and, to a limited extent, gender-specific dispute resolution. For example, in one FGD, women representatives explained how they were involved in resolving cases related to babies that had been abandoned or mothers who had been abandoned by the fathers of their young children. One woman explained: “Sometimes a female victim does not feel comfortable telling [male Suco council members] what happened, so the women’s representative approaches her.” In the same FGD, representatives from another Suco reported that they had not participated in formal dispute resolution efforts because there were not any child abandonment cases, suggesting that they are only empowered to work on what are viewed as “women’s issues.” A male FGD respondent reinforced this narrow view of the role of female Suco council members: “In 2016, women’s representatives were elected in order to solve women’s problems.”

CONCLUSIONS: WOMEN AS EFFECTIVE LEADERS (EQ2)

- **Community members believe in theory that women can be effective leaders, but in practice they still show a preference for male leaders.** Men and women are perceived to be equally engaged in the political process, yet in fact **women are often excluded from decision-making** and substantive roles on Suco councils. Women are allowed to engage in only a narrow scope of responsibilities and face limitations to their participation. There is an expectation that female officials must be responsible for traditionally domestic tasks, even within the council.
- Beyond attitude and gender roles, **women also face other barriers to participation in the political process**, including home and family obligations and threats of violence from their intimate partners for being away from home and more broadly as they navigate public spaces. This limited participation could be compounded by women’s comparative lack of skills and experience.

COURTS, LEGAL AID, AND ACCESS TO JUSTICE

This section presents findings and conclusions related to MMP’s activities within the legal systems, both legal and judicial actors, as well as the program’s efforts related to expanding access to justice. This section addresses:

- **EQ4: To what extent and how have legal aid and district courts retained skills and concepts provided by the activity’s training, and how have they been sustained to date? What are the key factors that support and/or constrain sustainability?**
- **EQ5: Was the Activity design appropriate for the country’s context to effectively implement and maximize results?**
 - **Objective 3: Strengthened local justice sector institutions which increase access to formal and informal justice for marginalized citizens and the poor**

The primary data source for this section were KIs with court officials, legal aid organizations, IPs, and Suco councils, as well as data from the document review.

FINDINGS: COURTS, LEGAL AID, AND ACCESS TO JUSTICE

COURTS

According to the *Mai Munisipiu Project Final Report*, MMP undertook the following activities within Objective 3:

- Formation of working groups and commissions, production of studies, and analysis of and comment on draft laws to advance development of legislation to improve access to justice;
- Organizational capacity building of legal aid partners, including sub-grants, to provide legal information and consultations in the target municipalities;
- Formation of a National Legal Information Working Group to deliver legal information to marginalized populations, women, and girls;
- Capacity building of municipal courts, including efforts to improve collection and reporting of court statistics and court management improvements, like the installation of suggestion boxes, court benches, and notice boards; and
- Capacity building of the Legal and Juridical Training Center (LJTC).¹²

Kills with IP/partners noted that capacity building of court officials was a comparatively small component of MMP's overall activities. An IP/partner explained: *"There was potential to actually do a lot, but we were way under-resourced, and we needed way more to be able to engage in a meaningful way."* This IP/partner also reported: *"Our legal side was very under-resourced. ... I think our court work was the weakest and our legal aid was the next [weakest] because we were underfunded."*

Even with the small proportion of the overall program budget devoted to court improvements, IP/partners nevertheless highlighted the level of buy-in and collaboration with the courts as a foundational success. IP/partners also cited case management system changes as a major improvement, considering the capacity level at which the courts began.

Low retention of technical training and skills: Very few court officials had strong recollections of trainings they participated in under MMP. Even when prompted with possible identifying factors, such as the training topics or IP's name, some respondents had no recollection or were unable to distinguish their memories of MMP trainings from other donor sponsored trainings. Most judicial actors attended only one or two trainings, with a few attending three or more. A judge said the training duration was too short to have any lasting impact on their work. Only 3 of 15 court officials expressed they were still using skills they had learned as part of MMP trainings, although some higher degrees of retention emerged when probed (discussed below). Nevertheless, general retention of skills from MMP trainings was low.

Significant court management and administration improvements: The most common reported improvements sustained since MMP trainings were related to court management and administration. A court official explained how their court has operationalized these changes:

It helped us know how to attend people who come to the court, simple things like don't smoke in court areas, don't answer your phone while working. Other things also like the bench on near the front desk for us to attend the communities or people who are coming to the court. How people can easily access the schedule information and that is why we placed the bulletin board in the front desk area so that the public may know the schedules of the judges and hearings. So, through this simple kind of things it changed the way we work in the court. The bulletin board is really helpful so people can see the judges' schedules instead of wandering around wondering where the judges are.

Another court official explained how their court implemented court administration improvements: *"We provided a front desk area including the outside area and the garden in front for them to wait until personnel inside the court notify them to come."* However, the official noted continued needs related to court administration: *"We are still seeking support from other donors to provide the court here separate rooms for the victims and the*

¹² LJTC is the institution in Timor-Leste responsible for pre-service and in-service training of attorneys and judges.

suspect, family members including the witness to wait before starting the hearings. ... It is hard to differentiate who is the victim, who are the suspects, who are the judges and the defenders, and even who are the guests."

A few court officials explained that the improvements to the court management reduced conflict between opposing parties, as one judge explained: *"There have been times where the victims and the suspects sometimes fought here in the court, but with the training, we were able to gain knowledge on helping to calm them down."* Another cited a similar improvement: *"We are still using and applying these best practices here at the court from the training. ... they do not cause fights or quarrels here anymore."*

Limited case management and statistics improvements: Court officials reported only small improvements to their case management and use of statistics as a result of MMP trainings. A public defender said that the case management training *"helped us to archive the cases and know how to manage the cases. We also learned the types of cases and how to specifically manage each different type of case, urgent and not urgent cases, which type of crime, is it civic, or what. Is it related to children or adults, those kinds of things."* A court official said the statistics trainings were especially useful and explained how they have implemented those skills to understand trends in criminal cases:

We looked at the percentages of the cases in Baucau for six-month periods, which types of cases are the most frequent. We could see that domestic violence cases were among the most frequent in Baucau, especially for those who live in the town, not the sub-administrations. We also see that there are a lot of cases related to sexual abuse of children. The numbers have increased. From those percentages, we looked at the motive as well, why these crimes happen. For domestic violence, we also study the motives of the crimes. It can happen because of economic reasons. The statistics training helped us identify the cases and put it into percentages during a six-month period.

Some judges said the case management trainings have improved how they balance their caseloads. One judge said that after the training, they have become more flexible in accommodating deviations in their schedule: *"Let's say today we have a hearing and someone is missing, but suddenly they are here tomorrow. We will have the hearing tomorrow rather than postponing arbitrarily for months. We are more flexible in getting cases heard and resolved now."* A court official observed that the numbers of pending cases are low in Baucau and in Oecusse-Ambeno, explaining: *"People are better able to manage the caseload and move things through the courts. If a case is in process, I think it's important to process it quickly. There's also another thing I see that's different from Dili – we cooperate well with the public defenders and prosecutors. They have more pending cases in Dili."*

Post-MMP trainings: Ten of the fifteen interviewed judicial/court actors interviewed had participated in trainings from the LJTC since MMP ended. Training topics included gender-based violence, property rights and land law, children's rights, administrative processes, corruption and professional ethics, and the civic and penal code, among others.

LEGAL AID ORGANIZATIONS

Sustained improvements to legal services and case management: Of the two legal aid organizations interviewed, both reported that the quality of their legal services improved, and their overall capacity was strengthened as a result of MMP trainings. One legal aid representative said: *"the quality of services is still much better than it was before the project. ... Even though it has ended, the quality of our services has increased because of the trainings we received."* Both organizations still regularly use the case management system and reported that it has improved their work. One legal aid representative explained that they had a case management database that was funded by another donor before MMP came in, but MMP funded a different system that improved on their original: *"MMP made our database system better. In the past, every attorney managed their own database. But now, they put it together and one attorney is responsible for managing everything. In the past, if an attorney was absent and needed someone to help his clients, no one could access his database."*

IP/partner respondents noted that the initial capacity of legal aid organizations, especially in the municipalities, was extremely basic, and thus viewed the implementation and sustained use of case

management systems as a significant achievement. One IP/partner respondent explained: “they had a hard time even using Excel. We used an old template so they could adapt but even that was hard.”

Strengthened human resources and government relations: Legal aid organizations also reported improvements in their human resources. One legal aid organization explained: “Through the program, our staff got administrative trainings in things like finance and our attorneys got legal trainings.” Another organization said that MMP facilitated strengthened relationships with local government actors, as well and helped their staff conduct better civic education and outreach in target communities.

Reduced participation in working groups: Of the two interviewed legal aid organizations, one has not continued participation in the National Legal Information Working Groups, but the other has continued participation. During MMP, these meetings were monthly, but the frequency has declined to every two or three months. Similarly, while one legal aid organization has continued monthly Legal Aid Coordination Working Group meetings, the other reported that funding constraints have limited their participation to every three months.

Capacity limitations and threats to sustainability: Despite improvements reported by legal aid organizations themselves, KIs with IP/partners identified three major limitations of Timorese legal aid organizations:

1. **Low organizational capacity and systems.**
2. **Professional capacity of lawyers,** due in part to poor and inconsistent legal curriculum at law schools. The capacity of lawyers outside of the capital is especially low, as one IP/partner respondent explained: “There’s a brain drain from the districts. Everyone just wants to be in Dili.”
3. **Financial solvency and sustainability** because current GoTL policy does not allow public funds to be dispersed to private legal aid organizations. Both legal aid organizations affirmed that funding was the main threat to their sustainability. Both cited MMP’s financial support as helping to expand their reach to new areas or new people in need of legal assistance, but the cessation in funding had constricted their efforts. Both were receiving funding from other donors at the time of data collection, but donor activities/funding were ending soon.

ACCESS TO JUSTICE

Women: Nearly all interviewees knowledgeable about MMP’s court efforts (including court officials and Suco council members) indicated that women’s access to justice had increased during MMP, and women continue accessing justice at higher rates since the program ended. Several respondents explained women are no longer afraid of the legal process. A legal aid organization respondent noted: “Before MMP, women in Timor-Leste couldn’t engage and give their opinions the way men could. They were stuck in the kitchen. The number of women accessing justice has increased. Now they aren’t afraid to access justice the same as a man would.” A court official/judicial actor said: “Before MMP, many women were afraid to come to court because they didn’t know what the procedures were. After MMP provided training and socialization, the number of women utilizing the court increased.” This increased knowledge of how to access and utilize the court system and for what purposes was the most common reason for women’s increased access to justice.

Domestic violence was the most commonly cited driver of women accessing the court system. A public defender in Dili said: “In the past, women were slaves to men. Before the domestic violence law, men beat women. Now the situation is improving because people are knowledgeable about the law. If a husband beats his wife, she can prosecute him in court. Domestic violence is the most common case brought before the court today.” A judge attributed the higher numbers of domestic violence cases, in part, to MMP: “Cases on domestic violence have increased because people now know how to report such cases, where to go, to whom it should be reported. This is due to training and dissemination of information by MMP, JSMP, ALFeLa, and Rede Feto.”

Despite the claims of increased reporting of domestic violence, respondents noted many continued barriers or reasons why women (or others) do not bring domestic violence to the courts, including fear

of retaliation and a loss of financial support from the abuser. One court official said that “when women are victims of domestic violence, they may know how to file a claim with the court, but during the court hearing, they defend their husbands. They say that if he is sentenced, they won’t get fed.” Another court official characterized this as an obstacle of “culture,” explaining that “if anyone hits another member of the household, this constitutes domestic violence. However, when there is a fight in the house, people hide the case. They don’t want to report it to the court because this will worsen relations within the household. The accused will be angry. The consequences of reporting an incident of domestic violence could be that the husband will threaten to divorce his wife once he is released from prison. Women are afraid of this and don’t report cases.” A prosecutor explained that people “still accept violence in a household where a man hits his children and wife. They are used to staying silent or just talking to their parents, grandparents, or neighbors about such problems, but not to official authorities. They would take no action to solve or help themselves.” Others fear the financial implications of imprisoning the financial provider of a household, as a judge explained: “if their father or uncle is in prison, they may have no way to provide for themselves.”

People with disabilities: According to KIs with IP/partners, expanding access to justice for people with disabilities was not an explicit program priority. Nevertheless, three court official respondents indicated that the frequency with which people with disabilities now access judicial services has increased, although the absolute numbers are still low. Court officials reported implementing some accommodations to increase the accessibility of court services to people with a variety of disabilities. One court official explained: “We tried so hard for them to express their cases during the hearings and it is very hard. There were also victims who have problems speaking so we tried to help with sign language. We sought assistance from an Indonesia Sign Language interpreter, but the victims could not understand the interpretation. ... We shared these challenges with the Ministry and the Court of Appeal, but they have not done anything. That is why I bought a hearing device using my own money since there is never a response from the government.”

Youth: Respondents were mixed in response to inquiries about increased access to justice for youth. While many court officials said that youth are accessing the court system more frequently, few could provide concrete details when probed. The same number of court officials said youth may know how to access the justice system but are not proactive about doing so.

Further, unlike access to justice for women and people with disabilities, who were viewed as accessing justice as a victim, most respondents framed youth accessing justice as perpetrators of violence, property damage, fighting, etc. Only a few mentioned young people accessing the justice system as complainant or victims, such as incidents of sexual violence against children. This could present particular problems, as one court official highlighted that the justice system does not distinguish youth offenders from adult offenders: “The problem is that we don’t have any penal or reform institutions or other alternatives for youth who commit crimes. If they commit crimes, we have no solution. We send them to the same prison as adults.”

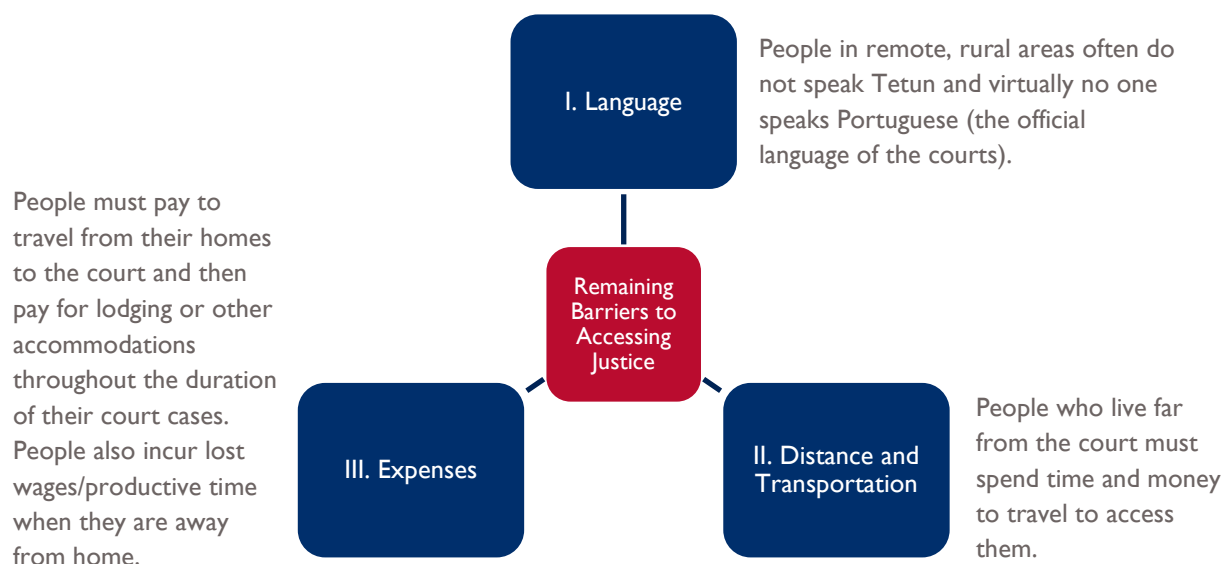
A court official said that MMP did not prioritize educating youth about access to justice: “When the project conducted socialization, they prioritized women. Youth don’t know much about the laws. Youth use knives and machetes to injure other people, and when they are taken to court and are before a judge, they are surprised to find out it is against the law. It is important to include youth in such programs in order to increase their knowledge about what is prohibited.” A legal aid organization respondent explained that they sought to balance youth and adults, along with women and men, in the network of clients they serve: “Our targets were set in coordination with the working group. So, if we targeted 30 people, it would include 15 women and 15 men, 10 youth and 20 adults.”

Continued impediments to accessing justice: Although MMP made strides in increasing people’s knowledge of the court system and how to access it, key informants highlighted several continued barriers to accessing justice. One court official summarized the most common barriers: “There are four impediments that I can think of: knowledge, distance to the courts, costs, and language. Their knowledge of procedures is very limited. Once they are in the courts, they don’t know what next steps they need to do. Distance and financial resources are also impediments for them. Some of them are in rural areas and the distance is quite far and they

actually live closer to the other sub-administration area, but they are on the border, so they have to go all the way to Baucau. Language is a problem because people in Baucau don't speak Tetun. They speak their mother tongue only. We have to find an interpreter in order to do the hearings or judgments. Sometimes we have to postpone because we can't find an interpreter."

Program documents indicated that MMP's efforts were primarily focused on addressing the knowledge barrier and to a lesser extent, distance. As noted in **Figure 5**, the three primary remaining barriers are:

Figure 4: Remaining barriers to accessing justice



Insufficient human resources: The increase in the number of people accessing justice has also produced an unintended consequence of insufficient human resources to manage the higher caseload. One judge, who also credited MMP for expanding access to justice, explained how these impediments are strongly interconnected: *“A case might have to be rescheduled for next month because of the case load. This is difficult for people because a person may already have spent time and money travelling to the court in Dili.”* Another court official contextualized the staffing challenges in Oecusse-Ambeno: *“The impediments I have mentioned, limited staff and time, we tried to request more officials from the Court of Appeals, but they said we didn’t have strong court management so we needed to improve that before they would send us more staff. I don’t mean there was poor administration here, but the leaders didn’t pay much attention to our staff so most of our staff resigned and found other jobs.”*

Further, a court official illustrated another disincentive to bringing issues to court: *“After a victim spends considerable time and money bringing charges against someone who assaulted him/her, the sentence might be suspended, and the criminal released on parole. The victim may feel endangered if a criminal is released rather than incarcerated.”* This issue was reported as especially prevalent in Oecusse-Ambeno, where there are high rates of domestic violence and this practice is common.

Improved understanding about which cases to refer to courts: Many court officials said that people at local levels better understand which cases should be handled through traditional methods or alternative dispute resolution within the *Suco*, and which cases should be referred to the courts. However, not all court respondents believed there is an improved understanding of when to refer cases to the court. One court official in Oecusse-Ambeno explained that there is a continued lack of understanding about which cases should be brought to the district court, compounded by greed on the part of lawyers: *“The lawyers and public defenders are the impediments for victims, especially for civil cases like land disputes. The lawyers know*

that the victim cannot win, but they still bring them here. I always ask them why they bring them here and the lawyers and defenders say because they insisted, so we have to bring them here. From my point of view, it's also because they're making money off them. Sometimes the victim will have a double loss because they have to pay their lawyers to bring the case."

APPROPRIATENESS OF DESIGN

MMP's theory of change related to access to justice was largely focused on capacity building of courts and legal aid organizations. As noted in the previous section, MMP's activities did not substantially focus on mitigating citizens' barriers to accessing justice and legal services. The key activity that bridged the gap between supply-side improvements and increased access to justice at the citizen level was outreach by legal aid organizations at the community level. However, program documentation and IP/partner KIs indicate that this activity was relatively limited in scope.

In comparison to MMP supported outreach by legal aid organizations, nearly every judicial actor cited a mobile court activity previously funded by UNDP as a preferred model of increasing access to justice, which overcomes the travel and cost impediments. One court official said: *"MMP would have been more effective if it had supported a mobile court program so that we could go to rural areas. People are afraid to go to court. It helps if they meet a judge or prosecutor in their community. Mobile courts are also useful so that victims in rural areas don't have to come to court if they have difficulties with transportation."* Key informants from both the court officials and donor groups said this model was very effective at overcoming both the knowledge, transportation, and cost barriers, but is not necessarily cost-effective. An IP/partner explained: *"The problem is that the people who are most in need of the justice system don't know that they need it or don't know that there is a solution to their problem. The only way to reach them is by talking to them one-on-one, which is expensive."*

Although almost all respondents, including court officials, donors, and IPs, praised mobile courts, an Oecusse-Ambeno court official had a strong converse opinion because of inefficiency for judicial personnel and the reduction in the deterrent effect travel to the courts can have on perpetrators. The official explained: *"I rejected the mobile courts because our communities are very far away from the town. I had to take one whole day traveling just to do a hearing that could last just fifteen minutes. I don't think it's a bad idea but it's not the most effective way to help people in rural areas accessing justice. If we do it that way too, the people don't feel the consequences of the crime, having to come here and do all of the traveling and the expenses. It almost makes it easier on people, because it reduces that deterrent."*

Another aspect of MMP's design that respondents questioned regarded training. Judicial personnel reported that MMP did not adequately consider the schedules/professional responsibilities of judicial officials when inviting them to attend trainings; rather, the way MMP scheduled trainings created disruption for their overall schedule and further burdened the backlog of cases. One judge explained: *"They call a week ahead to invite us to trainings when we already have our cases scheduled. We need more advance notice. They should have a plan, a schedule published far in advance noting the target audience and disseminated to all relevant institutions, a calendar."*

CONCLUSIONS: COURTS AND LEGAL AID (EQ4)

- Overall, **court and legal aid actors retained a limited amount of skills and concepts provided in MMP trainings.** Although the ET did not have program financial data, and thus does not know precisely what proportion of MMP funds were devoted to the courts and access to justice, interviews with IP/partner staff suggest it was comparatively small so capacity building cannot reasonably have made dramatic improvements. Further, the base level of capacity in the courts and legal aid organizations was very low. **The court administration improvements, while basic, are a significant accomplishment.** Nevertheless, the courts and legal aid organizations have **substantial remaining capacity gaps and will require considerable support** to build continued capacity.

CONCLUSIONS: ACCESS TO JUSTICE AND APPROPRIATENESS OF DESIGN (EQ5)

- MMP's activities focused more on **supply-side improvements rather than eliminating demand-side barriers**, which ultimately was **not an effective approach to expanding access to justice**. Although the program made strides in mitigating one of the biggest barriers to accessing justice, a lack of information, more efforts are needed to overcome the barriers that remain. Further, the benefits of the supply-side improvements that MMP yielded may have been overshadowed by an unintended consequence of increased knowledge about accessing the justice system. With newfound knowledge, people did access the courts at higher rates, but the capacity building of court actors did not keep pace with the increased demand. The additional caseload added further strain to an already weak court system, quickly burdening many judges and extending already lengthy court wait times.

ELECTORAL MANAGEMENT BODIES

This section presents findings and conclusions related to:

- **EQ5: Was the Activity design appropriate for the country's context to effectively implement and maximize results?**
 - **Objective 4: Strengthened capacity of GoTL, in particular its electoral management bodies, to hold fair, transparent, inclusive local elections and facilitate voter engagement.**

The primary data sources for this section are KIs with election management bodies and CSO, and to a lesser extent, KIs with IP/partners and donors.

FINDINGS: ELECTORAL MANAGEMENT BODIES

According to the *Mai Munisipiu Project Final Report*, in early 2015, USAID awarded an additional component to MMP for Suco electoral support (Objective 4). MMP implemented the following initiatives toward achievement of the added objective:

- Supported the Technical Secretariat for the Administration of Elections (STAE) by developing a communications strategy and communication protocols, as well as enhancing its media presence to educate community members responsible for running the local elections;
- Drafted a *Voter Education Manual* for STAE to disseminate to all *Aldeia*, *Suco*, administrative posts, and municipal administrations;
- Supported the National Election Commission (CNE) with a study, *New Voices: The Engagement of Young Timorese in the Political Process*, and enhancing CNE's media presence;
- Issued 100 grants to Suco chiefs to hold town hall meetings;
- Conducted and disseminated a study, *Barriers to Political Participation*; and
- Issued grants to encourage participation of women, youth, and people with disabilities in the electoral process.

CIVIC EDUCATION AND TRAINING

Both CNE and STAE key informants said that MMP played an important role in disseminating information about the local election in 2016. An election management body respondent explained: *"USAID's assistance helped people to understand the election processes. The information reached the communities, and many of them certainly participated in the elections."* Speaking about a film that MMP helped to produce, one election management body respondent explained: *"It changed people's minds a lot on the importance of voting and elections. It helped people understand their rights and responsibilities as citizens. If you want to criticize the government, you need to take part in voting. The film helped a lot to attract people to participate in the election."* Another election management body respondent said that MMP designed simulations of how people could choose a candidate in a fair and free manner, without influence from others.

However, one of the election management body respondents considered the posters to be less effective in reaching people for several reasons: 1) some people are not literate; 2) distribution of posters is difficult because some places are only reachable on foot or horseback, and require lengthy travel time; and 3) many posters were ruined by rain.

An election management body KII credited MMP for its support with the design of *Matadalan Ba Eleisaun Membru Konsellu Suku 2016*, a voter education manual, which the election management body used to train polling staff and Suco councils.

INCLUSION OF VULNERABLE GROUPS

Women: Key informants from a CSO and both election management bodies agreed that MMP positively affected women's participation in the elections. One donor interviewed noted that MMP, as part of the Gender and Decentralization Working Group, was instrumental in advocating to Parliament for changes to the draft Suco Law to be more gender inclusive. Because of those advocacy efforts, Suco Law 9/2016 includes a quota system requiring a women's representative and a men's representative in every Suco council. One donor key informant said that the draft law was successfully amended in part thanks to the *100 Hau Prontu* ("100% I am Ready") campaign on which MMP collaborated with UN Women and Fundacao Patria. This campaign also encouraged women in villages to run for Suco council office. The target of the campaign was to get 100 women to run for office, but 300 women actually ran for Suco council offices, according to one CSO respondent who was part of the campaign.

A film that MMP helped produce on the importance of voting was considered by one of the election management body KII respondents to have been particularly effective in positively influencing women. One of the donors interviewed reported that five percent of Suco chiefs are now female, which is double what it was before the quota was enacted, but only two percent of Aldeia chiefs are female.

However, a few respondents noted that women's attitudes still remain a challenge to their participation in elections, both as voters and as candidates for office. A CSO respondent said: *"Having been raised in a patriarchal society, women believe the stereotypes they were taught. Many still think that politics is for men."* In KIIs, respondents from one of the donor organizations and another CSO agreed, noting the importance of training for women on leadership.

Youth: MMP's support, according to an election management body respondent, was important in encouraging youth to run as candidates. A respondent from the other election management body pointed to the theater productions presented by MMP as being particularly successful in positively influencing youth to run as candidates. According to this respondent, most of the registered voters are under 40 years old, and this group has historically had a higher participation rate than older voters: *"In the last election, there was an 86% participation rate among youth."* Thus, MMP initiatives did not significantly increase voter turnout of youth.

One donor respondent believed that there is an underinvestment by donors in youth, and one CSO respondent expressed the need for leadership training for youth, noting that: *"We need to engage more youth, especially women, in training. If we act now, then at election time there won't be such a rush because people will already be prepared."*

People with disabilities: MMP initiatives raised awareness of the GoTL of the obstacles to voting that people with disabilities face, but these obstacles have not yet been mitigated. In KIIs with CSOs, one respondent pointed out that Suco Law 9/2016 includes mandatory representation of women, men, and youth on Suco councils, but no such provision for inclusion of people with disabilities. The respondent added: *"We were late with our recommendations on Suco Law 9/2016. People with disabilities are often left out of the conversation so that they don't get a chance to give timely input."*

In a KII with an election management body, a respondent acknowledged that all the challenges that others face in getting to their polling places, because of the hilly terrain and the distance to the polling stations,

are magnified for people with disabilities. The respondent stated: “I went to a conference in Sri Lanka, and everyone was calling for inclusion of people with disabilities. I worry about the inclusion of people with disabilities in Timor-Leste. It’s written in our Constitution that no one is to be discriminated against. We want everyone to have the same rights, but we’re not doing it.”

KIIs respondents from a CSO and two election management bodies all agreed that the MMPs’ *Disability Inclusion Monitoring Report* was important to raise awareness, but no steps have been taken yet to address the recommendations. A respondent from one election management body said: “We have not yet implemented any of the recommendations, but we are still in discussions with the government to do so.” Another election management body respondent stated: “It’s not clear how to make things more accessible, like with Braille. We don’t have information as to what kind of disabilities people have at the different polling places. Our registration data does not include this information...According to the government plan, we have until 2021 to submit our recommendations to MSA on making polling places more accessible to people with disabilities. Of course, it depends on MSA whether they will accept our recommendations or not.”

A CSO respondent said that MMP did not increase the voter turnout of people with disabilities because the project duration was too short and the geographic coverage too limited to have made a difference. The respondent added: “There are still stairs and no ramps at some polling stations. Ballot boxes are still too high for people in wheelchairs to reach. Polling places are still not accessible to people with disabilities.”

Other Vulnerable Groups: In KIIs with CSOs, none of the respondents believed that ethnicity, language, gender identity, or sexuality present barriers to voting.

CAPACITY OF ELECTION MANAGEMENT BODIES

KIIs provided little evidence that MMP increased the capacity of election management bodies. None of the three CSO KII respondents could provide any examples of changes to the way that election management bodies operate as a result of MMP assistance. Likewise, in KIIs with election management bodies, respondents did not reference any changes to their institutions as a result of MMP assistance. A respondent from one of the election management bodies claimed that voter turnout is over 80% and that Timor-Leste’s last elections were said in a European Union report to have been the most successful in the world. This respondent also commented: “None of the donors created the space for us to provide input on what we needed.” However, in a KII with the other election management body, the respondent referenced a memorandum of understanding, indicating that MMP had obtained the election management body’s input on what assistance would be provided.

“The support that came from Ba Distrito was a little bit late. The laws and calendars were already set in place. They only had a couple of months, and it was difficult to manage and identify the needs. In 2023, we’ll have new elections. If support were to come again, it should come early.”

- Election Management Body Representative, KII

Respondents from both election management bodies referred to MMP support in terms of supplementing their resources, which enabled them to increase the volume of their work. One respondent said: “We had to conduct elections in 443 Sucos and 2,225 Aldeias. It was not easy to manage. We had the competency to give the trainings and provide voter education, but we needed more resources.” In addition, KII respondents from CSOs and election management bodies agreed that future support should be long-term and not a short-term endeavor. In a KII with a CSO, the respondent agreed: “Planning for the coming elections should be a long-term sustained effort. It shouldn’t start when elections are imminent. We need to work with election management bodies now. Changing the mindset of policy makers is difficult and takes place over time with continuous efforts.”

REMAINING CHALLENGES

The election management bodies described the challenges they face in conducting future elections:

Lack of information:

- They do not know the exact rates at which women, youth, and people with disabilities participated in past elections in order to assess needs and set priorities.
- They have difficulty understanding the progress, challenges, and barriers due to the lack of after-action reviews post-elections.
- They do not know how much elections cost their institutions.
- They do not know how the laws of other countries, in which some Timorese are living and working, impact their right to vote in Timorese elections. Election officials want to find ways to increase the participation of Timorese living abroad.

Legislative weaknesses:

- The law states generally that all people are equal, but there is no specific legislation protecting people with disabilities rights to participate in elections.
- Candidates for *Aldeias* were nominated on election day, making election management difficult.
- Run-offs were held the same day, too, after most voters had returned home.
- One of the election management bodies specifically stated that they do not have funds to hire a competent international jurist to help with legislative drafting.

Logistics: The logistics of setting up polling centers across the country is another one of the biggest obstacles facing election management bodies, according to an election management body respondent.

CONCLUSIONS: ELECTORAL MANAGEMENT BODIES (EQ5)

- **There is little evidence that MMP strengthened the capacity of GoTL election management bodies to hold fair, transparent, inclusive local elections or facilitate voter engagement.** The program also did not seem to have met the priorities of these institutions for capacity building.

MMP's capacity building efforts were limited in terms of the range of responsibilities that election management bodies have for local elections. Efforts were implemented primarily within the very short timeframe between when local elections were called in July 2016 and when they were held in October 2016. The period of time from early 2015 when the component for electoral support was introduced, and July 2016 when local elections were called, seems to have been a missed opportunity for MMP to have provided a broader, more responsive program design to the electoral management bodies.

- **Within the limited scope of initiatives and time, MMP was successful in supplementing the efforts of the two election management bodies to convey information to communities.** The voter education manual was a critical tool used by one of the election management bodies to help prepare those on the local level to administer the election. One tangible change that MMP achieved in terms of capacity building of the electoral management bodies was that it raised their awareness about the importance of making voting accessible to people with disabilities, but the recommendations provided by MMP require time and resources to implement. The results of MMP's assistance to improve inclusion of people with disabilities in elections may be realized in the future when the GoTL has had ample time to take the appropriate measures.

OVERALL PROGRAM DESIGN

Findings and conclusions are presented below related to:

- **EQ5: Was the Activity design appropriate for the country’s context to effectively implement and maximize results?**
 - **Overall Goal: Increased human and institutional capacity at local levels to deliver basic services, such as legal, health, water, and sanitation, in a manner that is responsive to citizen needs and expectations.**

This section also explores the extent to which accomplishment of the four objectives led to achievement of the goal. The findings pertaining to services, such as health, water, and sanitation, will be presented first, followed by findings on provision of legal services as the local authorities responsible for those services differ.

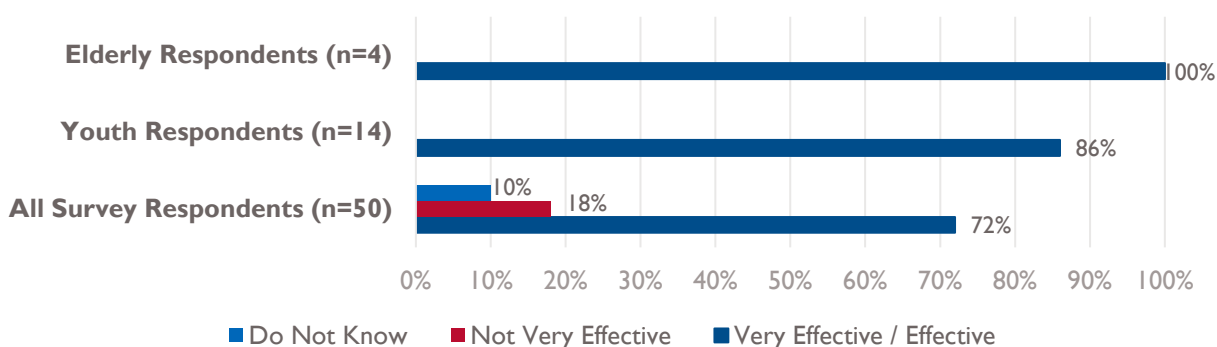
The ET used KIs with Suco councils, court, and donors, as well as the rapid survey with community members to answer EQ5 as it relates to the program goal. To a lesser extent, KIs with IP/partners also informed findings and conclusions for this EQ.

FINDINGS: OVERALL APPROPRIATENESS OF DESIGN

PERCEPTION OF LEVEL OF BASIC SERVICES

Perception of community members: Seventy-two percent (36 out of 50) of survey respondents rated the authorities’ local development planning as “very effective” or “effective,” whereas only 18% of survey respondents (9 out of 50) said “not very effective.” Youth and elderly respondents¹³ were more positive in their responses than those in between. Twelve out of 14 youth queried stated that Suco authorities were very effective or effective, and all four elderly respondents characterized Suco development planning as very effective or effective. See **Figure 6** below:

Figure 5: Survey respondents’ perception of Suco effectiveness at local development planning



In response to the survey question, “How effective do you think your Suco authorities are at building and maintaining infrastructure?” 62% (31 out of 50) of respondents answered that they are “effective” or “very effective.” Thirty percent (15 out of 50) answered “not very effective.” The responses of men and women differed for this question, however. While 33% (8 out of 24) of men said that Suco authorities are very effective at building and maintaining infrastructure, none of the women said so. In total, 75% (18 out of 24) of men believed that Suco authorities build and maintain infrastructure “effectively” or “very effectively,” compared to 50% (13 out of 26) of women who thought so.

¹³ Youth=30 years old and under, Adult=31-59, Elderly=60+

There were also differences in responses by age groups. Youth answered least favorably, with 50% (seven out of 14) answering “not very effective,” compared to 30% (15 out of 50) for all respondents. Elderly respondents were the most positive, with all four responding that Suco authorities are “effective” or “very effective” at building and maintaining infrastructure.

Perception of Suco councils: Very few KII respondents expressed an opinion as to whether the provision of basic services had improved. Key informants from one Suco council said that services were already good and did not need any improvements, with the exception of the condition of the roads. Respondents from another Suco council stated that basic services had improved since a lot of infrastructure development took place in 2016 and 2017.

Objective 2 presumes that improved communication and linkages between Suco councils and other levels of government will facilitate the Suco authorities to provide better basic services, but there is little evidence that this has happened. First, Suco councils did not indicate that they consider the provision of services to be among their responsibilities. When asked in KIIs about the provision of services, respondents from three Suco councils and a CEG discussed work being implemented not by the Suco, but by the central government. These include a project by the Ministry of Health; sanitation facilities being built through Programa Nasional Dezenvolvimentu Suku (PNDS); two projects by the Ministry of Agriculture and Fisheries – one assisting farmers to improve their planning and in another Suco identifying risk points for natural disasters through the Sustainable Agriculture Productivity Improvement Project; and road construction under the government’s Integrated District Development Planning. Second, even if the Suco councils consider the central government to be responsible for the provision of basic services, these projects were not undertaken as a result of MMP assistance to Suco councils with communication and linkages to other levels of government.

Two Suco councils spoke of working with both the government and donors to improve basic services. Two others spoke only about working with donors, indicating that they expect basic services in their Suco to be provided by donors rather than by local or central government. In KIIs with Suco councils, one respondent said: *“Electricity and potable water require routine maintenance. If we go through the government, it will be complicated and take a long time.”* Another Suco council explained: *“Some of the water pipes have broken, but no maintenance has been done by the government. People in the community have to walk over one kilometer to fetch water.”*

Still, some of the proposals written by Suco councils as a direct result of MMP training have been successful in attaining awards for improvements to basic services for citizens. Thus, MMP initiatives under Objectives 1 and 2 can be considered to some small extent to have led to the MMP goal.

OBSTACLES TO BASIC SERVICE PROVISION

According to Suco council respondents, government bureaucracy is the biggest obstacle to the effective provision of basic services to citizens. Key informants provided many examples. In one Suco council KII, respondents explained how they had been working with the administrative post to build a health clinic. The sub-administrator told them that they had to provide a 30x50 meter land plot, but when they offered it, the sub-administrator said that it was too mountainous, and the land must be flat. They responded saying that there is no flat land in their Suco, so the sub-administrator suggested that the entire Suco move elsewhere. The Suco council member said: *“People have been living here since long before I was born. Of course, the community is not going to move.”*

A respondent from another Suco council talked of road construction being done under the Secretary of State for Professional Training and Employment, with the support of International Labour Organization, where every six months the construction company was replaced, and in the end the quality was very bad. Another explained having prepared a proposal to have a school built. Knowing that the administrative post and municipal officials would not act on it, the respondent submitted it directly to the Ministry of Education, but the administrative post and municipal officials replied that direct submission was illegal.

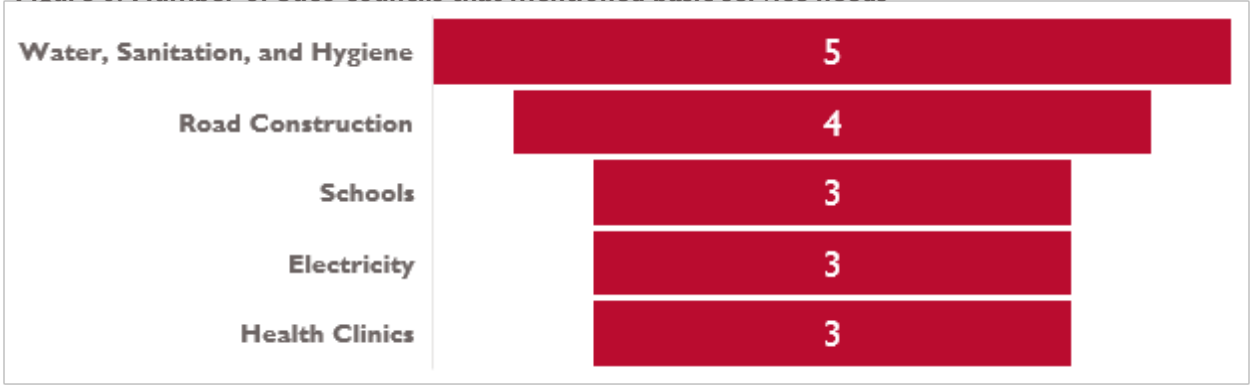
Respondents from another Suco council stated that because their population is over 5,000, they qualify to have a health clinic built, but they have asked for one without any result and do not know what steps to take next.

In Klls with IP/partners and donors, respondents agreed that rural development is uneven across the country. While decentralization and deconcentration have not yet been fully rolled out with the budget allocations that would be necessary for the Sucos to provide basic services, authority still largely lies with the central government, and success may be affected by government personnel interest or staffing changes. Referring to the central government, one IP/partner commented: *“Nothing can be accomplished without political will. Some government officials are very interested in development, but others aren’t.”* A donor noted: *“Suco councils don’t have power or money to provide services. Capacity needs to be built on the municipal level. However, we’ve found it difficult and complicated to work with municipalities. There are frequent staffing changes.”*

As depicted in **Figure 7**, the most pressing needs for basic services Suco council respondents mentioned were:

- Water, sanitation, and hygiene (mentioned by five Suco councils and an IP/partner organization);
- Road construction (mentioned by four Suco councils);
- Schools (mentioned by three Suco councils);
- Electricity (mentioned by three Suco councils); and
- Health clinics (mentioned by three Suco councils).

Figure 6: Number of Suco councils that mentioned basic service needs



PERCEPTION OF LEVEL OF LEGAL SERVICES

Survey respondents were split on whether the court system has improved. In response to the statement “The court system is better than it was five years ago,” 36% (18 out of 50) of survey respondents “agreed” or “strongly agreed,” while 40% (20 out of 50) “disagreed” or “disagreed strongly.” Men answered differently than women. While 54% (13 out of 24) of men “agreed” or “strongly agreed,” only 19% (5 out of 26) of women “agreed” or “strongly agreed.” Despite negative perceptions of the court system among survey respondents, key informants and FGD participants reported that women’s access to justice had increased throughout the program, which may suggest MMP’s objectives were not as well socialized to or understood by average citizens within target Sucos, compared to those respondents who knew more about the program. Among the municipalities, survey respondents in Covalima were most negative, with 70% (seven out of ten) disagreeing that courts have gotten better. Respondents in Liquiça were more positive than the other regions, with 60% (six out of ten) answering that they “agreed” or “strongly agreed.” Considering that, among the target regions, Liquiça is the only one that does not yet have a regional court, the ET does not have evidence to explain why respondents might be more positive here.

CONCLUSIONS: OVERALL APPROPRIATENESS OF DESIGN

OBJECTIVE 1 AND 2

- While there is insufficient evidence to show that basic services have either improved or worsened, citizens have confidence and trust in their *Suco* councils to provide these services. **Although *Suco* authorities under decentralization have not yet been authorized legally nor have they been allocated budgetary resources to implement services to citizens, the MMP design to build their capacity was an important first step to lay a foundation for them to effectively exercise authority when it is devolved.** Waiting until those authorities are conferred on *Suco* councils before beginning to build capacity would have been a worse course of action and could even delay devolution if central authorities do not think the *Suco* councils are prepared. Thus, to the extent that achievements were made toward Objectives 1 and 2, MMP laid important building blocks that will facilitate continued progress toward achievement of the ultimate goal.
- Since government bureaucracy is considered the biggest obstacle to the *Suco* authorities in providing citizens with basic services, **the MMP goal would have been more feasible if capacity had also been simultaneously built on the central or municipal level.**

OBJECTIVE 3

- **The design of MMP met the first aspect of the goal, to increase human and institutional capacity to deliver legal services but did not meet the second aspect of the goal, to be responsive to citizen needs and expectations for legal services.** Community members do not recognize improvements to the court system. This is for two reasons: 1) the increase in capacity was slight, and 2) many of the barriers that community members face in accessing justice were not sufficiently addressed by the MMP approach.

OBJECTIVE 4

- Women have less confidence in the *Suco* councils and courts than men. To the extent that MMP was successful in increasing women's inclusion under Objective 4, the program goal of delivering services that are responsive to citizen needs and expectations has not been met. **MMP's approach successfully increased the inclusion of women in local elections, but this approach has not yet led to services that better meet women's needs and expectations.** Much more will need to be done to prepare women as leaders and active citizens in their communities before their voices are reflected in decisions.

GOAL

- **The program goal, to increase institutional and human capacity at local levels to deliver basic services effectively and in a manner responsive to citizen needs and expectations, was premature for the current level of capacity of Timor-Leste's institutions. Yet, the objectives were still responsive to the ambitious goal.** Although the approach of MMP was appropriate for laying the groundwork through achievements under the four objectives, much more human and institutional capacity will need to be built within *Suco* councils, the justice sector, and election management bodies before services, such as legal, health, water, and sanitation, are delivered in a manner responsive to citizen needs and expectations.

IV. RECOMMENDATIONS

Based on the findings and conclusions above, the ET offers the following recommendations for USAID's consideration in future programming and coordination with other donors. Recommendations are organized by the same topics above.

SUCO COUNCILS

Future efforts to build capacity of *Suco* councils should focus on building the capacity of DNAAS. This is the only sustainable way to ensure that efforts are not lost after elections. It is also important to ensure that training is provided to *Suco* councils over a broader geographical area.

Although the roles and responsibilities of *Suco* councils are not clear under the current laws and will surely change, it is still worth building their capacity so that they will be ready once decentralization is more fully fleshed out. As such:

- USAID should coordinate with other donors to ensure that *Suco* councils' training needs are being met. If other donors are supporting DNAAS with its training, USAID should either ensure that they are also providing mentoring or technical assistance as a direct follow-up to the training or should consider a partnership to provide this critical aspect of MMP's methodology.

WOMEN AS EFFECTIVE LEADERS

While MMP efforts to increase the participation of women in *Suco* councils were critical in creating opportunities for women to serve their communities as leaders, to realize this opportunity, it is vital that women's skills and confidence are built so that they can demonstrate competence to their constituents.

- USAID and other donors should complement DNAAS training. Since DNAAS does not target or train women separately from men, donors should do so. While *Suco* council members (male and female across municipalities) need basic skills, this can be provided by DNAAS. Separate training for women should focus on building capacity for public speaking skills and decision-making. As well, an important aspect of the training for women should involve building trust amongst each other.
- Considering that the representation of women at the national Parliament is 38 percent and was 25 percent before a quota was established, USAID should consider involving female Parliamentary Members as trainers, an approach that has been effective in other countries. Female trainers could also be other types of community leaders, like business owners. It would be important to organize such training within *Sucos* or with closely located *Sucos* to ensure that female training participants can return home at the end of the day to meet family obligations. If possible, Parliamentary Members could be prepared to serve as trainers in advance of trips already planned to their municipalities. It would also be worth exploring the possibility of providing on-site childcare to pre-school children of the trainees. This approach would not allow for inexpensive or mass training but would address the barriers women face in fully engaging as leaders on *Suco* councils.

COURTS AND ACCESS TO JUSTICE

- The development challenges surrounding the courts and access to justice development problem are significant enough to command USAID's consideration of a single, dedicated program designed to address the court system's structural deficiencies and broadly expand access to justice. This could readily fit within the auspices of a rule of law program already under consideration by USAID/Timor-Leste. However, any such program must reconcile the interrelated and sometimes competing needs of strengthening the supply-side (such as the continued capacity building of courts and legal aid organizations) with the demand side of not only increasing demand for legal and judicial services, but functionally overcoming the outstanding transportation and cost barriers. Until substantial infrastructural improvements are made throughout Timor-Leste (through road construction and

improvement projects, for example), the distance to courts is an immense challenge. While mobile courts are certainly an expensive solution, this measure of *bringing* justice to the communities is the only current approach that has effectively overcome the current barriers to accessing justice.

ELECTORAL MANAGEMENT BODIES

- Future USAID efforts to build capacity of electoral management bodies should be long-term and planned in close cooperation with government counterparts. The largest capacity gap remains the legal framework for elections. Considering the overall freeness and fairness of past elections, USAID may not want to focus its limited resources in the near future on this area of democracy and governance in Timor-Leste.

OVERALL PROGRAM DESIGN

- USAID should closely scrutinize theories of change at the program design phase, including after award with implementing partners, to minimize the risk of gaps in program logic between inputs, outputs, and outcomes.
- USAID should continue coordinating with GoTL and other donors to ensure that the legal framework for decentralization is gradually implemented, either with support from a USAID-funded project or with support from another donor.
- Likewise, USAID should coordinate with other donors to ensure that capacity at the municipal level is built to complement capacity building at the *Suco* level.

V. ANNEXES

ANNEX I: STATEMENT OF WORK

SECTION C – STATEMENT OF WORK

TITLE OF ACTIVITY

Ex-Post Evaluation of Mai Munisipiu Program in Timor-Leste

PURPOSE

This Task Order (TO) is to conduct an ex-post performance evaluation to identify if the results of USAID's funded Mai Munisipiu (formerly known as Ba Distrito) Program (Cooperative Agreement No. AID-486-A-13- 00007) were sustained a year after the conclusion of activities and identify any lessons learned for implementation of future activities. The Activity was implemented by Counterpart International. The Activity began in September 2013 and ended in September 2017.

AUDIENCE AND INTENDED USE

The ex-post performance evaluation report is expected to be utilized by the Mission to better understand the effectiveness of the Activity, identify lessons learned, and be used as a reference for any future investment by the Mission on related technical areas. The Mission expects to share the evaluation report with other development agencies as well as with the Government of Timor-Leste.

BACKGROUND

Description of Activity to be evaluated

Activity Title	Mai Munisipiu
Cooperative Agreement #	AID-486-A-13-00007
Life of Activity	From September 23, 2013 to September 22, 2017
Implementing Partner	Counterpart International (prime)
Total Estimated Ceiling of the Evaluated Activity	\$7,000,000.00
USAID's Assistance Officer's Representative (AOR)	Germano Boavida
Active Geographic Regions	Five municipalities: Baucau, Covalima, Ermera, Liquiça, and Oecusse-Ambeno in Timor-Leste

Timor-Leste achieved its independence in 1999 after 24 years of brutal Indonesian occupation and a nearly 500-year colonial history with Portugal. Despite an early rocky road to self-determination, Timor-Leste's success is remarkable by all standards in its transition to a peaceful, democratic nation. *Freedom House* and *The Economist* recently cited Timor-Leste as Southeast Asia's most successful democracy. The country recently emerged from three sets of peaceful, transparent and well-run elections in one year to move out of a political impasse that prevented a majority government and passage of a state budget. Timor-Leste's May 12 early Parliamentary elections, the first in its history, demonstrated the maturity of this democracy despite persistent challenges.

Timor-Leste has faced daunting challenges to establishing a viable state and a representative democracy. The country still lacks the fundamental governance systems essential to adequately respond to persistently high rates of poverty, unemployment, and growing socioeconomic inequality. It also faces challenges upholding human rights, reducing impunity, and increasing access to basic public services. USAID partners

with the Government of Timor-Leste to strengthen democratic institutions, further consolidate good governance practices, and work with the judiciary and legal service providers to facilitate increased access to justice for rural populations.

In September 2013, USAID awarded a four-year Activity called Mai Munisipiu Program to Counterpart International. The goal of the Activity was to increase institutional and human capacity at local levels to deliver basic services, such as legal, health, water, and sanitation, effectively and in a manner that is responsive to citizen needs and expectations. The Activity's theory of change was that if interventions put people first and focused on all citizens, local governance structures (*Sucos*) and representative CSOs will initiate and ensure the implementation of democratic reforms that are relevant and will be owned by the citizens they serve.

Moreover, strengthening human and institutional capacity in local governance and rule of law ensures that the gains Timor-Leste has made in peace, security, economic growth, and human development in the years since its independence will be bolstered and further enhanced. Interventions in the Activity focused on engaging subnational government bodies, community organizations, and the majority of Timorese who reside outside of the capital of Dili. The main beneficiaries of the Activity were members of *suco* councils, legal aid organizations, and court actors (i.e. judges and judicial officers).

The Activity was implemented in 100 villages (*Sucos*) in largely the four municipalities of Baucau, Covalima, Ermera, and Liquiça, as well as in the Special Administrative Region of Oecusse-Ambeno. Initially the Activity had four components, with a Total Estimated Cost (TEC) of \$6 million. In April 2015, the Cooperative Agreement was modified to include an additional component to support local elections, and the TEC was raised to \$7 million. Below are five components of the Activity:

- Component A - Local Governance Strengthening
- Component B - Decentralization and Input of Local Institutions
- Component C - Legal Aid Organization Sustainability
- Component D - District Court Functionality
- Component E - Local (village) Elections Support

In 2014, Counterpart International hired a contractor, Social Science Dimensions (SSD), to carry out a Baseline Survey for the Activity. The survey was undertaken in 2014 in 22 *sucos* throughout two targeted municipalities (Baucau, Covalima) and the Special Administrative Region of Oecusse-Ambeno. Data were collected through interviews with 958 randomly selected community informants. The survey instrument was comprised of 25 questions (including a number of sub-questions) divided into the four themes of (1) "Citizens' understanding of their role in political processes," (2) "Citizens' knowledge and awareness of decentralization in Timor-Leste (including *Suco* legislation)," (3) "Citizens' knowledge of the roles and responsibilities of *sucos*, and their expectation of and satisfaction with *suco* service provision," and (4) "Citizens' access to justice." A fifth, cross-cutting theme concerning "Citizens' perception, understanding, and agreement with concepts of gender equality and the participation of women, youth, and minorities in decision-making around development priorities" was integrated into the survey design process.

In 2016, USAID awarded a Task Order to a third-party, external contractor, Social Impact, Inc. (SI), to conduct a household survey in the original three Activity municipalities as part of the mid-term evaluation, and a baseline in two additional municipalities which were added to the Activity in 2015. As noted in the mid-term evaluation final report, the Evaluation Team used the data collection method for the household survey developed in 2014 for baseline and slightly adjusted for quantitative data collection for the mid-term evaluation. The mid-term survey was conducted in a total of five municipalities (Baucau, Covalima, Ermera, Liquiça, and Oecusse-Ambeno).

While the primary methods of data collection for the qualitative part for the mid-term evaluation were through document review and analysis of various documents, Key Informant Interviews (KIIs), Small Group Discussions (SGDs), and Focus Groups Discussions (FGDs) were performed.

EVALUATION QUESTIONS

The contractor must address the following evaluation questions:

1. What were the key outcomes or substantive changes, positive or negative, to the human and institutional capacity of *suco* councils as a result of Mai Munisipiu? How did the *suco* election in the 2016 affect those outcomes/changes?
2. To what extent do community members in target *sucos* agree that women can be effective leaders?
3. To what extent and how have the *suco* councils retained skills, concepts, and initiatives provided by the Activity's training and how have they been sustained to date? What are the key factors that support and/or constrain sustainability?
4. To what extent and how have legal aid and district courts retained skills and concepts provided by the Activity's training and how have they been sustained to date? What are the key results that support and/or constrain sustainability?
5. Was the Activity design appropriate for the country's context to effectively implement and maximize results?

TASKS

Data Collection and Evaluation Methods

The Contractor must utilize both qualitative and quantitative methods. The qualitative methods for collecting data may include individual and group interviews and a desk review of relevant documents. The contractor must interview women and men who participated in any capacity building activities –direct beneficiaries – of all project Components to assess if there were gender-related differences in men/women's opportunities and barriers to participation. The Contractor may propose other applicable qualitative and/or quantitative methods as appropriate. All data will be sex and age disaggregated and to the extent to which the contractor surveys/interviews respondents their responses will be disaggregated from the majority response to assess differences. Survey data should analyze for any significant differences ($p=0.5\%$) between groups.

The Contractor must also conduct key informant interviews with *suco* members, beneficiaries, Counterpart International, USAID, Government of Timor-Leste counterparts, and other donors to allow for a qualitative data set to supplement the survey information. This may be done in person or by telecommunication as appropriate. The contractor must also conduct the desk review and use it to develop the work plan and finalize the evaluation design. Additional desk reviews may be conducted after the data analysis and findings to identify rationale/justifications to support and/or substantiate the findings.

Gender Integration

In compliance with revised ADS 205 on Integrating Gender Equality and Female Empowerment in USAID's Program Cycle and ADS 201 on Program Cycle Operational Policy released in 2016; the evaluation must be gender responsive. Gender-sensitive indicators, sex-disaggregated data, and attention to gender interrelations are required elements of USAID evaluations; therefore, the Contractor must ensure gender integration in the design and implementation of the evaluation and properly explore and adequately capture the situations and experiences of men and women, boys and girls, where relevant and to the extent possible.

Using the primary research question set noted above, the Contractor must apply a gender lens to ascertain the following when applicable:

- The extent to which gender shaped the program's beneficiaries' participation and program results;
- The extent to which gender equality was achieved in regard to the program's opportunities, results, and female empowerment, as defined in USAID's Gender Equality and Female Empowerment Policy; and
- The extent to which any other categories of social inclusion (age, disability status, LGBTI-identification, and race/ethnicity) were important in shaping the program's results.

In order to understand the gender differences and gender-specific effects, the Contractor must utilize a mixed method approach as described in the methodology section; however, at a minimum, the Activity's sex-disaggregated individual-level data must be analyzed. If the sex-disaggregated data does not exist, those gaps must be identified and presented in the findings. Additional information can be found in USAID's How-To-Note: Engendering Evaluation at USAID (December 2016) (ATTACHMENT 6).

Within Timorese society, there is a widespread belief that women should defer to men, not speak out, and not be involved in major decisions. Women are underrepresented in national and local politics and the prevalence of violence against women is high. The Activity implemented specific interventions to increase women's participation in local governance activities. The Activity provided training to members of *suco* councils concerning the involvement of women in the political process, and the appropriate handling of domestic violence cases. The Activity has provided funds for an awareness campaign on the country's Law against Domestic Violence.

The contractor will evaluate the extent to which project activities increased the active participation of women (beyond just participating in trainings or one-off community events) and/or changed community members' perceptions of women as capable leaders and identify barriers to women's and men's participation that might be addressed in future projects. The evaluation should identify if the intervention contributed to any changes of perception of men and women in the role of women in governance, and if women felt more empowered to participate in the political process.

Final Report Format

The evaluation final report must include an abstract; executive summary; background of the local context and the strategies/projects/activities being evaluated; the evaluation purpose and main evaluation questions; the methodology or methodologies; the limitations to the evaluation; and findings, conclusions, and recommendations (if applicable). For more detail, see the USAID Evaluation Toolkit for the How-To Note on Preparing Evaluation Reports and ADS 201mah, USAID Evaluation Report Requirements. An optional Evaluation Report Template is also available in the Evaluation Toolkit.

The abstract (of not more than 250 words) must describe what was evaluated, evaluation questions, methods, and key findings or conclusions. The executive summary should be two to five pages in length and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, and conclusions (as well as recommendations and lessons learned, if applicable).

The evaluation methodology must be explained in the report in detail. Limitations to the evaluation must be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (e.g. selection bias, recall bias, unobservable differences between comparator groups, etc.)

The annexes to the report must include:

- The Evaluation SOW;
- All data collection and analysis tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides;
- All sources of information/data, properly identified and listed;
- Signed disclosure of conflict of interest forms for all evaluation team members, either attesting to a lack of conflicts of interest or describing existing conflicts of interest;
- Any “statements of difference” regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team; and
- Summary information about evaluation team members, including qualifications, experience, and role on the team.

Logistics

Responsibilities of the Contractor

The Contractor is responsible for all logistical needs necessary to performance of the evaluation including, but not limited to: entry visas, computer access with internet, quantitative and qualitative software, document printing and copying, lodging, office space, transport, interpretation during data collection, and translation of source documents. The Contractor must communicate directly with the COR, proactively identifying constraints that may impact the performance of the evaluation.

Responsibilities of the COR

The COR for the proposed evaluation is from USAID/Timor-Leste, Program Office.

As such, the COR will:

- Provide overall technical guidance for the evaluation;
- Provide all necessary documents to the Contractor to enable the Contractor to perform a comprehensive desk review;
- Liaise with relevant Government of Timor-Leste (GOTL) officials and former implementing partner, if needed, to facilitate the evaluation process;
- Meet with the Contractor as necessary to provide technical direction;
- Schedule opportunities for the Contractor to brief USAID/Timor-Leste on the evaluation;
- Provide timely feedback to the Contractor to ensure that the Contractor is able to meet the schedule, as agreed upon in the Work Plan; and
- Serve as the overall Point of Contact between the Contractor and USAID/Timor-Leste and the former implementer of Mai Munisipiu Program.

[END OF SECTION C]

ANNEX II: EVALUATION TEAM

The core ET was comprised of three specialists – a Team Leader, an Evaluation Technical Expert, and a Local Research/Notetaker.

Karen Glenski, Team Leader, managed the entire evaluation, overseeing team members and ensuring timely, high-quality deliverables. She led the development of all deliverables, delegating assignments to team members and reviewing and consolidating their inputs. She led the delivery of briefings and presentations to USAID.

Ms. Glenski is an international development expert with 25 years of experience in 17 countries. She has expertise in performance management as well as the field of democracy and governance. She recently served as Team Leader in conducting a final performance evaluation of USAID/Libya's democracy and governance portfolio covering elections, national and local legislative bodies, and Constitution drafting. As the Sr. Monitoring and Evaluation Expert on three successive USAID/Iraq performance management contracts, she led and guided teams conducting nine evaluations including of administrative reform, rule of law, and local governance projects. Ms. Glenski was an Evaluation Expert on the USAID/India Forest-PLUS Evaluation and Team Leader for an OSCE assessment of the institutional capacities of the Assembly of Kosovo. In addition to 15 years of experience strengthening national parliaments, Ms. Glenski recently provided technical assistance on two decentralization projects. Ms. Glenski holds an M.A. and B.A. in Russian from the State University of New York in Albany.

Meredith Feenstra, Evaluation Technical Expert, contributed to the desk review, evaluation design, data collection tools, data analysis, and reporting. She assisted with the preparation and delivery of briefings and presentations.

Ms. Feenstra is an international development and evaluation specialist with six years of research, evaluation, and management experience and expertise in gender, democracy, and governance. Ms. Feenstra is a Senior Program Associate at SI, where she manages a diverse portfolio of evaluations and assessments and contributes technical inputs to evaluation designs, data collection instruments, and evaluation reports. She has a strong background in qualitative data collection, including facilitating FGDs and conducting KIs, and designing and administering electronic surveys. She also brings expertise in cleaning, managing, and analyzing quantitative datasets in Stata. Ms. Feenstra is highly familiar with USAID evaluation practice and policy, having served on USAID evaluation and assessment teams in Southeast Asia, sub-Saharan Africa, and the Middle East. Ms. Feenstra received her M.A. in International Development with dual concentrations in Health and Gender from American University's School of International Service.

Ana Mendes Pinto da Silva, Local Researcher/Notetaker, contributed to the document review, evaluation design, data collection tools, data analysis, and report writing, ensuring that they were suited to the culture and situational factors in Timor-Leste.

Ms. da Silva is a sociological researcher and evaluator with four years of experience in donor-funded programming in Timor-Leste. Ms. da Silva is an expert in gender mainstreaming, qualitative data collection through FGDs and KIs, and designing assessments and questionnaires. She is familiar with MMP, having worked as an ET member on the Ba Distrito mid-term evaluation in 2016. Ms. da Silva is a gender officer with the Partnership for Human Development, where she collects gender-based data, creates data collection tools, and is the monitoring and evaluation point of contact for gender-related data collection, transcriptions, and reports. She holds a B.A. in Sociology and Communication from the University of Hawai'i at Hilo.

ANNEX III: DATA COLLECTION TOOLS

INFORMED CONSENT STATEMENT

Introductions: Thank you for joining us today. First, let me introduce the team. [Introduction]

Purpose of the Interview: We work for Social Impact, a US-based research firm, and are working with USAID to evaluate the Mai Munisipiu project. This used to be called the Ba Distrito Program. This project ended in September 2017 and we are here now to understand the effects this project had on communities and how they have been sustained a year and a half after the program ended. In total, we are collecting data from around 75 respondents. You have been selected to participate in this interview because of your experience with/knowledge of the MMP. [FOR RAPID SURVEY: You have been randomly selected to participate in this survey. We are going to ask you about your opinions about your Suco council and women in leadership positions in your community and Timor-Leste.]

Time: Interviews will take between 1-1.5 hours. FGDs may take up to 2 hours. Rapid surveys will only take 10-15 minutes of your time.

Voluntary Participation: Your participation in this discussion is voluntary. If there are any questions you don't feel comfortable answering, you do not have to do so, and you are welcome to excuse yourself at any time during our conversation without any consequences to you.

Risks and Benefits: We do not foresee any risks or direct benefits from your participation in this study. Neither this research nor your answers to our questions will in any way determine if a project will be implemented here in the future or affect your ability to access or receive any services.

Confidentiality: Everything you tell us will be kept confidential by the evaluation team to the fullest extent permitted by the law in Timor-Leste, the United States, and USAID. Nothing you share with us will have your name attributed to it, but we will include your name in a list of all respondents in an annex to our report. [FOR GROUP INTERVIEWS: We will take every precaution to maintain the confidentiality of this interview, but the nature of group interviews prevents us from guaranteeing complete confidentiality. We would like to remind participants to respect the privacy of your fellow participants and not repeat what is said in the group interview to others.]

Recording: With your permission, we would like to audio record our conversation and take notes. The recordings and the notes will not be shared with anyone outside the evaluation team – we are conducting many interviews, so this is mainly to help us make sure we do not misunderstand anything you tell us or misrepresent anything in our notes.

Informed Consent Question:

- Do you have any questions for us before we begin? [Yes / No]
- Are you willing to participate in this interview? [Yes / No]
- Is it okay if we record our conversation? [Okay to record / Not okay to record]

If you have any questions or concerns, you may contact the Social Impact Team Leader, Karen Glenski at kglenski@socialimpact.com, or Leslie Greene Hodel, the chair of a research body designed to protect study participants, at lhodel@socialimpact.com.

DEKLARASAUN BA AKORDU FÓ INFORMASAUN

Intrudusaun: Obrigadu ba ita-nia laran luak hodi mai hamutuk ho ami iha loron ohin. Ba dala uluk, ha'u sei introdús ami-nia ekipa ba ita-boot sira. [Intrudusaun]

Objetivu ba entrevista: Ami serbisu ba Social Impact, Kompañia ne'ebé halo estudu ka peskiza ida hosi Estados Unidos da América, no serbisu hela ho USAID atu halo avaliasaun ba projeitu 'Mai Munisipiu'. Projeitu ida ne'e uluk hanaran Programa Ba Distritu. Projeitu ida ne'e remata tiha ona iha Setembru 2017 no agora dadaun ami mai atu komprende ka estuda ninia efeitu ba iha comunidade no oinsá sira-nia moris hafoin programa ne'e remata iha tinan ida ho balun liubá. Ita-boot sira selesionadu atu mai partisipa iha entrevista ida ne'e tanba ita-boot sira iha koñesementu ba MMP. [BA PESKIZA IDA NE'EBÉ LALAI: Ami hili ita-boot sira aleatoriamente ka *seara acak* atu mai partisipa iha peskiza ida ne'e. Ami sei husu ita-boot sira kona-ba ita-boot sira-nia hanoin]

Tempu: Entrevista ne'e sei lori tempu oras ida to'o oras ida ho balu. FGD ka Diskusaun iha Grupu bele lori to'o oras rua. Peskiza lalais sei lori de'it minutu 10-15.

Partisipasaun Voluntáriu: Ita-boot sira-nia partisipasaun iha diskusaun ne'e voluntáriu de'it. Karik iha pergunta sira balu ne'ebé mak ita-boot sira sente ladún di'ak atu hatán, la presija hatán, no ita-boot sira bele sai bá liur iha sá tempu de'it no sei la fó konsekuensia ruma ba ita-boot.

Risku no Benefisiu sira: Ami la haree risku ka benefisiu direita ruma hosi ita-boot sira-nia partisipasaun iha estudu ida ne'e. Peskiza ida ne'e ka ita-boot sira-nia resposta mós sei la determina se projeitu ne'e bele implementa fali iha ne'e iha futuru ka lae, nomós sei la afeita ba ita-boot sira-nia abilidade atu asesu ka simu tulun ruma.

Konfidensialidade: Buat hotu ne'ebé mak ita-boot sira hato'o ba ami, sei rai hanesan segredu ba ekipa avaliasaun nu'udar lei iha Timor-Leste, Estados Unidos da Amerika no USAID haruka. Ami sei la inklui ita-boot sira-nia naran ba ita-boot sira-nia resposta no hanoin tomak, maibé ami sei inklui ita-boot sira-nia naran iha lista prtisipasaun ba peskiza nian ketak ida hodi aneksa ba iha ami-nia relatóriu. [BA INTERVISTA GRUPU NIAN: Ami sei koko mantein no proteze konfidensialidade ba entrevista ida ne'e, maibé modelu ka lala'ok entrevista iha grupu prevene ami atu garante kompletamente konfidensialidade ida ne'e. Ami hakarak atu fó hanoin ba partisipante sira atu respeitu maluk partisipante seluk sira-nia privasidade no labele ko'alia sai buat ruma ne'ebé hatete iha entrevista grupu ba ema seluk.]

Gravasaun: Ho ita-boot sira-nia permisaun, ami sei grava ka rekorda ita-nia konversa/dada-lia no sei foti nota balun. Gravasaun no nota sira ne'e sei la fó hatudu ka fahe ba ema seluk ruma ne'ebé la'ós hosi parte ekipa avaliasaun nian – ami sei halo entrevista barak, tanba ne'e, gravasaun sira ne'e atu ajuda ami atu serteja ka hatudu katak ami la komprende sala buat hirak ne'ebé ita-boot sira hato'o mai ami ka ami la fó sala buat ne'ebé ami hakerek iha nota.

Pergunta sira ba akordu fó informasaun:

- Ita-boot iha pergunta ruma molok ita hahú? [Sim / Lae]
- Ita-boot hakarak atu partisipa iha entrevista ida ne'e? [Sim / Lae]
- Ami bele grava ita-nia konversa? [Bele grava / Labele grava]

Karik ita-boot iha pergunta ka preokupasaun ruma, bele kontaktu ba Team Leader (Lider da ekipa) Social Impact nian, Karen Glenski iha kglenski@socialimpact.com, ka Leslie Greene Hodel, prezidenti ba orgaun peskizadór atu proteze partisipante sira, iha lhodel@socialimpact.com.

KEY INFORMANT INTERVIEW: IMPLEMENTING PARTNER AND OTHER PARTNERS

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. (For IP partner staff) What were your main duties for MMP / Ba Distrito?
(For partners) What activities of MMP / Ba Distrito did your company/organization implement?
2. (For IP partner staff) Did MMP / Ba Distrito conduct gender analysis at any point in the program to capture the context of the specific locations where the program was implemented? If so, what strategies were adopted to address any gender gaps? (EQ5)
 - 2a. What strategies were used to encourage women's participation in MMP / Ba Distrito initiatives?
 - 2b. What strategies were used to empower women to perform their roles as leaders?
3. Which of your interventions do you think contributed most to building the capacity of the Suco councils? Why? (EQ1&5b)
4. Which of your interventions with the Suco councils was least effective in building their capacity? Why? (EQ1 &3&5b).
5. Which of your interventions was most effective in strengthening citizen participation in Suco councils? Which of your interventions to strengthen citizen participation in Suco councils was least effective? Why? (EQ5b).
6. Which of your interventions to improve communications and linkages of Suco councils with other government bodies was most effective in terms of improving basic services to citizens? Why? (EQ5c)
7. Which of your interventions to improve communications and linkages of Suco councils with other government bodies was least effective in terms of improving basic services to citizens? Why? (EQ5c)
8. How did your approach to work with the Suco councils change after the Suco elections in 2016? (EQ1)
9. Which of your interventions do you think contributed most to building capacity to provide legal aid? Which do you think were least effective? Why? (EQ4&5d)
10. (For IP partner staff) MMP engaged an intern to provide long-term capacity building to Fundasaun Fatu Sinai Oecusse (FFSO) in Oecusse-Ambeno? Was this approach worth replicating? Why or why not? What was your experience with this approach? Did you consider replicating it in other legal aid organizations? Why/why not? Why wasn't this model replicated with the other legal aid organizations that MMP supported?
11. Which of your interventions do you think contributed most to building capacity of district courts? Why? (EQ4 &5d) Which do you think were least effective? Why?

12. Did MMP/ Ba Distrito engage more Portuguese experts to provide training after the Legal and Juridical Training Center (LJTC) expressed this as a preference? If not, why?
13. Which of your interventions was most effective in increasing women's access to justice? Why? Which of your interventions to increase women's access to justice was least effective? Why? (EQ5d)
14. Which of your interventions was most effective in increasing access of youth to justice? Why? (EQ5d). Which of your interventions to increase access of youth to justice was least effective? Why? (EQ5d)
15. Which of your interventions was most effective in increasing access of people with disabilities to justice? Why? Which of your interventions to increase people with disabilities' access to justice was least effective? Why? (EQ5d)
16. Which of your interventions was most effective in increasing the fairness of the 2016 *Suco* elections? Why? Which of your interventions to increase the fairness of the 2016 *Suco* elections was least effective? Why? (EQ5e)
17. Which of your interventions was most effective in increasing the transparency of the 2016 *Suco* elections? Why? Which of your interventions to increase the transparency of the 2016 *Suco* elections was least effective? Why? (EQ5e)
18. Which of your interventions was most effective in increasing the inclusion of women in the 2016 *Suco* elections? Which of your interventions to increase women's participation in the 2016 *Suco* elections was least effective? Why? (EQ5e)
19. Which of your interventions was most effective in increasing the inclusion of youth in the 2016 *Suco* elections? Which of your interventions to increase the participation of youth in the 2016 *Suco* elections was least effective? Why? (EQ5e)
20. Which of your interventions was most effective in increasing the inclusion of people with disabilities in the 2016 *Suco* elections? Which of your interventions to increase people with disabilities' participation in the 2016 *Suco* elections was least effective? Why? (EQ5e)
21. The baseline survey conducted in September 2014 indicated that only 11% of people received news through radio. Yet this was the method that Ba Distrito used to disseminate messages in December 2014 on the Law No. 4/2014 on the Organic Statute of Structures of Administrative Pre-Deconcentration. Similarly, the mid-term evaluation survey indicated that 0% of people received news through social media. Yet MMP/ Ba Distrito used radio and social media to disseminate legal information to marginalized populations. Why were these forms of communication chosen?
22. Are there any interventions you think would have been more effective in increasing services to citizens? (EQ5)
23. What accomplishment of the program are you most proud of? (EQ5)
24. Is there anything else you'd like to share with us?

XAVE INTERVISTA BA INFORMANTE: STAFF IP NO PARSEIRU SELUK

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO))	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grup): (Foinsa'e (30 mai kraik) / Adultu (31 -59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. (Ba staff parseiru IP nian) Saida mak ita-boot nia serbisu prinsipál ba MMP / Ba Distrito?
(Ba parseiru sira) Atividade MMP / Ba Distritu nian atividade saida de'it mak ita-boot nia kompañia/organizasaun implementa ona?
2. (Ba staff parseiru IP nian) Karik MMP / Ba Distritu konduta análize jéneru ruma iha kualker pontu iha programa ne'e atu kaptura ka hatene nia kontestu iha fatin sira ne'ebé programa ne'e implementa ba? Karik konduta, estratejia saida de'it mak uza ona atu rezolve gender gap (lakuna/omisaun jéneru)? (EQ5)
 - 2a. Estratejia saida de'it mak uza ona atu enkoraja feto nia partisipasaun iha iniciativa MMP / Ba Distritu.
 - 2b. Estratejia saida de'it mak uza ona atu haforsa feto atu performa (hala'o) sira-nia funsaun (role) nu'udar líder?
3. Ita-boot nia intervensaun ka serbisu saida de'it mak ita-boot hanoin kontribui maka'as ona ba kapasitasaun konsellu suku nian? Tanbasá? (EQ1&5b)
4. Ita-boot nia intervensaun ka serbisu saida de'it mak ita-boot hanoin kontribui maka'as ona ba kapasitasaun konsellu suku nian? Tanbasá? (EQ1&5b). Ita-boot nia intervensaun ka serbisu saida de'it mak ita-boot hanoin la efetivu liu ba kapasitasaun Conselho do Suco nian? Tanbasá? (EQ1&3&5b).
5. Ita-boot nia intervensaun ka serbisu ida ne'ebé mak ita-boot hanoin efetivu liu ba haforsa/hametin povu nia partisipasaun iha Conselho do Suco? Ita-boot nia intervensaun ka serbisu ida ne'ebé mak ita-boot hanoin la efetivu liu ba haforsa povu-nia partisipasaun iha Conselho do Suco? (EQ5b).
6. Ita-boot nia intervensaun ka serbisu atu hadi'ak ka hametin Conselho do Suco nia komunikasaun no ligasaun ho órgaun governu seluk ida ne'ebé mak ita-boot hanoin efetivu liu iha parte kapasitasaun serviços básicos/pelayanan dasar ba povu? Tanbasá (EQ5c) ou atu hadi'ak ka hametin Conselho do Suco nia komunikasaun no ligasaun ho órgaun governu seluk, ita-boot nia intervensaun ka servisu ida ne'ebé mak efetivu liu iha parte kapasitasaun serviços básicos/pelayanan dasar ba povu? Tanbasá?
7. Ita-boot nia intervensaun ka serbisu atu hadi'ak ka hametin Conselho do Suco nia komunikasaun no ligasaun ho órgaun governu seluk ida ne'ebé mak ita-boot hanoin la efetivu liu iha parte kapasitasaun serviços básicos/pelayanan dasar ba povu? Tanbasá (EQ5c) ou Atu hadi'ak ka hametin Conselho do Suco nia komunikasaun no ligasaun ho órgaun governu seluk, ita-boot nia intervensaun ka servisu ida ne'ebé mak la efetivu liu iha parte kapasitasaun serviços básicos/pelayanan dasar ba povu? Tanbasá?

8. Oinsá ita-boot nia métodu aproximasaun ba serbisu hamutuk ho Conselho do Suco muda depois de Eleisaun do Suco iha 2016? (EQ1)
9. Ita-boot nia intervensaun ka serbisu saida de'it mak ita-boot hanoin kontribui *maka'as liu* ba kapasitasaun fornese ajudus jurídku? Tanbasá? (EQ1&5b). Ita-boot nia intervensaun ka serbisu saida de'it mak ita-boot hanoin la efetivu liu? Saida de'it mak ita-boot hanoin la efetivu? Tanbasá? (EQ4&5d)
10. (Ba staff *praseiru IP*) MMP kontrata estajiáriu ida atu fornese kapasitasaun longu praju ba Fundasaun Fatu Sinai Oecusse (FFSO) iha Oecusse-Ambeno. Presiza ka lae atu kontrata tan estajiáriu seluk? Tanbasá? / Tanbasá labele? Oinsá ita-boot nia aproximasaun ho ida ne'e? Presiza ka lae kontrata mós estajiáriu ba organizaun ajudus jurídku seluk? Tanbasá? / Tanbasá labele? Tanbasá modelu ida ne'e uluk la replika ba organizaun ajudus jurídku seluk ne'ebé MMP suporta?
11. Ita-boot nia intervensaun ka serbisu saida de'it mak ita-boot hanoin kontribui *maka'as liu* ba kapasitasaun tribunál distritais? Tanbasá? (EQ4&5) Parte ida ne'ebé mak ita-boot hanoin la efetivu liu? Tanbasá?
12. Karik MMP / Ba Distrito inklui (involve)péritu Portugeze sira tan atu fornese treinamentu hafoin Legal and Juridical Training Center (LJTC) hili ida ne'e hanesan preferénsia? Se la'ós, tanbasá?
13. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hasa'e número asesu feto nian ba iha justisa? Tanbasá? Parte ida ne'ebé mak ita-boot hanoin la efetivu liu? Tanbasá? (EQ5d)
14. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hasa'e número asesu foinsa'e nian ba iha justisa? Tanbasá? Ita-boot nia intervensaun ka serbisu saida de'it mak la efetivu liu ba hasa'e número asesu foinsa'e nian ba iha justisa? Tanbasá? (EQ5d)
15. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hasa'e número asesu deficiente sira nian ba iha justisa? Tanbasá? Ita-boot nia intervensaun ka serbisu saida de'it mak la efetivu liu ba hasa'e número asesu deficiente sira nian ba iha justisa? Tanbasá? (EQ5d)
16. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba haforsa justisa (*keadilan*) ba eleisaun do Suco iha 2016? Tanbasá? Ita-boot nia intervensaun ida ne'ebé mak la efetivu liu ba haforsa justisa ba eleisaun do Suco iha 2016? Tanbasá? (EQ5e)
17. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hametin transparánsia ba eleisaun do Suco iha 2016? Tanbasá? Ita-boot nia intervensaun ida ne'ebé mak la efetivu liu ba hametin transparánsia ba eleisaun do Suco iha 2016? Tanbasá? (EQ5e)
18. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hasa'e número partisipasaun feto sira nian ba eleisaun do Suco iha 2016? Tanbasá? Ita-boot nia intervensaun ida ne'ebé mak la efetivu liu ba hasa'e número partisipasaun feto sira nian ba eleisaun do Suco iha 2016? Tanbasá? (EQ5e)
19. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hasa'e número partisipasaun foinsa'e sira nian ba eleisaun do Suco iha 2016? Tanbasá? Ita-boot nia intervensaun ida ne'ebé mak la efetivu liu ba hasa'e número partisipasaun foinsa'e sira nian ba eleisaun do Suco iha 2016? Tanbasá? (EQ5e)
20. Ita-boot nia intervensaun ka serbisu saida de'it mak efetivu liu ba hasa'e número partisipasaun deficiente sira nian ba eleisaun do Suco iha 2016? Tanbasá? Ita-boot nia intervensaun ida ne'ebé mak la efetivu liu ba hasa'e número partisipasaun deficiente sira nian ba eleisaun do Suco iha 2016? (EQ5e)
21. Peskiza dahuluk ne'ebé halo iha Setembru 2014 hatudu katak populasaun 11% de'it mak asesu ba notisia liu hosi rádiu. Maibé, Ba Distrito uza nafatin métodu ida ne'e hodi fahe mensajen iha Dezembru 2014 tuir Lei No. 4/2014 iha Estatutu Orgániku ba Estrutura Administrativu Pre-Deconsentrasaun nian. Nune'e mós, peskiza avaliasaun intermediáriu indika katak populasaun 0% mak asesu notisia liu hosi média sosiál. Maibé, MMP/Ba

Distrito nafatin mos uza rádiu no média sosiál atu fahe informasaun ba populasan ne'ebé hela iha área rural. Tanbasá mak hili modelu komunikaun ida ne'e?

22. Iha intervensaun seluk ruma ne'ebé ita-boot hanoin sei efetivu liu atu aumenta/haforsa *service ka pelayanan* ba povu? (EQ5)
23. Programa nia prestasaun ka susesu saida mak halo ita-boot orgullu? (EQ5)
24. Iha buat seluk ruma atu ko'alia? Ou Karik iha buat seluk ruma ne'ebé ita-boot hakarak fo hatene ami ou aumenta?

KEY INFORMANT INTERVIEW: SUCO COUNCIL MEMBERS

DATE OF INTERVIEW:		
NAME OF INTERVIEWER:		
NAME OF RESPONDENT(S):		
TITLE/POSITION:		
ORGANIZATION:		
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)		
TELEPHONE:		
E-MAIL:		
GENDER (Male or Female)		
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))		
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)		

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), which was formerly known as the Ba Distrito Program? (EQ1&3&5b&5c)
2. What training did you attend provided by MMP/ Ba Distrito or its partners, Belun and Judicial System Monitoring Programme (JSMP)?
 - a. Leadership and Communication (EQ3)
 - b. Community Consultation (EQ3)
 - c. Conflict Resolution (EQ3)
 - d. Fund Raising, Project Design, and Proposal Writing (EQ3)
 - e. Women's Rights and Access to Justice (EQ 4)
 - f. Project Management (EQ3)
3. How did this training change the way you work? (EQ3) How could the training have been more useful? (EQ3)
4. Did you attend any of the following training provided by National Directorate for Suku Administration and Support (DNAAS)? How did this training change the way you work? How could the training have been more useful? (EQ3)
 - a. Leadership and communication
 - b. Community Consultation
 - c. Conflict Resolution
 - d. Fund Raising
 - e. Project Design and Proposal Writing
 - f. Project Management
 - g. Roles and Responsibilities of Suco Council
 - h. Financial Management
 - i. Administration
5. Did you take the DNAAS's tutorial film on any of those topics? (EQ3)
6. Are you currently using any of the skills from these trainings? Can you give a recent example? (EQ3)
7. What training given by DNAAS have you attended in 2018 or 2019? If you haven't, why not?
8. Did you receive any mentoring from MMP/ Ba Distrito? If so, how did that help you to perform your work better? (EQ1)
 - 8a. Are you still using those skills now? Can you give a recent example?

9. What support did you receive from MMP/ Ba Distrito or its partners in understanding laws and decrees? How did this help you or the council to function? (EQ1)
10. Have you submitted any recommendations on draft laws or draft revisions to laws in the past 1 ½ years? (EQ5c)
 - 10a. Which of those recommendations were incorporated into the law or a revision of the law?
11. How does your *Suco* council interact with other *Suco* councils? (EQ1)
 - 11a. How does this benefit your *Suco* council?
 - 11b. Did these relationships improve as a result of MMP/ Ba Distrito's assistance?
 - 11c. Have these relationships improved or gotten worse in the past 1 ½ years?
12. Have there been any changes in the past 6 years in the way or the frequency that your *Suco* council advocates to municipal and regional administrations or line ministries on issues related to services for citizens? (EQ1 & EQ5c)
 - 12a. Can you give me any examples of issues you've advocated in past 1 ½ years?
 - 12b. Which of these were successful in bringing about the changes you wanted?
13. How well does your *Suco* council function now as compared with before the *Suco* elections in 2016? (EQ1)
14. Did your *Suco* council participate in any *Suco* municipal forums? If so, how did that help or hinder your *Suco* council or the citizens in your *Suco*? (EQ5d)
 - 14a. Have there been any *Suco* municipal forums in the past 1 ½ years? If so, can you give any examples of achievements that came out of them?
15. Did your *Suco* council participate in any go-and-see visits to justice institutions under MMP/ Ba Distrito? If so, how did that help or hinder your *Suco* council or the citizens of your *Suco*? (EQ5d)
 - 15a. Have any go-and-see visits taken place in the past 1 ½ years? Can you give any examples of achievements because of them?
16. Can you explain how you and your council engage with citizens? (EQ1)
 - 16a. Did MMP/ Ba Distrito provide any support for this?
 - 16b. Does this take place more or less frequently now than 6 years ago? Why?
 - 16c. Has frequency increased or decreased in the past 1 ½ years? Why?
17. Can you think of any way in which MMP/ Ba Distrito could have been more useful to your *Suco* council? (EQ5b)
18. What impediments, if any, are there to your *Suco* council's ability to function well? (EQ5b)
19. What role could donors play in removing those impediments? (EQ5b)
20. What impediments are there to citizens of your *Suco* receiving services such as health, water, and sanitation? (EQ5)
21. What role could donors play in removing those impediments? (EQ5)

XAVE INTERVISTA BA INFORMANTE: MEMBRU CONSELHO DO SUCO

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO)	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31 -59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ1&3&5b&5c)
2. Treinamentu saida mak ita-boot atende ona hosi MMP/ Ba Distrito no ninia parseiru sira, Belun no Programa Monitorizaasaun Sistema Jurídiku ka Judicial System Monitoring Programme (JSMP)?
 - a. Lideransa no Komunikasaun (EQ3)
 - b. Konsultasaun Komunitária (EQ3)
 - c. Rezolusaun Konflitu (EQ3)
 - d. Angariaasaun Fundus ka Fund Raising, Dezeñu Projeitu ka Project Design, and Hakerek Proposal (EQ3)
 - e. Feto nia Direitu and Asesu ba Justisa (EQ 4)
 - f. Jestaun Projeitu ka Project Management (EQ3)
3. Oinsá treinamentu ida ne'e muda ita-boot nia maneira serbisu nian? (EQ3) Oinsá mak treinamentu ne'e bele di'ak liu tan? (EQ3)
4. Karik ita-boot atende treinamentu sira ne'ebé fornese husi Direção Nacional de Apoio à Administração dos Sucos (DNAAS). Oinsá treinamentu ida ne'e muda ita-boot nia maneira serbisu nian? (EQ3) Oinsá mak trainamentu ne'e bele di'ak liu tan? (EQ3)
 - a. Leadership and communication (Lideransa no Komunikasaun)
 - b. Community Consultation (Konsultasaun Komunitária)
 - c. Conflict Resolution (Rezolusaun Konflitu)
 - d. Fund Raising (Angariaasaun Fundus)
 - e. Project Design and Proposal Writing (Dezeñu Projeitu no Hakerek Proposta)
 - f. Project Management (Jestaun Projeitu)
 - g. Roles and Responsibilities of Suco Council (Funsau no Responsabilidade Conselho do Suco)
 - h. Financial Management (Jestaun Finansas)
 - i. Administration (Administrasaun)
5. Ita-boot foti video tutorial hosi DNAAS kona-bá topiku sira ne'e ruma? (EQ3)
6. Agora dadaun uza skill ka abilidade ruma ne'ebé aprende hosi treinamentu sira ne'e? Bele fó ezemplu ruma? (EQ3)
7. Treinamentu hosi DNAAS saida de'it mak ita-boot atende iha 2018 ka 2019 ne'e? Se seidak, Tanbasá?

8. Hetan monitorizasaun ruma hosi MMP/Ba Distrito? Karik hetan, oinsá ida ne'e ajuda ita-boot atu hadi'a performansia iha serbisu? (EQ1)
8a. Agora sei uza abilidade sira ne'e ka lae? Bele fó ezemplu ruma?
9. Ajudus ka suporta saida mak ita-boot hetan hosi MMP/Ba Distrito ka nia parseiru sira oinsá atu komprende dekreto no lei sira? Oinsá ida ne'e ajuda ita-boot ka konsellu atu funsiona di'ak? (EQ1)
10. Ita-boot hatama ona rekomendasaun ruma kona-bá esbosu ka *draft* ba lei ou esbosu revizaun ruma ba lei iha tinan ida ho balu liubá? (EQ5c)
10a. Rekomendasaun sira ne'e ida ne'ebé mak hatama ona ba lei ka revizaun lei nian?
11. Oinsá ita-boot nia Conselho do Suco halo interasaun (*berinteraksi*) ho Conselho do Suco seluk? (EQ1)
11a. Iha benefísiu ruma hosi ida ne'e ba ita-boot nia Conselho do Suco?
11b. Karik relasaun di'ak ida ne'e hanesan rezultadu hosi MMP/ Ba Distrito-nia asisténsia?
11c. Durante tinan ida ho balun ne'e ita-boot sira-nia relasaun ne'e sai di'ak liu tan ka lae?
12. Iha mudansa ruma iha tinan 6 ba kotuk kona-ba lala'ok ka frekuensia ita-boot nia Conselho do Suco halo advokasia ba administrasaun munispál no rejoinál ka liña ministériu kona-ba isu sira relasiona ho *pelayanan* ba povu? (EQ1 & EQ5c)
12a. Bele fó ezemplu ruma ba isu sira ne'ebé ita-boot advokasia ba iha tinan ida ho balun liubá?
12b. Karik advokasia sira ne'e balu susesu no lori mudansa nu'udar ita-boot hakarak?
13. Oinsá komparaun funsionamentu Conselho do Suco nian agora ho molok eleisaun do suco 2016? (EQ1)
14. Karik ita-boot nia Conselho do Suco participa iha enkontru/Forum suku nian iha nível munisípiu? Karik participa, Oinsá mak ida ne'e ajuda ka prejudika ita-boot nia Conselho do Suco ka sidadaun suco nian? (EQ5d)
14a. Iha enkontru/Forum nível munisípiu ruma durante tinan ida ho balu ba kotuk? Karik iha, bele fó ezemplu ruma kona-ba susesu hosi enkontru hirak ne'e?
15. Ita-boot nia Conselho do Suco participa iha vizita go-and-see/ 'Bá No Haree' ruma iha instituisaun justisa nian ne'ebé hamahon-an iha MMP/Ba Distrito? Karik participa, oinsá ida ne'e ajuda ka prejudika ita-boot nia Conselho do Suco ka sidadaun suco nian? (EQ5d)
15a. Iha vizita go-and-see ka 'Ba No Haree' ruma iha tinan ida ho balu ba kotuk? Bele fó ezemplu ruma ba ninia susesu tanba vizita hirak ne'e?
16. Bele esplika oinsá ita-boot no ita-boot nia Conselho serbisu hamutuk ho povu? (EQ1)
16a. MMP/Ba Distrito fornese suporta ruma ba ida ne'e?
16b. Oinsá kompara ninia frekuénsia ho tinan 6 liubá? Tanbasá?
16c. Ninia frekuénsia aumenta ka hamenus iha tinan ida ho balu ba kotuk? Tanbasá?
17. Karik ita-boot iha hanoin ruma oinsá loloos ne'e MMP/Ba Distrito bele serbisu di'ak liu tan ba Conselho do Suco? (EQ5b)
18. Iha dezafiu ruma ne'ebé mak Conselho do Suco hasoru ba funsionamentu konsello nian? (EQ5b)
19. Saida mak doador sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5b)
20. Dezafiu saida de'it mak populasau suco ida ne'e hasoru ba servisu ka *pelayanan* hanesan saúde, beé no saniamentu. EQ5)
21. Saida mak doador sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5)

KEY INFORMANT INTERVIEW: COMMUNITY ENGAGEMENT GRANTEES

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), formerly known as the Ba Distrito Program? (EQ1)
2. Were there any citizen services that improved as a result of your grant? In what ways? (EQ5)
3. How did your grant change the way the *Suco* council works? (EQ1)
4. Do you know of any instances in the past 1½ years where the *Suco* council has actively sought input from citizens? (EQ1)
5. Do you know of any instances in the past 1½ years where citizens have advocated issues to *Suco* councils? If so, were they successful in gaining the changes they were asking for? (EQ1)
6. Can you think of a better way in which you could have strengthened the participation of citizens in the *Suco* councils? (EQ5b)
7. What impediments, if any, are there to citizens' ability to participate in *Suco* councils? (EQ5b)
8. What role could donors play in removing those impediments? (EQ5b)
9. Do women, youth, or person with disabilities face any particular impediments to engaging with *Suco* councils? (EQ5b)
10. What role could donors play in removing those impediments? (EQ5b)

XAVE INTERVISTA BA INFORMANTE: CEGS

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizaun Nãu Governamental (NGO))	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ1)
2. Iha mudansa ruma ba servico sira ka *Pelayanan Rakyat* nu'udar rezultadu hosi grant ka tulun ne'ebé ita fó? Mudansa Oinsá? (EQ5)
3. Oinsá ita-boot nia grant ka tulun muda Conselho do Suco nia maneira serbisu? (EQ1)
4. Ita-boot hatene ezemplu ruma kona-ba conselho do suco ativamente/frekuentamente husu ideia ruma hosi povu durante tinan ida ho balu ba kotuk? (EQ1)
5. Ita-boot hatene ezemplu ruma kona-ba povu fó hanoin ka halo advokasia ba sira-nia Conselho do Suco? Karik halo advokasia, iha susesu ou mudansa ruma kona-ba advokasia hirak ne'e (EQ1)
6. Ita-boot iha hanoin ruma oinsá loloos mak bele hasa'e liu tan partisipasaun povu nian iha Conselho do Suco? (EQ5b)
7. Iha dezafius ruma ne'ebé povu hasoru ba partisipasaun iha Conselho do Suco? (EQ5b)
8. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5b)
9. Iha dezafiu partikular ruma ne'ebé feto, foinsa'e, ka deficiente sira hasoru atu serbisu ho Conselho do Suco? (EQ5b)
10. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5b)

KEY INFORMANT INTERVIEW: COURTS AND JUDICIAL SECTOR TRAINING PARTICIPANTS

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), formerly known as the Ba Distrito Program? (EQ4&5d)
2. What training did you attend provided by MMP/ Ba Distrito? (EQ4)
 - a. Leadership, Management, and Court Administration (*Note to interviewer: This was provided to judges. No need to ask others.*)
 - b. Case Management (*Note to interviewer: This was provided to legal aid and private lawyers. No need to ask judges.*)
 - c. Qualitative Research Methodologies
 - d. Court Statistics
3. How did this training change the way you work? (EQ4)
4. How could the training have been more useful? (EQ4)
5. Are you currently using any of the skills from these trainings? Can you give a recent example? (EQ4)
6. What training given by LJTC have you attended in 2018 or 2019? If you haven't, why not? (EQ4)
7. Did you participate in the Legal Advocacy Working Group that Ba Distrito helped establish? If so, what do you think was accomplished by the group? Can you name any legislation that was amended based on this group's legal analysis and recommendations? (EQ5d)
 - 7a. Does it still meet?
8. Do you think that the court conducts research better now than it did 6 years ago? Why do you think so?
 - 8a. Has it improved or gotten worse in the past 1 ½ years? (EQ5d)
9. Do you think that the reports produced by the court are better now than they were 6 years ago? Why do you think so? (EQ5d)
 - 9a. Have they improved or gotten worse in the past 1 ½ years?
 - 9b. Does the court publish an annual report?
10. How did MMP/ Ba Distrito contribute to the legal framework in Timor-Leste? (EQ5d)
11. Who has a copy of the standard operating procedures for production of statistical reports? Can you show me a copy? (EQ5d)
 - 11a. Are they currently being used?

- 11b. Have any updates / amendments been introduced in the last 1 ½ years?
12. Does the court rely more on statistics from its case management system now than it did 6 years ago? How about in the past 1 ½ years? (EQ5d)
12a. Can you give some examples of how these statistics were used?
13. Do you think that women are using the court system more now than they did 6 years ago? How about in the past 1 ½ years? Why or why not? (EQ5d)
14. Do you think that young people are using the court system more now than they did 6 years ago? How about in the past 1 ½ years? Why or why not? (EQ5d)
15. Do you think that people with disabilities are using the court system more now than they did 6 years ago? How about in the past 1 ½ years? Why or why not? (EQ5d)
16. What sort of outreach does the court do? How does this compare with the court's outreach 6 years ago? 1 ½ years ago? (EQ5d)
17. Who has a copy of the standard operating procedures for maintenance of the bulletin board? Can you show me a copy? (EQ5d)
17a. Are they currently being used? Can I see it?
17b. Have any updates / amendments been introduced in the last 1 ½ years?
18. Can you think of any way in which MMP/Ba Distrito could have been more useful to the court? (EQ5d)
19. What impediments, if any, are there to citizens' ability to access the court system?
19a. Any impediments particularly for women, youth, or people with disabilities? (EQ5d)
20. What role could donors play in removing those impediments? (EQ5d)

XAVE INTERVISTA BA INFORMANTE: TRIBUNALIS

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO))	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ4&5d)
2. Treinamentu hosi MMP/Ba Distrito saida de'it mak ita-boot atende ona? (EQ4)
 - a. Lideransa, Jestaun no Administrasaun tribunais (*Nota ba entrevistadór: Treinamentu ne'e fornese de'it ba juis sira. La presiza husu ba seluk.*)
 - b. Jestaun ba kazu sira (*Nota ba entrevistadór: Treinamentu ne'e fornese de'it ba asistente jurídiku no advogadu privadu sira. La presiza husu ba juis sira.*)
 - c. Metodolojia peskiza kualitativu
 - d. Estatística tribunais
3. Oinsá mak treinamentu ida ne'e muda ita-boot nia maneira serbisu? (EQ4)
4. Oinsá mak trainamentu ne'e bele di'ak liu tan? (EQ4)
5. Agora daudaun ita-boot uza skill ka abilidade ruma ne'ebé aprende hosi treinamentu sira ne'e? Bele fó ezemplu ruma? (EQ4)
6. Treinamentu hosi LJTC saida de'it mak ita-boot atende iha 2018 ka 2019 ne'e? Se seidak, Tanbasá? (EQ4)
7. Ita-boot partisipa iha Grupu Serbisu ba Advokasia Jurídika ne'ebé Ba Distrito ajuda estabesele? Karik partisipa, tuir ita-boot nia hanoin saida mak grupu ne'e atinji ona? Bele temi to'ok lejislasaun ruma ne'ebé altera ona tuir análise jurídika no rekomendasaun sira hosi grupu? (EQ5d)
 - 7a. To'o agora sei atinji ga lae?
8. Tuir ita-boot nia hanoin agora tribunál bele halo peskiza di'ak liu kompara ho tinan 6 liubá? Tanbasá?
 - 8a. Oinsá kompara ho tinan da ho balun liubá, di'ak liu ka aat liu? (EQ5d)
9. Tuir ita-boot nia hanoin agora tribunál bele halo ona relatóriu di'ak liu kompara ho tinan 6 liubá? Tanbasá? (EQ5d)
 - 9a. Durante tinan ida ho balu liubá ne'e bele halo relatóriu di'ak liu ka pior liu?
 - 9b. Tribunál públika relatóriu anuál ruma ka lae?
10. Oinsá MMP/ Ba Distrito kontribui ba enkuadramentu jurídiku (kerangka hukum) iha Timor-Leste? (EQ5d)

11. Sé mak kaer prosedimentu padraun operasaun ba produsaun relatóriu estatística? Bele hatudu kopia ida mai ha'u? (EQ5d)
 - 11a. Agora dadaun sei uza ida ne'e?
 - 11b. Iha alterasaun ka atualizasaun ruma durante tinan ida ho balun ba kotuk?
12. Karik agora tribunál konfia liu ka *rely* ba estatística hosi Sistema jestaun ba kazu kompara ho tinan 6 liubá? Oinsá kona-ba tinan ida ho balun liubá? (EQ5d)
 - 12a. Bele fó ezemplu ruma oinsá atu uza estatística hirak ne'e?
13. Ita-boot aseita katak feto sira agora uza barak ona Sistema judisiáriu kompara ho tinan 6 liubá? Oinsá kona-ba tinan ida ho balun liubá? Tanbasá aseita ka tanbasá la aseita? (EQ5d)
14. Ita-boot aseita katak foinsa'e sira agora uza barak ona Sistema judisiáriu kompara ho tinan 6 liubá? Oinsá kona-ba tinan ida ho balun liubá? Tanbasá aseita ka tanbasá la aseita? (EQ5d)
15. Ita-boot aseita katak deficiente sira agora uza barak ona Sistema judisiáriu kompara ho tinan 6 liubá? Oinsá kona-ba tinan ida ho balun liubá? Tanbasá aseita ka tanbasá la aseita? (EQ5d)
16. Serbisu ajudus ba ema sira iha area rurál ka outreach saida mak tribunál halo tiha ona? Oinsá kompara ho tinan 6 liubá? Oinsá kompara ho tinan ida ho balun liubá? (EQ5d)
17. Sé mak kaer kopia padraun prosedimentu operasionál ba manutensaun ba kuadru avizu sira? Bele hatudu kopia ida mai ha'u? (EQ5d)
 - 17a. Agora dadaun sei uja ida ne'e? Ha'u bele haree?
 - 17b. Iha alterasaun ka atualizasaun ruma durante tinan ida ho balun ba kotuk?
18. Iha hanoin ruma oinsá loloos mak MMP/Ba Distrito bele serbisu/halo di'ak liu tan ba tribunál? (EQ5d)
19. Obstákulu saida de'it mak povu hasoru wainhira atu asesu Sistema judisiáriu?
 - 19a. Iha dezafiu partikulár ruma ne'ebé feto, foinsa'e ka ema deficiente sira hasoru? (EQ5d)
20. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5d)

KEY INFORMANT INTERVIEW: GOVERNMENT TRAINING INSTITUTIONS

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), formerly known as the Ba Distrito Program? (EQ2&4)
2. Did your institution or MMP/ Ba Distrito decide upon the curriculum you offer? (EQ2&4)
3. Did your institution or MMP/Ba Distrito develop course materials? (EQ2&4)
4. Did your institution or MMP/ Ba Distrito deliver training? (EQ2&4)
5. How well did MMP/ Ba Distrito train your trainers to deliver the courses? (EQ2&4)
6. How did MMP/ Ba Distrito's support change the way you work? (EQ4)
 - 6a. Did your teaching methods change? How?
 - 6b. Do you still utilize those techniques? Can you give me a recent example?
7. How could its support have been more useful? (EQ4)
8. How have your services changed in the past 1 ½ years? (EQ2&4)
9. Are you still using the training that MMP/ Ba Distrito supported? (EQ2&4)
10. Have you improved upon or expanded the training supported by MMP/ Ba Distrito? (EQ2&4)
11. (For LJTC) In the past 1 ½ years, have you provided in-service training to judges and judicial staff or only candidates and newly hired judges and judicial staff? (EQ4)
12. Do you ever provide training to groups of women only? Men only? Or are all of your training courses delivered to mixed groups? (EQ2&4)
 - 12a. If any training is provided to women only, do you have any examples of how they have benefitted from it in their work? (EQ2&4) Can you give any examples of how they later applied what they learned?
 - 12b. What challenges, if any, have you faced in getting women to participate?
13. Are you currently receiving funding from any other donors? If so, for what? (EQ2&4)
14. What impediments, if any, are there to the ability of your institution to meet the training needs of Suco councils/judicial personnel? (EQ2&4)
15. What role could donors play in removing those impediments? (EQ5d)

XAVE INTERVISTA BA INFORMANTE: INSTITUISAUN TREINAMENTU GOVERNO NIAN

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO)	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ2&4)
2. Ita-boot nia instituisaun ka MMP/ Ba Distrito mak desidi kurikulu ne'ebé ita-boot oferese/uja? (EQ2&4)
3. Ita-boot nia instituisaun ka MMP/ Ba Distrito mak dezenvolve matéria ba kursu? (EQ2&4)
4. Ita-boot nia instituisaun ka MMP/ Ba Distrito mak fornese/halo treinamentu ne'e? (EQ2&4)
5. MMP/ Ba Distrito treina ita-boot sira-nia treinadór sira ho di'ak ka lae, atu nune'e sira bele hanorin fali kursu sira? (EQ2&4) ou Diak oinsa MMP/Ba Distrito treina ita-boot sira-nia treinador sira atu fo hanorin fali kursu ne'e?
6. Oinsá ho MMP/ Ba Distrito nia suporta muda ita-boot ka hadi'a ita-boot nia maneira serbisu? (EQ4)
 - 6a. Ita-boot nia métodu hanorin iha mudansa ruma? Oinsá?
 - 6b. Sei uza nafatin tékniku ida ne'e to'o agora? Bele fó ezemplu ruma?
7. Iha hanoin ruma oinsá loloos ne'e MMP bele halo di'ak liu tan suporta hirak ne'e? (EQ4)
8. Oinsá mudansa ba ita-boot nia servisu ka *pelayanan* durante tinan ida ho balun? (EQ2&4)
9. Sei utiliza nafatin treinamentu ne'ebé mak MMP/ Ba Distrito fó? (EQ2&4)
10. Karik ita-boot aprende aumenta ona ka hanorin/fahe ona treinamentu ne'ebé MMP/Ba Distrito fó ba ita-boot ba ema seluk ona? (EQ2&4)
11. (Ba LJTC) Durante tinan ida ho balu ba kotuk, ita-boot fornese ona treinamentu *in-service* ba juis no funsionáriu judisiais nian ka ba de'it kandidatu sira, funsionáriu judisiais foun sira no funsionáriu judisiais sira? (EQ4)
12. Iha esperiênsia fornese treinamentu ba grupu feto de'it? Mane de'it? Ka ita-boot nia kursu hotu-hotu fornese ba grupu feto ho mane hotu (kahur malu)? (EQ2&4)
 - 12a. Karik iha treinamentu ruma fornese de'it ba feto, iha ezemplu ruma oinsá sira uza benefísiu hirak ne'e iha sira-nia serbisu? (EQ2&4) Bele fó ezemplu oinsá sira aplika buat ne'ebé sira aprende?
 - 12b. Dezafiu saida de'it mak ita-boot hasoru wainhira enkoraja feto sira atu partisipa?

13. Agora daudaun hetan finansa ruma hosi doadór seluk? Se hetan, ba saida? (EQ2&4)
14. Dezafiu saida de'it mak ita-boot nia instituisaun hasoru atu prienxe nesesidade treinamentu ba Conselho do Suco / pesoál judisiáriu nian? (EQ2&4)
15. Saida mak doadór sira bele halo atu solusiona ida ne'e? (EQ5d)

KEY INFORMANT INTERVIEW: LEGAL AID ORGANIZATIONS

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), formerly known as the Ba Distrito Program? (EQ5d)
2. How did MMP/ Ba Distrito help your organization to improve the quality of services it offers? (EQ5d)
3. How would you assess your services now as compared with 1 ½ years ago? (EQ5d)
4. How, if at all, did MMP/ Ba Distrito help you to expand your client base? (EQ5d)
5. How many clients are you able to serve now as compared with 1 ½ years ago? (EQ5d) Why are you able to serve more/less now? If this has changed, why? (EQ5d)
6. Do you still use the case management system that MMP/ Ba Distrito developed? Who in your organization uses the system regularly? (EQ5d)
 - 6a. In the past 1 ½ years, have you trained any new staff to use the system?
7. Are Legal Aid Coordination Working Groups still meeting? If so, have you attended any? What have these groups accomplished in the past 1 ½ years? (EQ5d)
8. What efforts have you undertaken in the past 1 ½ years to raise legal awareness among citizens of their rights and where to seek assistance when their rights are violated? (EQ5d)
9. Are National Legal Information Working Groups still meeting? If so, have you attended any? What have these groups accomplished in the past 1 ½ years? (EQ5d)
10. Have you attended any Suco Expositions in the past 1 ½ years? If so, what were you able to achieve? (EQ5d)
11. Do you currently have funding? If so, from what sources? (EQ5d)
12. How would you rate the ability of citizens in:
 - (FFSO): Oecusse-Ambeno
 - (Liberta): Ermera and Liquiça
 - (JPC): Baucau
 - (JNJ Advokasi): Covalima
 to access justice now as compared with 6 years ago? Why do you think it is easier/more difficult?
 - 12a. As compared with 1 ½ years ago? Why do you think it is easier/more difficult? (EQ5d)
 - 12b. As compared with 1 ½ years ago? (EQ5d) If there has been a change, why?

13. How was your organization able to affect women's access to justice? Did this differ in any way from how you affected men's access to justice? (EQ5d)
14. How was your organization able to affect access of youth to justice? Did this differ in any way from how you affected older adults' access to justice? (EQ5d)
15. How was your organization able to affect persons with disabilities' to access justice? Did this differ in any way from how you affected able bodied people's access to justice? (EQ5d)
16. How could MMP/ Ba Distrito have better supported you to increase access to justice for marginalized citizens and the poor? (EQ5d)
17. What impediments, if any, are there to the ability of your institution to provide legal aid to marginalized citizens and the poor? (EQ5d)
18. What role could donors play in removing those impediments? (EQ5d)

XAVE INTERVISTA BA INFORMANTE: ORGANIZASAUN ASISTÉNSIA JURÍDIKU

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO))	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ5d)
2. Oinsá MMP/Ba Distrito ajuda ita-boot nia organizasaun ba hadi'a qualidade de servisu/Pelayanan? (EQ5d)
3. Oinsá ita-boot nia haree kona-ba ita-boot nia *pelayanan/service* agora kompara ho tinan ida ho balun liubá? (EQ5d)
4. Oinsá MMP/Ba Distrito ajuda ita-boot habelar/expand ita-boot nia baze kliente nian? (EQ5d)
5. Kliente na'in hira mak ita bele atende agora kompara ho tinan ida ho balun liubá? (EQ5d) Tanbasá mak agora ita bele atende barak liu/menus liu? Karik iha mudansa, tanbasá? (EQ5d)
6. Ita-boot sei uza Sistema jestaun ba kazu ne'ebé mak MMP/Ba Distritio uluk dezenvolve? Ema ruma iha ita-boot nia organizasaun ne'e sei uza sistema ne'e ho regularmente? (EQ5d)
 - 6a. Durante tinan ida ho balun ba kotuk, ita-boot hanoroin Sistema ne'e ba funsionáriu foun ruma?
7. Grupu serbisu ba kordenasaun Asisténsia Jurídiku sei hasoru malu? Karik hasoru malu, ita-boot atende ka lae? Saida mak grupu hirak ne'e atinji ona durante tinan ida ho balun ba kotuk? (EQ5d)
8. Esforsu saida mak ita-boot halo ona durante tinan ida ho balun ba kotuk atu hafanun povu nian konsiénsia ba sira-nia direitu no oinsá mak sira bele hetan asisténsia ruma wainhira ema viola sira nia direitu? (EQ5d)
9. Grupu serbisu ba Informasaun Jurídiku Nasionais sei hasoru malu ka halo enkontru? Karik hasoru malu, ita-boot atende ka lae? Saida mak grupu hirak ne'e atinji ona durante tinan ida ho balun ba kotuk? (EQ5d)
10. Ita-boot atende ezpozisaun suco nian ruma durante tinan ida ho balun ba kotuk? Karik atende, saida mak ita-boot atinji ona? (EQ5d)
11. Agora daudaun ita-boot hetan doasaun ruma? Karik hetan, hosi ne'ebé? (EQ5d)
12. Oinsá ita-boot klasifika povu iha:
 - (FFSO): Oecusse-Ambeno
 - (Liberta): Ermera and Liquiça
 - (JPC): Baucau

(JNJ Advokasi): Covalima

nia kapasidade atu asesu justisa agora kompara ho tinan 6 liubá? Tanbasá ita-boot dehan fásil liu/difísil liu?

I2a. Kompara ho tinan ida ho balu ba kotuk? Tanbasá ita-boot dehan fásil liu/difísil liu? (EQ5d)

I2b. Kompara ho tinan ida ho balu ba kotuk? (EQ5d) karik iha mudansa ruma, tanbasá?

- I3. Oinsá ita-boot nia organizasaun bele fó influénsia ba feto sira-nia asesu ba justisa? Iha diferensia ruma kompara ho fó influénsia ba mane sira-nia asesu ba iha justisa? (EQ5d)
- I4. Oinsá ita-boot nia organizasaun bele fó influénsia ba foinsa'e sira-nia asesu ba justisa? Iha diferensia ruma kompara ho fó influénsia ba adultu sira-nia asesu ba iha justisa? (EQ5d)
- I5. Oinsá ita-boot nia organizasaun bele fó influénsia ba ema ho deficiente sira-nia asesu ba justisa? Iha diferensia ruma kompara ho fó influénsia ba ema seluk sira-nia asesu ba iha justisa? (EQ5d)
- I6. Iha hanoin ruma oinsá loloos ne'e MMP/ Ba Distrito bele hadi'a suporta ita di'ak liu tán atu asesu ba justisa ida ne'ebé di'ak ba ema mukit no iha área rural sira? (EQ5d)
- I7. Dezafiu saida de'it mak ita-boot nia instituisaun hasoru nu'udar fornecedor asisténsia jurídku ba ema sira iha área rural no ki'ak sira? (EQ5d)
- I8. Saida mak doador sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5d)

KEY INFORMANT INTERVIEW: ELECTORAL MANAGEMENT BODIES

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), formerly known as the Ba Distrito Program? (EQ5e)
2. Would you say that the *Suco* elections in October 2016 were fairer because of support you received from MMP/ Ba Distrito? If so, in what ways? (EQ5e)
3. Would you say that the *Suco* elections in October 2016 were more transparent to citizens because of support you received from MMP/ Ba Distrito? If so, in what ways? (EQ5e)
4. Would you say that the *Suco* elections in October 2016 were more inclusive because of support you received from MMP/ Ba Distrito? If so, can you comment on how you think voter participation overall was affected?
 - 4a. Women's participation?
 - 4b. The participation of youth?
 - 4c. The participation of persons with disabilities? (EQ5e)
5. How would you compare your management of the *Suco* council elections in 2016 with your management of the presidential elections in 2017 and the parliamentary elections in 2017? (EQ5e)
6. We understand that Ra'es Hadomi Timor Oan provided recommendations in Ba Distrito's "Disability Inclusion Monitoring Report" that was shared with you on how polling stations could be more accessible to people with disabilities, but there wasn't time to implement those before the 2016 *Suco* elections. Were any of their recommendations implemented before the elections in 2017? (EQ5e)
7. Can you think of any way in which MMP/ Ba Distrito could have been more useful to you? (EQ5e)
8. What impediments, if any, are there to your ability to conduct fair, transparent, and inclusive elections in the future?
9. What role can donors play in resolving those impediments?

XAVE INTREVISTA BA INFORMANTE: MEMBRU PERMANENTE BA EIS CRL (KOMISAUN BA REFORMA LEJISLATIVA)

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO)	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31 -59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ5d)
2. Mudansa saida ba kuadru judisiál (Legal framework) iha Timor-Leste mak MMP/Ba Distrito asisti CRL (komisaun ba reforma lejislativa) atu atinji? Oinsá MMP/Ba Distrito asisti ka akompaña CRL atu atinji ida ne'e?
3. Oinsá MMP/Ba Distrito halo mudansa ba CRL nia serbisu? (EQ5d)
4. Komisaun iha kapasidade atu konduta ninia serbisu ba moderniza no harmoniza kuadru lejislativu? Karik laiha kapasidade, problema/kestaun saida?
5. Tanbasá komisaun ne'e la eziste ona?
6. Iha hanoin ruma oinsá MMP/Ba Distrito loloos ne'e bele serbisu/halo di'ak liu ba CRL? (EQ5d)
7. Impedimentu ka dezafiu saida de'it mak povu hasoru atu asesu ba sistema judisiál?
7a. Iha impedimentu partikulár ruma ba feto, foinsa'e no ema ho deficiente sira? (EQ5d)
8. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5d)

KEY INFORMANT INTERVIEW: CSOs

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you tell me about your involvement with the Mai Munisipiu project (MMP), formerly known as the Ba Distrito Program? (EQ5e)
2. To what extent were you able to increase the voter turnout of women/youth/person with disabilities (EQ5e)?
3. Did your work with MMP/ Ba Distrito facilitate any changes in the way that electoral management bodies work? (EQ5e)
4. How were the presidential and parliamentary elections in 2017 managed as compared with the Suco elections in 2016? (EQ5e)
5. Can you think of a better way in which you could have increased the voter turnout of women/youth/persons with disabilities in the 2016 Suco elections? (EQ5e)
6. What impediments, if any, are there to women's/youth/people with disabilities' ability to participate in elections? (EQ5e) Why?
7. What role could donors play in removing those impediments? (EQ5e)
8. Do lesbian, gay, bisexual, transgender, or intersex persons face any particular impediments to participating in elections? (EQ5e) Why?
9. What role could donors play in removing those impediments? (EQ5e)
10. Do people of any particular race or ethnicity face any particular impediments to participating in elections? Why? (EQ5e)
11. What role could donors play in removing those impediments? (EQ5e)
12. What support did MMP/ Ba Distrito provide your organization to analyze draft legislation and prepare recommendations for the government? (EQ5e)
 - 12a. On which draft legislation did you submit recommendations?
 - 12b. Were any recommendations accepted?
 - 12c. What benefits to citizens do you think resulted from these changes to laws?
13. Has your organization submitted any recommendations on draft legislation in the past 1 ½ years? Why or why not? (EQ5e)

14. *(For CSO advocating women's issues)* How do you think people in the community regard female Suco council members' leadership in comparison to male Suco council members' leadership? (EQ2)
- 14a. Do you think citizens consider either to be more educated?
 - 14b. Do you think citizens consider either to be more experienced?
 - 14c. Do you think citizens consider either to be more responsive to their constituents?
 - 14d. Do you think citizens consider either to be more competent at resolving disputes?

XAVE INTERVISTA BA INFORMANTE: ORGANIZASAUN SOSIEDADE SIVIL (CSOS)

LORON INTERVISTA:	
NARAN INTERVISTADÓR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizasaun Não Governamental (NGO))	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele hatete mai ha'u kona-ba ita-boot nia involvimentu iha Projeitu Mai Munisipiu (MMP) ne'ebé uluk hanaran Programa Ba Distrito? (EQ5e)
2. Ita-boot konsege hasa'e númeru votante feto/foinsa'e/deficiente sira? (EQ5e)?
3. Ita-boot nia serbisu ho MMP/Ba Distrito konsege halo mudansa ruma ba orgaun jestaun eleitorál nia serbisu? (EQ5e)
4. Oinsá ita-boot maneja eleisaun prezidente no parlamentár iha 2017 kompara ho eleisaun do suco iha 2016? (EQ5e)
5. Iha hanoin ruma loloos ne'e bele hasa'e liu tan númeru votante feto/foinsa'e/deficiente sira iha eleisaun do suco iha 2016? (EQ5b)
6. Iha impedimntu ka dezafiu ruma ne'ebé feto/foinsa'e/deficiente sira hasoru atu partisipa iha eleisaun sira? Tanbasá? (EQ5b)
7. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5b)
8. Ema lésbika (lesbian), homoseksu (gay), biseksu, transjéneru, interseksu sira hasoru dezafiu espesífiku ruma wainhira atu partisipa iha eleisaun sira? (EQ5b) Tanbasá?
9. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5b)
10. Ema sira ho rasa ka étnika particular ruma hasoru dezafiu espesífiku ruma wainhira atu partisipa iha eleisaun sira? (EQ5b) Tanbasá?
11. Saida mak doadór sira bele halo atu solusiona dezafiu hirak ne'e? (EQ5b)
12. Suporta saida de'it mak MMP/Ba Distrito fó ba ita-boot nia organizasaun atu análiza *draft (esbosu)/rancangan* ba lejislasaun no prepara rekomendasaun sira ba governu? (EQ5b)
 - 12a. Ita-boot (Organizasaun) submete rekomendasaun sira ba iha *draft(esbosu)* lejislasaun ida ne'ebé?

I2b. Governu simu/aseita ita-boot sira-nia rekomendasaun sira ne'e balu??

I2c. Benefísiu saida mak povu sei hetan hosi mudansa ba lei sira ne'e?

I3. Ita-boot nia organizasaun hatama/hato'o rekomendasaun kona-bá draft ba lejislasaun durante tinan ida ho balun ba kotuk? Tanbasá fó ka tanbasá la fó? (EQ5b)

I4. *(Ba CSO ne'ebé advokasia problema feto sira nian)* Tuir ita-boot nia hanoin oinsá comunidade konsidera lideransa feto ba membru Conselho do Suco kompara ho lideransa mane ba membru Conselho do Suco? (EQ2)

I4a. Tuir ita-boot nia hanoin povu konsidera sira edukadu liu?

I4b. Tuir ita-boot nia hanoin povu konsidera sira esperiênsia liu?

I4c. Tuir ita-boot nia hanoin povu konsidera sira responsivu liu ba votante sira?

I4d. Tuir ita-boot nia hanoin povu konsidera sira kompetente liu iha rezolve disputa sira?

KEY INFORMANT INTERVIEW: OTHER DONORS

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Can you provide an overview of your work in Timor-Leste in the sphere of decentralization and local governance? (EQ1&3&5b&5c)
2. Can you provide an overview of your work in Timor-Leste in the justice sector? (EQ4&5d)
3. Can you provide an overview of your work in Timor-Leste in the sphere of elections? (EQ5e)
4. Are you familiar with the Mai Munisipio program, formerly known as the Ba Distrito Program? What do you think about its approach/theory of change?
5. Did you program collaborate or overlap with MMP/ Ba Distrito? In what ways? (EQ5)
6. What gaps in the provision of legal services to citizens would you say are not being addressed by donors? (EQ5d)
7. What gaps in the provision of other services, such as health, water, and sanitation, would you say are not being addressed by donors? (EQ5)
8. What gaps in citizen participation in governance are not being met by donors? Are there any particular gaps in women's participation in governance? (EQ5)
9. What challenges do you think women citizens face in participating in government at the Suco council level? (EQ5)
10. Are there any particular municipalities in Timor-Leste that should receive more donor support to strengthen governance? Which ones and why?
11. How do you think people in the community regard female Suco council members' leadership in comparison to male Suco council members' leadership? (EQ2)
12. From your experience, what issues do you think women face in serving as Suco council members? (EQ2)

XAVE INREVISTA BA INFORMANTE: DOADOR SELUK

LORON INTERVISTA:	
NARAN INTERVISTADOR:	
NARAN RESPONDENTE (SIRA):	
TÍTULU/POZISAUN:	
ORGANIZASAUN:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementador / Organizasaun Não Governamental (NGO)	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

1. Bele fó vizaun ka ideia jerál kona-ba ita-boot sira-nia serbisu iha Timor-Leste iha âmbito ba decentralizasaun no governasaun lokál? (EQ1&3&5b&5c)
2. Bele fó vizaun jerál kona-ba ita-boot sira-nia serbisu iha Timor-Leste iha setór justisa? (EQ4&5d)
3. Bele fó vizaun ka ideia jerál kona-ba ita-boot sira-nia serbisu iha Timor-Leste iha âmbito eleisaun nian? (EQ5e)
4. Ita-boot hatene Projeto Mai Munisipiu, ne'ebé uluk hanaran Programa Ba Distrito? Oinsá ita-boot nia hanoin kona-ba nia teória ba mudansa?
5. Karik ita-boot nia programa kolabora ho MMP/Ba Distrito? Iha maneira oinsá?
6. Gap ka omisaun/lakuna saida mak ita-boot hanoin doador sira seidak trata ba fornecimentu ba serbisu jurídku ba sidadaun sira? (EQ5d)
7. Gap ka omisaun saida mak ita-boot sinti doador sira seidak trata ba fornecimentu ba servisu ka *pelayanan* seluk hanesan saúde, bee no saniamentu? (EQ5)
8. Gap ka omisaun saida mak doador sira seidak trata ba partisipasaun povu nian iha governasaun? Iha gap particular ruma ba partisipasaun feto nian iha governasaun? (EQ5)
9. Dezafiu saida de'it mak sidadaun feto sira hasoru iha partisipasaun ba governu iha nível Conselho do Suco? (EQ5)
10. Iha munisipiu balu ne'ebé mak loloos ne'e sei presiza suporta hosi doador sira atu haforsa governasaun? Munisipiu ida ne'ebé no tanbasá?
11. Oinsá ita-boot nia hanoin kona-ba povu iha comunidade nia haree ba lideransa feto iha Conselho do Suco kompara ho mane? (EQ2)
12. Hosi ita-boot nia esperiéncia, problema saida mak ita-boot hanoin feto sira hasoru wainhira servi nu'udar membru Conselho do Suco? (EQ2)

KEY INFORMANT INTERVIEW: USAID

Conducted in English only – not translated

DATE OF INTERVIEW:	
NAME OF INTERVIEWER:	
NAME OF RESPONDENT(S):	
TITLE/POSITION:	
ORGANIZATION:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. What other democracy and governance projects were implemented at the same time as the Mai Munisipiu Program (MMP)? (EQ5)
2. In what ways were these projects able to complement and leverage each other's initiatives? (EQ5)
3. Was gender analysis conducted at any point in the program to capture the context of the specific locations where the program was implemented? If so, what strategies were adopted to address any gender gaps? (EQ5)
 - 3a. What strategies were used to encourage women's participation in MMP initiatives?
 - 3b. What strategies were used to empower women to perform their roles as leaders?

FOCUS GROUP DISCUSSION: SUCO COUNCIL MEMBERS

DATE OF FGD:	
NAME OF FACILITATOR:	
NAME OF NOTE TAKER:	
NAMES OF PARTICIPANTS:	
ROLE: (Beneficiary / Citizen / Government official / Implementer / Non-governmental organization)	
TELEPHONE:	
E-MAIL:	
GENDER (Male or Female)	
AGE GROUP: (Youth (under 30) / Adult (31-59) / Senior (60+))	
LOCATION: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Other)	

1. Let's all introduce ourselves. Tell us what MMP / Ba Distrito activities you participated in.
2. How many *Suco* council members are there in total? How many men and how many women? Did the number of women *Suco* council members increase with the 2016 elections? (EQ2)
3. Let's discuss the trainings you participated in through the MMP / Ba Distrito program. How did these training(s) change the way you work? How could the training have been more useful? Do you still use what you learned in the training in your work? In what ways? (EQ3)
4. Do you perceive any differences in the way constituents regard female members and male members? Why do you think so? (EQ2) *(If participants don't mention the following in their answers, ask specifically:)*
 - 4a. Do you think citizens consider either to be more educated?
 - 4b. Do you think citizens consider either to be more experienced?
 - 4c. Do you think citizens consider either to be more responsive to their constituents?
 - 4d. Do you think citizens consider either to be more competent at resolving disputes?
5. Do you think that the increasing numbers of women in leadership positions in Timor-Leste will change how effectively the government responds to citizens' needs? Why or why not? (EQ1)
6. *(For female participants only)* Did you participate in any events of MMP/ Ba Distrito that were delivered to groups of women only? Did you find that more or less helpful than events where both men and women attended? How did it change the way you work? (EQ5b)
7. *(For female participants only)* Do you feel that you are able to engage equally with men on the council? Do you speak in meetings and forums as frequently as men? Do you have an equal chance as a male council member to contribute to decisions? Have you directly facilitated dispute resolution? If not, what constraints have you experienced? How do you think that donors can help to overcome these constraints? (EQ1)
8. *(For male participants only)* Do you think that men and women are able to engage equally in the political processes of the council? Do men and women speak at meetings as frequently? Do men and women contribute equally to decision-making? Do men and women both facilitate dispute resolution? How does their participation differ? (EQ1)

DISKUSAUN GRUPU (FGD): MEMBRU CONSELHO DO SUÇO

DATA DISKUSAUN GRUPU:	
NARAN FASILITADÓR:	
NARAN FOTI NOTA (NOTE TAKER)	
NARAN PARTISIPANTE SIRA:	
FUNSAUN: (Benefisiáriu / povu baibain / ofisiál governu nian / Implementadór / Organizaçaun Não Governamental (NGO))	
TELEFONE:	
E-MAIL:	
JÉNERU (Mane ka Feto)	
Tinan (Grupu): (Foinsa'e (30 mai kraik) / Adultu (31-59) / Senior (60+))	
Lokasaun/Fatin: (Baucau / Covalima / Dili / Ermera / Liquiça / Oecusse-Ambeno / Seluk)	

NOTA: Aneksa folla rejistu/ folla de entrada iha nota

KONKORDÁNSIA FÓ INFORMASAUN (haree iha leten (pg.1))

Hanesan parte hosi diskusaun, ha'u sei husu pergunta balun ba ita-boot sira kona-ba ita-boot sira-nia Conselho do Suço no esperiênsia nu'udar membru Conselho do Suço nian, no ha'u-nia kolega sei foti nota. Importante ba ami atu fó oportunidade ba ema hotu atu bele ko'alia sira-nia esperiênsia, tanba ne'e ha'u sei koko atu fó tempu ba ema hotu iha ne'e.

Iha pergunta ruma molok hahú?

1. Mai ita hotu introdús ita-nia an. Hatete to'ok ba ami atividade MMP / Ba Distrito nian saida mak ita-boot partisipa?
2. Membru Conselho do Suço hamutuk ema na'in hira? Feto na'in hira no mane na'in hira? Númeru feto iha membru Conselho do Suço aumenta ka lae kompara ho eleisaun sira iha 2016? (EQ2)
3. Mai ita diskute kona-ba treinamentu sira ne'ebé ita-boot sira partisipa liu hosi programa MMP / Ba Distrito. Oinsá treinamentu (sira) ne'e halo mudansa ba ita-boot sira-nia maneira serbisu? Oinsá loloos ne'e bele halo di'ak liu tan treinamentu (sira) ne'e? Agora sei uza buat sira ne'ebé aprende hosi treinamentu iha ita-boot sira-nia serbisu? Ho maneira oinsá? (EQ3)
4. Ita-boot sira haree diferênsia ruma oinsá votante (povu) sira konsidera membru feto no mane sira? Tanbasá? (EQ2) (Se partisipante sira la mensiona buat sira iha kraik ne'e iha sira-nia resposta, husu espesifikamente:)
 - 3a. Tuir ita-boot nia hanoin povu konsidera sira edukadu liu?
 - 3b. Tuir ita-boot nia hanoin povu konsidera sira esperiênsia liu?
 - 3c. Tuir ita-boot nia hanoin povu konsidera sira reponsivu liu ba votante (povu) sira?
 - 3d. Tuir ita-boot nia hanoin povu konsidera sira competente liu iha rezolve disputa sira?
5. Tuir ita-boot sira-nia hanoin númeru feto iha pozisaun lideransa iha Timor-Leste ne'ebé aumenta dadaun sei muda efetividade resposta governu nian ba povu nia nesiedade sira? Tanbasá muda ka tanbasá la muda? (EQ1)
6. (Ba partisipante feto sira) Ita-boot partisipa iha eventu ruma ne'ebé mak MMP/Ba Distrito fó ba grupu feto sira? Eventu ida ne'e diak liu ka aat liu kompara ho eventu sira ne'ebé partisipa hosi feto no mane hotu? Oinsá ida ne'e muda ita-boot sira-nia maneira serbisu? (EQ5b)

7. *(Ba partisipante feto sira)* Ita-boot sinti bele ona atu hanesan (setara) ho mane sira iha Conselho? Ita-boot ko'alia /hato'o opiniaun bei-beik iha enkontru ka forum sira hanesan ho mane? Ita-boot hetan oportunidade hanesan ho membru mane sira wainhira foti desizaun ruma? Halo ona fasilitasaun diretamente ruma ba disputa rezolusaun? Se seidak, restrisaun/limitasaun saida mak ita-boot hasoru? Saida mak doador sira bele halo atu solusiona restrisaun hirak ne'e? (EQI)
8. *(Ba partisipante mane sira)* Tuir ita-boot sira-nia hanoin feto ho mane bele serbisu hanesan (setara) iha prosesu politika ba Conselho? Feto no mane ko'alia ho frekuénsia hanesan iha enkontru sira? Feto no mane kontribui hanesan wainhira foti desizaun ruma? Feto no mane bele fasilita rezolusaun disputa? Partisipasaun hirak ne'e diferente oinsá? (EQI)

RAPID SURVEY: COMMUNITY MEMBERS

1. FATIN (LOCATION) A. Baucau B. Covalima C. Ermera D. Liquiça E. Oecusse-Ambeno	2. JÉNERU (GENDER) A. Mane (Male) B. Feto (Female)
3. GRUPO TINAN (AGE GROUP) A. 30 mai kraik (under 30) B. 31-59 C. Liu 60+	4. EDUKASAUN (EDUCATION) A. La remata eskola primária (Not yet completed primary school) B. Remata eskola primária (Completed primary school) C. Remata eskola sekundária (Completed secondary school) D. Remata universidade (Completed university)

5. Reprezentante feto sira nian iha governu Timor-Leste sei mínimu hela. Women are underrepresented in the Government of Timor-Leste.

- A. Konkorda tebes (Strongly agree)
- B. Konkorda (Agree)
- C. La konkorda (Disagree)
- D. La konkorda tebes (Strongly disagree)
- E. La hatene (Don't know)

6. Sei sai diak liu ba Timor-Leste karik númeru feto iha pozisaun lideransa nian aumenta. It would be better for Timor-Leste if more women were in leadership positions.

- A. Konkorda tebes (Strongly agree)
- B. Konkorda (Agree)
- C. La konkorda (Disagree)
- D. La konkorda tebes (Strongly disagree)
- E. La hatene (Don't know)

7. Feto labele sai líder iha sosiedade tanba sira tenki haree/kuída sira-nia uma no familia.

Women should not be leaders in society because they have to take care of their home and family.

- A. Konkorda tebes (Strongly agree)
- B. Konkorda (Agree)
- C. La konkorda (Disagree)
- D. La konkorda tebes (Strongly disagree)
- E. La hatene (Don't know)

8. Mane jeralmente sai líder polítiku ida di'ak liu kompara ho feto. Men generally make better political leaders than women.

- A. Konkorda tebes (Strongly agree)
- B. Konkorda (Agree)
- C. La konkorda (Disagree)
- D. La konkorda tebes (Strongly disagree)
- E. La hatene (Don't know)

9. Kualifikasaun entre sira iha kraik ne'e ida ne'ebé mak ita-boot sinti importante liu ba líder ida? Hili resposta hotu ne'ebé aplikabel. Which of the following qualities do you think are important for a political leader? Choose all that apply.

- A. Edukasaun (Education)
- B. Esperiência (Experience)
- C. Rona votante (povu) sira (Listens to constituents)
- D. Bele rezolve disputa sira (Able to resolve disputes)
- E. La hatene (Don't know)

10. Dezafiu entre sira iha kraik ne'e ida ne'ebé mak dala barak liu feto hasoru kompara ho mane wainhira sai líder polítiku? Hili resposta hotu ne'ebé aplikabel. Which of the following challenges to becoming a political leader do you think women face more than men? Choose all that apply.

- A. Norma sosiál no stereótipu sira (Social norms and stereotypes)
- B. Edukasaun la sufisiente (Not enough education)

- C. Violência direta hasoru sira (*Violence directed at them*)
- D. Difísil atu halo movimentu ba fatin seluk (*Difficulty getting from place to place*)
- E. La hatene (*Don't know*)

11. **Oinsá ita-boot nia autoridade suku nia efetividade ba planu dezvoltamentu lokál?** *How effective do you think your suco authorities are at local development planning?*

- A. Efetivu liu (*Very effective*)
- B. Efetivu (*Effective*)
- C. La dún efetivu (*Not very effective*)
- D. La hatene (*Don't know*)

12. **Oinsá ita-boot nia autoridade suku nia efetividade ba harii no mantein infraestrutura?** *How effective do you think your suco authorities are at building and maintaining infrastructure?*

- A. Efetivu liu (*Very effective*)
- B. Efetivu (*Effective*)
- C. La dún efetivu (*Not very effective*)
- D. La hatene (*Don't know*)

13. **Oinsá efetividade ba rezolusaun disputa / servisu mediasaun iha ita-boot nia Suco?** *How effective are the dispute resolution/mediation services provided in your Suco?*

- A. Efetivu liu (*Very effective*)
- B. Efetivu (*Effective*)
- C. La dún efetivu (*Not very effective*)
- D. La hatene (*Don't know*)

14. **Oinsá informasaun (poster, pamfletu, no seluk tan) sira ne'bé mak prepara iha ita-boot nia suco kona-ba Sistema judisiáriu munisípiu, inklui dalan atu asesu ba tribunál?** *How much information (posters, pamphlets, etc.) is available in your Suco about the district court system, including how to access the courts?*

- A. Informasaun barak (*A lot of information*)
- B. Informasaun oituan (*Some information*)
- C. Informasaun laiha (*No information*)
- D. La hatene (*Don't know*)

15. **Ita hanoin kona-ba sistema judisiál, favor indika ita-nia nível konkordánsia ho informasaun sira tuirmai.** *Thinking about the court system, please indicate your level of agreement with the following statements.*

Sistema judisiál ida ne'ebé justu. *The court system is fair.*

- A. Konkorda tebes (*Strongly agree*)
- B. Konkorda (*Agree*)
- C. La konkorda (*Disagree*)
- D. La konkorda tebes (*Strongly disagree*)
- E. La hatene (*Don't know*)

16. **Sistema judisiál ida ne'ebé lalais.** *The court system is fast.*

- A. Konkorda tebes (*Strongly agree*)
- B. Konkorda (*Agree*)
- C. La konkorda (*Disagree*)
- D. La konkorda tebes (*Strongly disagree*)
- E. La hatene (*Don't know*)

17. **Sistema judisiál ida ne'ebé fásil atu asesu ba.** *The court system is easy to access.*

- A. Konkorda tebes (*Strongly agree*)
- B. Konkorda (*Agree*)
- C. La konkorda (*Disagree*)
- D. La konkorda tebes (*Strongly disagree*)
- E. La hatene (*Don't know*)

18. **Sistema judisiál ida ne'ebé diak liu kompara ho tinan 5 liubá.** *The court system is better than it was 5 years ago.*

- A. Konkorda tebes (*Strongly agree*)
- B. Konkorda (*Agree*)
- C. La konkorda (*Disagree*)
- D. La konkorda tebes (*Strongly disagree*)

E. La hatene (*Don't know*)

19. Funsionáriu tribunál sira serbisu maka'as no iha dedikasaun ne'ebé forte ba hametin justisa iha comunidade. *The staff of the courts are hard-working officials dedicated to improving justice in the community.*

- A. Konkorda tebes (*Strongly agree*)
- B. Konkorda (*Agree*)
- C. La konkorda (*Disagree*)
- D. La konkorda tebes (*Strongly disagree*)
- E. La hatene (*Don't know*)

ANNEX IV: EVALUATION DESIGN MATRIX

EVALUATION DESIGN MATRIX				
EVALUATION QUESTION (EQ)	DATA COLLECTION TOOLS	DATA SOURCE AND QUANTITY*	LOCATION OF DATA COLLECTION	ANALYSIS
1. What were the key outcomes or substantive changes, positive or negative, to the human and institutional capacity of Suco councils as a result of Mai Munisipiu? How did the Suco election in 2016 affect those outcomes/changes?	KIIs	Counterpart (1)	Remote	Tally sheets/qualitative coding to track KII data and do thematic analyses Gender and comparative analysis
		Belun (1)	Dili	
	KIIs	Suco Council Members (10 KIIs; 4 FGDs)	2 Suco councils each in 5 regions	
	FGDs		2 regions	
	KIIs	CEGs (2)	Regions	
2. To what extent do community members in target Sucos agree that women can be effective leaders?	Survey	Citizens (60)	2 Sucos each in 5 regions	Analysis of rapid survey data Thematic analysis of qualitative data for insights on quantitative data Gender and comparative analysis
	KII	CSOs supporting women's issues (1)	Regions	
	KII	other donors (2)	Dili	
	FGD	Suco Council Members (20)	2 regions	
3. To what extent and how have the Suco councils retained skills, concepts, and initiatives provided by the Activity's training and how have they been sustained to date? What are the key factors that support and/or constrain	KII	Counterpart (1)	Remote	Tally sheets/qualitative coding to track KII data and do thematic analyses Gender and comparative analysis
		Belun (1)	Dili	
	KII	Suco Council Members (10)	2 Suco councils each in 5 regions	
	KII	MSA's DNAAS (1)	Dili	

sustainability?	FGD	Suco Council Members (20)	2 regions	
4. To what extent and how have legal aid and district courts retained skills and concepts provided by the Activity’s training and how have they been sustained to date? What are the key factors that support and/or constrain sustainability?	KII	Counterpart (1)	Remote	Tally sheets/qualitative coding to track KII data and do thematic analyses Gender and comparative analysis
		JSMP or other partner providing training (1)	Dili	
	KII	Training participants from justice sector (15)	2 Sucos each in 5 regions	
	KII	Legal and Judicial Training Center (LJTC)	Dili	
5. Was the Activity design appropriate for the country’s context to effectively implement and maximize results?	KII	USAID (1) Other donors (2)	Dili	Tally sheets for tracking qualitative data and thematic data analysis Gender, social exclusion, and comparative analysis Analysis of rapid survey data
5 a. Project Goal: increased human and institutional capacity at local levels to deliver basic services, such as legal, health, water, and sanitation, in a manner that is responsive to citizen needs and expectations	KII	Counterpart (1)	Remote	
	Survey	Citizens (60)	2 Sucos each in 5 regions	
	KII	CEGs (2)	Regions	
5.b. Objective 1: Enhanced capacity of Suco councils to strengthen citizen participation and representation in local governance	KII	Suco Council Members (10 KIIs; 4 FGDs)	2 regions	
	FGD			
5. c. Objective 2: Improved communication and linkages of Suco councils with district administrations, local GoTL	KII	Counterpart (1)	Remote	
	KII	Suco Council Members (10)	2 Suco councils each in 5 regions	

line ministries and other providers of basic services at the sub-national level				
5.d. Objective 3: Strengthened local justice sector institutions which increase access to formal and informal justice for marginalized citizens and the poor	KII	Counterpart (1),	Remote	
	KII	Legal aid organizations (2)	Dili, Baucau, and/or Oecusse-Ambeno	
	KII	Court of Appeal (1)	Dili	
	KII	Dili District Court (1); Baucau District Court (1); Oecusse District Court (1)	Baucau, Dili, Oecusse-Ambeno	
	KII	Former CRL (1)	Dili	
	Survey	Citizens (60)	2 Sucos each in 5 regions	
	KII	ARKTL (1)	Dili	
5.e. Objective 4: Strengthened capacity of Government of Timor-Leste (GoTL), in particular its Electoral Management Bodies to hold fair, transparent, inclusive local elections and facilitate voter engagement	KII	Counterpart (1)	Remote	
	KII	STAE (1); CNE(1)	Dili	
	KII	CSOs (3 – Fundacao Patria or Caucus that advocated for women, CNJTL for youth, and RHTO for people with disabilities)	Dili, Regions	

ANNEX V: SOURCES OF INFORMATION

DOCUMENTS REVIEWED

Mai Munisipiu Program Documents

1. Access to Justice Brief: Functional Assessment of the Oecusse & Baucau District Courts (September 2014)
2. Access to Justice Brief: Community Dispute Resolution in Timor-Leste, A Legal and Human Rights Analysis
3. Access to Justice Brief: Legal Assistance in Timor-Leste (September 2014)
4. Ba Distrito Baseline Survey 2014: Local Governance and Access to Justice in Timor-Leste (September 2014)
5. Disability Inclusion Monitoring Report (January 2017)
6. Mai Munisipiu Performance Monitoring and Evaluation Plan
7. Mai Munisipiu Project Final Report (2017)
8. Mid-term Evaluation: The Ba Distrito Program (August 1, 2016)
9. New Voices: The Engagement of Young Timorese in the Political Process (December 2016)
10. SukSuco Councils' Role in Effective Local Governance

Other Documents

11. Disability Access Monitoring, Ra'es Hadomi Timor Oan (October 2017)
12. Disability Access Monitoring, Ra'es Hadomi Timor Oan (August 2018)
13. National Public Opinion Survey of Timor-Leste April 17 – May 14, 2017, International Republican Institute (2018)
14. Timor-Leste Business Enabling Environment: Root Cause Analysis, Dalberg (August 2018)

RESPONDENTS

Table 2: Key Informant Interviewee Institutions

INSTITUTION	LOCATION
IMPLEMENTING PARTNERS, PARTNERS, CIVIL SOCIETY ORGANIZATIONS, GRANTEES, DONORS	
Ekipa Jestaun	Baucau
Justice and Peace Commission	Baucau
Asosiasaun Radio Komunitade Timor-Leste (Radio Lorico)	Dili
Belun	Dili
Cardno's Programa Nasional Dezenvolvimentu Suku Support Programme	Dili
Counterpart International	Dili
Fundacao Patria	Dili
Judicial System Monitoring Programme	Dili
Liberta Consultoria e Advociso	Dili
Ra'es Hadomi Timor Oan	Dili
Timor-Leste's National Council for the Youth	Dili
United Nations Women	Dili
United States Agency for International Development's Program Office	Dili
Grupo Dudu Ana	Liquiça
SUÇO COUNCILS	
Soba Suço Council	Baucau
Uma Ana Ulu Suço Council	Baucau
Lepo Suço Council	Covalima
Maudemo Suço Council	Covalima
Leimea Leten Suço Council	Ermera
Tiarlelo Suço Council	Ermera
Lukulai Suço Council	Liquiça
Metagou Suço Council	Liquiça
Usi Tasae Suço Council	Oecusse-Ambeno
Bobometo Suço Council	Oecusse-Ambeno
JUDICIAL PERSONNEL	
Baucau District Court	Baucau
Baucau Public Defender's Office	Baucau
Suai District Court	Covalima
Suai Public Prosecutor's Office	Covalima
Court of Appeal	Dili
Dili Public Prosecutor's Office	Dili
Dili Public Defender's Office	Dili
Oecusse District Court	Oecusse-Ambeno
Oecusse Public Prosecutor's Office	Oecusse-Ambeno
Oecusse Public Defender's Office	Oecusse-Ambeno
OTHER GOVERNMENT BODIES	
National Election Commission	Dili
Ministry of Justice's Legal and Juridical Training Center	Dili
Ministry of State Administration's National Directorate for Suku Administration and Support	Dili
Ministry of State Administration's Technical Secretariat for the Administration of Elections	Dili

* Municipality reflects the location where the respondent cooperated with MMP and not necessarily the location where they were interviewed.

Table 3: Focus Group Discussion Participants

TYPE	MUNICIPALITY
FEMALE <i>SUCO</i> COUNCIL MEMBERS	ERMERA
MALE <i>SUCO</i> COUNCIL MEMBERS	ERMERA
FEMALE <i>SUCO</i> COUNCIL MEMBERS	LIQUIÇA
MALE <i>SUCO</i> COUNCIL MEMBERS	LIQUIÇA

ANNEX VI: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Karen Glenski
Title	Team Leader
Organization	Social Impact, Inc.
Evaluation Position?	Team Leader
Evaluation Award Number (contract or other instrument)	AID-486-I-14-00001/72047219F00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Mai Munisípiu Program implemented by Counterpart International, Inc. under Cooperative Agreement Number AID-486-A-13-00007
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	21 February 2019

Name	Meredith Feenstra
Title	Evaluation Technical Expert
Organization	Social Impact, Inc.
Evaluation Position?	Team member
Evaluation Award Number <i>(contract or other instrument)</i>	AID-486-I-14-00001/72047219F00001
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Mai Munisipiu Program, Counterpart International Cooperative Agreement No. AID-486-A-13-00007
I have real or potential conflicts of interest to disclose.	No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 7. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 8. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 9. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 10. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 11. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 12. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	February 7, 2019