

# Strengthening Women Survivors of Violence

A project implemented by *Asosiasaun Chega! Ba Ita (ACbit)*

from 1 January 2015 to 31 December 2017

with support from the UN Trust Fund to End Violence Against Women

## Final Evaluation Report

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Commissioned by ACbit

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*This Evaluation Report has been developed by an independent evaluator. The analysis presented in this report reflects the views of the author and may not necessarily represent those of ACBIT, its partners or the UN Trust Fund*



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## LIST OF ACRONYMS AND ABBREVIATIONS

ACbit	<b><i>Asosiasaun Chega! Ba Ita (Association Chega! For Us)</i></b>
AJAR	<b>Asia Justice and Rights:</b> A regional human rights organization for Asia which has a significant focus on justice for past crimes and which in Timor-Leste works very closely with ACbit.
CAVR	<b><i>Comissão de Acolhimento, Verdade e Reconciliação de Timor-Leste (Commission for Reception, Truth and Reconciliation in Timor-Leste)</i></b> : The national truth and reconciliation commission of Timor-Leste, which was established in 2002 and completed its work in 2005. Its final report was called “ <i>Chega!</i> ”.
CNC	<b><i>Centro Nacional Chega (National Chega Centre)</i></b> : Independent institution established in 2017 to promote implementation of the CAVR’s recommendations.
Fokupers	<b><i>Forum Komunikasi Untuk Perempuan Timor Loro Sae (Communication Forum for East Timorese Women)</i></b> : A well-known and long-established Timorese human rights NGO working on women’s issues, including in particular support for victims of domestic violence.
MSS	<b><i>Ministeriu Solidaridade Sosial (Ministry of Social Solidarity)</i></b> : The government department responsible for welfare, as well as veterans’ support.
SEPI	<b><i>Secretaria de Estado da Promoção da Igualdade (Secretary of State for the Promotion of Equality)</i></b> : Government department charged with addressing gender equality. Since the beginning of this project the department has been renamed as <i>Sekretaria de Estadu da Igualidade Jeneru e Inklusaun Sosial</i> (Secretary of State for Gender Equality and Social Inclusion).
UNTF	UN Trust Fund to End Violence Against Women
<i>Xefe Suku</i>	An elected community leader at the level above village chief, who plays an important role in a range of local matters.

## **1 EXECUTIVE SUMMARY**

1. This is an external project evaluation report for a three-year project undertaken by ACbit and funded by the UN Trust Fund to End Violence Against Women (UNTF). The purpose is to review the project at its conclusion. The report will be submitted to ACbit, and through it to the UNTF.
2. Despite resource and time constraints that required simple methods that included mixed quantitative (post-test/survey) and qualitative methods (focus group discussions, interviews, document review), sufficient data was gathered to provide a clear picture of ACbit's achievements in relation to this project. ACbit's outreach to all stakeholders—key government agencies and leaders; victims and survivors of sexual and gender-based violence (SGBV) related to the past conflict as well as violence in the present; civil society; and to the general public—has been consistent and in many respects impressive. The impact of ACbit's outreach in terms of changes in public opinion and knowledge has not been assessed. Other limitations faced by the evaluation methodology include baseline data that was not available in respect of all indicators. The ability to undertake a robust quantitative evaluation was also limited by the resources available.
3. Evaluation findings on each of the identified criteria can be summarized as follows:

### **1.1 Effectiveness**

4. The project has had mixed effectiveness at the output and outcome level, but substantial results have been achieved at all levels with significant positive results at the project goal level. The project's main weaknesses were in achieving outcomes relating to changes in government and civil society programming and policy changes. It has also not been possible to assess change in public awareness. Despite this, a number of clear outputs were achieved in various areas, including for individual SGBV survivors, and in terms of publications and initial entries into a database. It is also important to note that in the middle of this program's cycle there was a shift of focus from developing greater support for a national victims' trust fund (Output 1.3) to garnering support for an institution to develop, manage, and sustain not only a trust fund but other reparations and recommendations of Chega!, the final report of Timor-Leste's truth commission (CAVR). The establishment of Centro Nacional Chega! (CNC) in 2016 is a major achievement that ACbit contributed to in a significant way. The CNC facilitated a small discussion on a victims' trust fund that ACbit participated in at the end of this project, and has also asked ACbit to do an assessment of victims' needs for CNC's work. At the outcome level significant results have been seen in modifying the practices of the key government agency, MSS. Overall, results showed that a significant proportion of the projects individual victim beneficiaries have been assisted to access support services, have been empowered to speak publicly and take on leadership roles, and/or have experienced reduced levels of stigma. The evaluation results indicate that real change has been experienced in the lives of these women. While the number of beneficiaries reached is small when considered in comparison to the victim population as a whole, it is nonetheless impressive in light of the project's scale and timeframe.

5. Many of the areas in which the project was less effective can be explained by external constraints beyond ACbit's control. In contrast, the areas with the best results are those that were driven by ACbit's internal strengths, particularly its close and trusting relationship with survivors. The evaluators consider that particularly in light of the relatively short time-span of the project the results achieved at the project goal level are very impressive.
6. Nonetheless, the evaluation does make recommendations regarding avenues for improving effectiveness in the future. The key changes recommended relate to improving coordination with partners (elaborated further below), working more closely with partners engaged in livelihoods work, and developing a more strategic approach to effecting policy changes. It is also recommended that the project activities be continued in order to gradually reach an increased beneficiary population.

## **1.2 Relevance**

7. The evaluation has found that ACbit's strategy and implementation of this project has been highly relevant in responding to the needs of women and girls. A real gap has existed in the aid work being undertaken in Timor-Leste regarding the needs of survivors of past crimes, and particularly those affected by SGBV. The project has been appropriately designed and implemented to address this gap. It responds to the real needs of victims, and also makes use of and complements existing programs in related areas that have already been established by government and civil society.
8. Despite this, the project's relevance could be improved, particularly by strengthening engagements with key partner organizations. ACbit has engaged constructively with MSS, with considerable results. However, it has been less effective in working with other actual or potential partners. Beyond its current one-year MOU with the CNC, ACbit has yet to define how it will coordinate its work in the future with CNC, which is set to play an important role as a state entity carrying out some of the functions that ACbit has been playing until now. There are also indications that ACbit has avoided investing time and resources in weaker partners (or potential partners) rather than considering options for strategically strengthening them.
9. The evaluation therefore makes recommendations for ACbit to urgently and proactively undertake coordination with CNC to develop complementary roles and ensure that CNC can benefit from ACbit's experience and expertise over the long term. It also recommends that ACbit consider strategies for engaging with a wider range of partners on service delivery, with particular thought given to the question of engagement with technically or institutionally weak partners.

## **1.3 Efficiency**

10. The evaluation identified several points for improved efficiency. Although ACbit has no trouble in its communication with victims and survivors, many donors use English and government officials use Portuguese. Attention to improving language capacity for ACbit staff will reduce dependence on those few who currently have the needed skills; attention to how language issues may hamper victims and survivors direct advocacy with government officials is also recommended. There may also be room to improve efficiency by reviewing division of labor/responsibilities and the chain of decision-making with any given project. Also, for multi-

year projects, some change in planned activities is very likely. Evaluators recommend that any change/substitution in activities be more clear in ACbit's financial and narrative reports.

#### **1.4 Sustainability**

11. The project has been successful in several respects in ensuring that even if ACbit is not able to continue this work, mechanisms have been established to ensure that results are sustainable. In particular, some individuals and organizations have been empowered by the project in a way that will continue to bring benefits after the project's end. Moreover, the establishment of a state institution (the CNC) that will carry on work in this area is a key achievement for sustainability. However it is equally clear that for individuals and organizations (including the CNC), the extent of ongoing effectiveness may depend on whether ACbit is able to continue providing support and input for a longer period of time. Individuals and partners' ability to stand independently at the present time is variable. The evaluators consider that this is understandable in light of the nature of the problems that the project has sought to address, and the limited lifespan of the project. It therefore recommends that UNTF and other donors should consider further funding to ensure that the gains made during this project are consolidated rather than lost.

#### **1.5 Impact**

12. Evaluation results did not show any significant unintended impacts. However it is recommended that out of caution ACbit should continue to record and track any instances in which it appears that conflicts have arisen in communities as a result of its engagements in order to ensure that these are only occasional incidents and are dealt with appropriately. Unintended *positive* consequences included intergenerational collaborations among women beneficiaries and various positive effects that in turn flowed from those. The project also served to further strengthen pre-existing relationships with partners and to maintain its pre-eminence among civil society groups working on victim support and past crimes.

#### **1.6 Knowledge generation**

13. Some key lessons and promising practices have been identified by the evaluation. The former include the importance of establishing a proud collective identity and the use of holistic approaches to empowering survivors. The latter included a focus on women's agency, utilising collective artistic expression including theatre, and engaging victims in the support of other victims. The evaluation recommends that these be continued and that consideration should be given to how the positive potential of these practices can be shared with other organizations working with victims of human rights violations.

#### **1.7 Coordination**

14. In a number of areas the evaluation revealed effective coordination. This was especially the case with ACbit's most central partners, AJAR and MSS. Coordination was less effective with other organizations. Particular problems were identified in coordination with Fokupers, as well as with the new CNC that can be expected to play a very central role in ACbit's area of work in the coming years. The evaluation found that these weaknesses have so far not had a significant negative impact on ACbit's work, although poor coordination with Fokupers may have limited

the project's reach in respect of victims of current day domestic violence. The evaluation particularly recommends that for future work there is a pressing need to improve coordination with the CNC, as failures in this area could be expected to have a more significant impact in the future as the CNC's mandate is implemented. Overall the evaluation also recommends that ACbit should strategically review its priorities and approaches to working with partners, including in respect of which organizations it engages with and how to engage with weak partners. Good systems for collaboration are also required, including clear delimitation of roles and methods for communication.

## **2 CONTEXT OF THE PROJECT**

15. From 1975 to 1999 Timor-Leste experienced first a civil war and then a brutal Indonesian occupation. A national commission was later established to establish the truth about the human rights violations committed during that period: the Commission for Reception, Truth and Reconciliation (referred to in Timor-Leste most commonly by its Portuguese initials, "CAVR").
16. In 2005 the CAVR reported its findings in its report, *Chega!* ("Enough!"). The CAVR concluded that Indonesian military forces had systematically committed gross human rights violations against the Timorese population. It also described in detail the pervasive use of sexual violence against Timorese women: the Indonesian military had used rape, sexual slavery and sexual violence as a weapon of war to "humiliate and dehumanize the Timorese people". Women victims of sexual violence experienced not only a violation of their physical integrity, but often a lifetime of marginalization and discrimination by members of their community.
17. As well as detailing forms of gender-based violence, the CAVR found that other forms of abuse had particular consequences for women victims. When male members of the family were killed, detained, disappeared or maimed, women bore the consequences. They became sole breadwinners and protectors of their families, with few, if any, resources to support themselves and their children, and they became increasingly vulnerable to abuse by members of security forces or civilians.
18. The CAVR recommended a variety of measures to ensure the non-repetition of such abuses and to address their ongoing consequences. However, by the commencement of this project in 2015, a decade after the delivery of the CAVR's report, most of its recommendations had not been addressed by the government. Women survivors continue to experience numerous hardships, receive minimal public assistance, and face various challenges in advocating for this situation to be addressed.

## **3 DESCRIPTION OF THE PROJECT**

19. *Asosiasaun Chega! Ba Ita* (ACbit) was established to promote the findings and recommendations of the CAVR report in light of the state's ongoing failure to do so, with a particular focus on CAVR's recommendations regarding redress for women victims. Research conducted by ACbit and AJAR (2012) showed that women victims, especially victims of sexual violence, are poor, face difficulties in accessing basic services, and remain disempowered and suffer discrimination in their communities.

20. With support from the UNTF, ACbit undertook a three-year project, from 1 January 2015 to 31 December 2017, entitled “Strengthening Women Survivors of Violence”. The project aimed to increase access and quality of services to vulnerable women victims, increase victims’ organizational capacity to conduct advocacy and develop a sustainable organization (or organizations), with the high-level participation of women.
21. The project was designed to address two forms of violence, specifically:
- violence against women in the family/intimate partner violence that includes physical and sexual violence and
  - violence condoned by the state: women victims of GBSV during past conflict who continue to suffer from the impact of this (e.g., impoverished single mothers who must raise and protect their children; suffer social discrimination); also children born of rape during the Indonesian occupation who continue to experience discrimination that makes it difficult for them to access citizenship documents.
22. Many women survivors of sexual and gender-based violence during the conflict in Timor-Leste remain impoverished with little access to health care, and educational and employment opportunities. Their difficulties are compounded by social stigma and marginalization. Women who experience partner violence today face some of these same problems. The main objectives of the project were to improve socio-economic support and services for these women, lower levels of stigma and marginalization, and facilitate skills and opportunities for them to voice their issues and participate in decision-making in their communities.
23. Importance, scope and scale of the project, including geographic coverage:
- The project is important because despite a political commitment in Timor-Leste to eliminate violence against women, blind spots persist, particularly in terms of the violence suffered by women during the conflict and their children who were born as a result of rape. The project is further important as a way to expand and strengthen existing transitional justice space for the voices of women victims to be heard.
  - The project’s primary beneficiaries were intended to include 350 women victims of past and present SGBV in all 13 districts, as well as 15-30 young people who experience discrimination as children born out of rape. Stories of at least 240 women survivors will be documented and broadcast through various channels (radio, websites, social media).
  - Secondary beneficiaries identified at the outset of the project included government officials comprising an estimated 21 institutional beneficiaries, 13 of which represented district-based government agencies.
  - At the outset the project also sought to engage with 26 community-based women’s organizations and youth groups, and 10 civil society service providers who would benefit from capacity-building and leadership trainings.
  - The project further hoped to reach approximately 50 members of the general public in each district or a total of 650 people.
24. Strategy and theory of change (or results chain) of the project with the brief description of project goal, outcomes, outputs and key project activities:
25. Ongoing struggles for justice and peace in Timor-Leste must include women not just as key beneficiaries, but also as key citizens whose participation is essential to building a nation



beyond transition. A campaign to combat past and current SGBV contributes to a foundation for inclusive struggles and cannot be successful without the participation of women victims of SGBV. Since contemporary patterns of violence against women emerge from past patterns of discrimination and violence against women, it is important to bring together women of past and current violence. This can further strengthen women victims to combat the conditions of their abuse and stigmatization while at the same time pushing for policy responses that respond to the needs of women victims, particularly of the past conflict, is a strategic response to empowerment of women victims.

26. **Project Goal:** The overall goal of this project is that women survivors of sexual and gender-based violence during Timor-Leste's conflict experience greater access to socio-economic support and services, lower levels of stigma and marginalization, and a more active role in voicing their issues and in decision-making in their communities.

- **Outcome 1.** Government and civil society policies, plans and programs are more accessible and responsive to the needs of survivors of conflict-related SGBV in Timor-Leste. This outcome was to be supported by three major outputs with their respective activities.

- **Output 1.1:** The evidence base about SGBV survivors' needs for, access to, and use of services in Timor-Leste is expanded. This output was to be supported by two key activities.

- ✓ **Activity 1.1.1:** To realize this output, existing data on survivors of SGBV during the conflict was consolidated into a simple database to be jointly managed by ACbit and NVA.

- ✓ **Activity 1.1.2:** ACbit produced a policy paper based on the database that provided a brief overview of the situation of women survivors, detailing the impact of past and ongoing violence on women, identifying key challenges and needs.

- **Output 1.2:** Decision-makers have a better understanding of SGBV survivors' situations, needs and service gaps, based on evidence gathered from and by survivors. **Overarching activity:** This output will be realized by development of an innovative model for an integrated approach to women victims' services by governments and civil society, by engaging women victims at local and national levels. Implementation of this activity involved

- ✓ **Activity 1.2.1:** two participatory research methodology workshops;

- ✓ **Activity 1.2.2:** field research;

- ✓ **Activity 1.2.3:** two documentation/analysis workshops;

- ✓ **Activity 1.2.4:** Community Toolkit for Accessing Services for Women Victims;

- ✓ **Activity 1.2.5:** ACbit compiles a report that documented this innovative, community-driven process to improving services for victims.

- **Output 1.3:** Government and civil society institutions have demonstrated greater support for establishing a National Trust Fund for women survivors of conflict-related SGBV in Timor-Leste.

- ✓ **Activity 1.3.1:** This output was to have been realized through a national seminar on the NVTF (National Victims' Trust Fund);

- ✓ **Activity 1.3.2:** a policy paper on the NVTF; and

- ✓ **Activity 1.3.3:** a NVTf advocacy campaign.
- **Outcome 2.** There is a strong and sustainable National Victims' Association (NVA) with a high degree of participation from women. Outcome 2 was to be supported by one output comprising two activities.
  - **Output 2.1:** Women SGBV survivors who receive training are better equipped with knowledge and skills to conduct advocacy and maintain sustainable organizations. This was to be realized through
    - ✓ **Activity 2.1.1:** four training workshops and also technical assistance to women members of the NVA and select women's organizations in Timor-Leste's 13 districts; and
    - ✓ **Activity 2.1.2:** production of a short and practical workbook for women based on the trainings.
- **Outcome 3.** The general public has a greater understanding of the ongoing impact of past and current gender-based violence. This outcome was to be realized through three major outputs with their respective activities.
  - **Output 3.1:** The general public has greater exposure to the stories of women survivors of SGBV in Timor-Leste. Several activities will support this output:
    - ✓ **Activity 3.1.1:** Uploading stories through ACbit's website and multimedia platforms;
    - ✓ **Activity 3.1.2:** Production of a comic book illustrating the stories of women; and
    - ✓ **Activity 3.1.3:** commemoration of women's stories through targeted events and ceremonies at sites of conflict.
  - **Output 3.2:** Audiences of the national seminar and multimedia initiatives have increased awareness of the situation of women survivors of conflict-related SGBV in Timor-Leste. To realize this output, ACbit was to conduct several activities:
    - ✓ **Activity 3.2.1:** development of an engaging radio series;
    - ✓ **Activity 3.2.2:** CAVR +10 youth theater workshop; and
    - ✓ **Activity 3.2.3:** CAVR +10 public seminar.
  - **Output 3.3:** Communities where workshops have been held and/or multimedia awareness campaigns conducted are more sensitized to the plight of children born out of rape in conflict. Three activities sought to realize this output:
    - ✓ **Activity 3.3.1:** children born out of rape pilot workshop;
    - ✓ **Activity 3.3.2:** a report to highlight the experiences and needs of mothers and children born out of rape; and
    - ✓ **Activity 3.3.3:** a multimedia awareness project on children born out of rape.

27. Key assumptions of the project:

28. The project's expressed goals, outcomes, outputs, and activities point to several key assumptions:

- that ACbit can effectively draw from and expand its existing networks with women victims and survivors, key government stakeholders, and civil society organizations to ensure the project's success;

- that the participatory research and healing tools ACbit planned to use in its work with women victims and survivors had been tested and proved effective in other contexts and could be further developed;
- that bringing together women victims of past and current SGBV will build solidarity among them and strengthen the fight to end violence and discrimination against women;
- that ACbit’s ability to identify key government officials and institutions, and its track record in collaboration with them, were important aspects to achievement of the project’s goal;
- that ACbit could draw on previous experience in launching public campaigns, including its relationships with the media; and
- that ACbit would have the ability to develop, maintain, and benefit from a database to capture the condition of women victims of SGBV.

29. Description of targeted primary and secondary beneficiaries as well as key implementing partners and stakeholders:

- Primary beneficiaries targeted by this project included women victims of past and present SGBV as well as young people who experience discrimination as children born out of rape.
- Secondary beneficiaries identified at the outset of the project included government officials in Dili who are responsible for policies and service provision for women victims of violence, such as MSS and SEPI, as well as work with district-based officials.
- The project also sought to engage with civil society organizations, particularly NVA and Fokupers as partners and beneficiaries along with community-based women’s organizations and youth groups, and civil society service providers.
- The general public in all 13 districts was another identified secondary beneficiary of the project.

30. Budget and expenditure of the project

31. ACbit’s final report indicates that the expenditures did not exceed the budget; however, the contribution by the grantee is not indicated by cash expenditures, so perhaps it was covered as in-kind support. Budget figures in USD are reported as follow:

Total Grant Amount	300,000
Contribution by Grantee	38,200
Total	338,200
Annual Budget Year 1	111,450
Annual Budget Year 2	83,960
Annual Budget Year 3	104,590
Total	300,000
(ACbit’s final expenditure summary)	299,999.92

#### **4 PURPOSE OF THE EVALUATION**

32. This is a mandatory final project evaluation required by the UNTF. Evaluation results will also be used by ACbit to inform its future programming. According to the evaluation plan, ACbit is to have the final evaluation report translated into Tetum, the national language of Timor-Leste, and share it with ACbit's key partners. The evaluators applauded the intent of this plan, but feel a summarized "popular version" of this report would be a more useful tool than a straight translation of the full report.

#### **5 EVALUATION OBJECTIVES AND SCOPE**

33. Commissioned by ACbit and required as part of this project, the objectives of this final evaluation are to:
- (1) evaluate the effectiveness, relevance, efficiency, sustainability and impact of the 36-month project, with a strong focus on accessing the results of outcomes and project goals;
  - (2) collect stories of change brought about by the project; and
  - (3) generate key lessons and provide recommendations for future planning.
34. *Time frame:* The evaluation examines ACbit's work with women survivors, civil society and policy-makers from January 2015 to December 2017.
35. *Geographical coverage:* The evaluation collected the views of beneficiaries coming from 11 of East Timor's 13 municipalities (Aileu, Baucau, Covalima, Dili, Ermera, Lautém, Liquisa, Manatuto, Manufahi, Oecusse and Viqueque). Owing to limited resources, evaluators did not travel outside Dili. Beneficiaries were brought to Dili for surveys and focus group discussions. The evaluators also took advantage of ACbit events that brought survivors from across the country to Dili.
36. *Target/Beneficiaries:* The principal beneficiaries of this evaluation are ACbit and its partners. Results of the evaluation will be shared with them. The evaluation report will also be shared with UN Women and the UNTF.

#### **6 EVALUATION TEAM**

37. The evaluation team consisted of two members. The lead evaluator, Megan Hirst, had primary responsibility for the evaluation design, implementation and report writing. She spent about four days collecting data for the evaluation in-country and otherwise was assisted with data collection as well as other input by the supporting evaluator. The supporting evaluator, Karen Campbell-Nelson, undertook additional data collection, including seven days in country and provided input on evaluation design and the contents of the report. The team was supported during field activities by ACbit staff.

#### **7 EVALUATION QUESTIONS**

38. Evaluation criteria and specific questions relating to each were provided in the TOR as follow:

<b>Effectiveness</b>
<ol style="list-style-type: none"> <li>1. To what extent were the intended project goal, outcomes and outputs achieved, and how? (specific focus on strengthened capacities of survivors as well as the increase in public awareness on SGBV)</li> <li>2. To what extent did the project reach the targeted beneficiaries of the project goal and outcome levels? How many beneficiaries have been reached?</li> <li>3. To what extent has this project generated positive changes in the lives of women survivors of violence from the past conflict? Current victims of domestic violence? What are these key changes?</li> <li>4. What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?</li> <li>5. To what extent was the project successful in advocating for policy change?</li> <li>6. How can effectiveness be improved in the future?</li> </ol>
<b>Relevance</b>
<ol style="list-style-type: none"> <li>7. To what extent were the project strategy and activities implemented relevant in responding to the needs of women and girls?</li> <li>8. To what extent do achieved results continue to be relevant to the needs of women survivors of violence in the current Timorese context? Have we responded adequately to changing needs and context?</li> <li>9. Is ACbit's program meeting the needs of our main stakeholders (victims' groups and partner organizations)? How could our program content and approaches be improved to better meet their needs?</li> </ol>
<b>Efficiency</b>
<ol style="list-style-type: none"> <li>10. How efficiently and timely has this project been implemented and managed in accordance with the Project Document?</li> </ol>
<b>Sustainability</b>
<ol style="list-style-type: none"> <li>11. How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after the project ends?</li> </ol>
<b>Impact</b>
<ol style="list-style-type: none"> <li>12. What are the unintended results (both positive and negative)?</li> <li>13. What have been the positive and negative changes in terms of our long-term relationship with our partners?</li> </ol>
<b>Knowledge generation</b>
<ol style="list-style-type: none"> <li>14. What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?</li> <li>15. Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?</li> </ol>
<b>Coordination<sup>1</sup></b>
<ol style="list-style-type: none"> <li>16. How effective has the coordination with partners and policymakers been?</li> <li>17. Did the efforts in coordination result in coherent work in the field?</li> <li>18. Provide recommendations on how to improve coordination and coherence.</li> </ol>

<sup>1</sup> For the purpose of the evaluation, "coordination" is understood as the ways ACbit engaged with partners and policymakers who work in related fields during this project. Coordination refers to working together to achieve project objectives and also ensuring that activities of different individuals and organizations are complementary rather than duplicative.

## 8 EVALUATION METHODOLOGY

Sub-sections	Inputs by the evaluator(s)
<b>Description of evaluation design</b>	Evaluators used a quasi-pre-test/post-test design by comparing ACbit’s baseline study with results from its end-line survey as well as with evaluators “end-line” findings (namely the results from FGDs). However, because baseline and end-line data sets were not always matched, strong comparative analysis was limited.. Most parts of the evaluation reflect a post-test only, non-experimental design that relied on in-depth interviews and ACbit documents.
<b>Data sources</b>	<p>Evaluators obtained data from the following sources:</p> <ol style="list-style-type: none"> <li>(1) Beneficiary survey: selected beneficiaries of the project were surveyed (more detail on survey methodology and sampling below);</li> <li>(2) Focus group discussions: Beneficiary surveys were supplemented with qualitative data from two focus group discussions held with some beneficiaries.</li> <li>(3) Semi-structured, in-depth interviews: Interviews were held with ACbit staff as well as key partners including individuals from government, civil society and victim groups;</li> <li>(4) ACbit documents: publications generated during this project, six-monthly and annual progress reports, workshop notes/reports, baseline study and end-line survey were reviewed.</li> </ol> <p>NOTE: ACbit’s database currently provides information about the needs of victims of the past conflict (other data continues to be entered). However, access was insufficient for the database to serve as a significant data source for analysis.</p>
<b>Description of data collection methods and analysis</b> (including level of precision required for quantitative methods, value scales or coding used for qualitative analysis; level of participation of stakeholders through evaluation process, etc.)	<ol style="list-style-type: none"> <li>(1) Face-to-face interview survey: Beneficiaries identified by ACbit were asked to fill in a survey form designed by the evaluators, but because of poor literacy skills, this became, in reality, a series of face-to-face interviews with the interviewer noting responses on the form. Information from these forms was then entered into a spreadsheet to facilitate simple quantitative data analysis.</li> <li>(2) Focus group discussions: Beneficiaries who were interviewed for the survey were further invited to participate in a focus group discussion to generate group reflection on their ACbit experiences during the past three years. The evaluators reviewed their notes of these discussions to find patterns or key themes related to the project’s goals and outcomes.</li> <li>(3) Semi-structured, in-depth interviews: Evaluators conducted in-depth interviews (based on prepared interview guidelines) with key ACbit partners from both government and civil society organizations. However, with such a limited time frame, it was not possible to interview some key informants. Prepared guidelines solicited input regarding the project’s goals and objectives as well as inviting more open-ended comments useful for lessons learned and recommendations.</li> <li>(4) Participant observation: One of the evaluators had the opportunity to attend both ACbit’s “wrap-up” seminar with beneficiaries to review successes and challenges (the end-line survey) and also the survivors’ theater performance. These observations enhanced qualitative data that is difficult to measure, such as the relationship of trust that ACbit has clearly developed over the years with many women survivors and the ethos of a women survivors’ “culture” that is experienced during such collective activities.</li> <li>(5) Document review: The evaluators organized an overview of ACbit’s activities documentation (workshop reports, publications, photos, etc.) according to the project log frame. This proved to be a helpful reference for evaluating how ACbit interpreted and implemented this project. This was supplemented by a review of ACbit’s six-monthly and annual progress reports, a baseline study and an end-line survey.</li> </ol>
<b>Description of sampling</b> <ul style="list-style-type: none"> <li>● Area and population to be represented</li> <li>● Rationale for selection</li> <li>● Mechanics of selection</li> </ul>	Twenty-three beneficiaries were interviewed and participated in focus group discussions. ACbit selected these individuals using non-probability purposive sampling from the overall beneficiary population of around 400 persons. Because of the psychological and economic vulnerability of some beneficiaries, care was taken to select those whose participation would cause them no harm and who could be easily accessed by the evaluators (either they lived close to Dili or were already in Dili for other ACbit activities). Evaluators also consulted with ACbit staff for more purposive sampling of government and civil society representatives with knowledge of the project.

<p>limitations to sample</p> <ul style="list-style-type: none"> <li>Reference indicators and benchmarks/baseline, where relevant (previous indicators, national statistics, human rights treaties, gender statistics, etc.)</li> </ul>	<p>For semi-structured interviews, evaluators selected individuals who could respond to issues related to this program’s outcomes, thus:</p> <ol style="list-style-type: none"> <li>representatives from the government and civil society able to explain relevant government policies and programs and women victims’/survivors’ access to them</li> <li>representatives of the National Victims Association</li> <li>representatives of the general public, particularly those with knowledge of the children born of rape component of the program</li> </ol> <p>Evaluators were unable to conduct interviews with all selected individuals, notably a few individuals in key government offices and individuals aware of the children born of rape component of ACbit’s program. This was due to time limitations and the inability to schedule all desired interviews during the times when evaluators were in Timor-Leste. A baseline and end-line survey of the general public’s understanding of the impact of past and ongoing gender-based violence would be an extremely useful evaluation tool, but something to be designed from the beginning of the program, not at the end. In the end, the evaluators conducted interviews with 14 individuals besides brief individual “oral survey” type exchanges with the 23 women who participated in the FGDs. Although evaluators did not have their own baseline data and limited end-line data, access to ACbit’s baseline and end-line surveys with survivors helped to supplement this shortcoming.</p>
<p><b>Description of ethical considerations in the evaluation</b></p> <ul style="list-style-type: none"> <li>Actions taken to ensure the safety of respondents and research team</li> <li>Referral to local services or sources of support</li> <li>Confidentiality and anonymity protocols</li> <li>Protocols for research on children, if required.</li> </ul>	<p>The evaluation conformed to the UN Evaluation Group’s “Ethical Guidelines for Evaluation”. Important ethical considerations that were particularly considered included:</p> <ul style="list-style-type: none"> <li><i>Confidentiality, privacy and information security:</i> Timorese communities and professional networks are small and tight-knit, so there was a need to ensure that evaluation participants felt free to speak honestly. Confidentiality is also important as some interview questions touched on the very personal nature of the harm suffered by victims of SGBV. Evaluation participants were given the option to not be identified by name or position as the source of particular information. Nonetheless, there is always a risk that an informant may be identified by virtue of the content of information or views provided. Confidentiality was discussed with all participants verbally and consents were obtained in this way.</li> <li><i>Minimization of harm:</i> The evaluation necessitated the participation of SGBV victims. It was important to be sensitive to the abuse these women suffered and aware of the risk of retraumatization. In the context of Timor-Leste many victims experience interview/research fatigue and this was also borne in mind. Participants were invited to engage on an entirely voluntary basis, and every effort was made to adopt sensitive questions and interview styles. Referral information was available to address any negative harm from the evaluation, but no participants requested assistance or referrals.</li> </ul> <p>The lead and supporting evaluators both acknowledge that they have long-standing professional relationships with key individuals in ACbit and some of its partner organizations. Both evaluators gave due consideration to this issue and felt it would not interfere with their independence or impartiality in respect of the evaluation. Given the small community of professionals working in this field in Timor-Leste, it would also likely be difficult to identify evaluators sufficiently knowledgeable about the context who did not have such a relationship to staff in ACbit and its partner organizations.</p>
<p><b>Limitations of the evaluation methodology used</b></p>	<p>The most significant limitations of the evaluation methodology used related to the limitation of resources available (and therefore the evaluators’ available time). This meant that:</p> <ol style="list-style-type: none"> <li>It was not possible to assess the project’s impact on the general public (per the project’s intended outcome 3).</li> <li>A broader probability sampling of the beneficiary population (e.g., simple random sampling, stratified or cluster sampling) would have required evaluators to travel to remote areas to implement surveys, generated large amounts of data, and may have unwittingly invited participation of victims more vulnerable to re-traumatization.</li> <li>The evaluators were at times reliant on ACbit staff to assist in facilitating/interpreting interviews and assisting survey participants who lacked literacy skills (to complete survey forms). This assistance was sought to help expand data collection, but did not extend to data interpretation, so it did not bias evaluation results.</li> </ol>

## 9 FINDINGS AND ANALYSIS

Evaluation Criteria	Effectiveness
Evaluation Question 1	To what extent were the intended project goal, outcomes and outputs achieved and how?
Response to the evaluation question with analysis of key findings by the evaluation team	<p><u>Level of Project Goal:</u> <i>The overall goal of this project is that women survivors of sexual and gender-based violence during Timor-Leste's conflict experience greater access to socio-economic support and services, lower levels of stigma and marginalization, and a more active role in voicing their issues and in decision-making in their communities.</i></p> <p>For those women reached by the project, the project goal has been substantially achieved.</p> <p><i>Support:</i> While women victims of SGBV resulting from the conflict (primary beneficiaries) continue to indicate needs (e.g., women who participated in the evaluation FGDs mentioned housing, emergency medical assistance as needs arise, and help to find markets to sell their weavings), 18 of the 23 beneficiaries surveyed indicated they have accessed support (78%) and 56% or 10/18 indicated the support they accessed was from ACbit (e.g., machines to assist with coffee production, one woman mentioned a sewing machine, threads for weaving, small cash grants, and trauma healing). The percentage increases to 72% (13/18) when women who identified an earlier organization (ICTJ) from which ACbit evolved. In many instances, women remembered the services accessed but not the timeframe, whether or not it was before or after ACbit was established. These findings by the evaluators compare with those in ACbit's final report that covered a wider sample, namely 87/161 women who participated in PAR activities during the 3-year project had access to at least one service during that time. (ACbit incorrectly reports this as 51% of the participants; it is 54%.)</p> <p><i>Stigma:</i> Likewise, while 40% of the victim beneficiaries surveyed indicated that they continue to experience stigma, 75% of these women said that the situation has improved over the last three years. One participant in an evaluation FGD said that ACbit has helped people to understand that "...we are <i>terus nain</i> (people who have suffered)"; several mentioned some reduction in the discrimination they have experienced, but that it is very slow. (The evaluators' quantitative data can be compared to data from ACbit's final report that states 70% of the 72 women participating in their end-line survey did not experience any more discrimination during the period of this project.) Anecdotally, the current female director of the National Victims' Association reported that women victims of conflict-related SGBV, especially those who bore children out of rape, continue to experience discrimination in the villages, but that the children especially have a right to know about their mothers' experiences.</p> <p><i>More active role in voicing issues and in decision-making:</i> One indicator the evaluators used to measure this was to survey respondents regarding whether or not they had shared their stories publicly. Of the 20 victim beneficiaries surveyed (there is no conclusive response from 3 women surveyed about their stories having been shared publicly), 85% (17/20) had told their story publicly, with 5 of the 20 (25%) having done so for the first time as a result of engagement with ACbit, 5 others (25%) prior to ACbit's founding, and another 7 (35%) who could no longer recall the date because it was so long ago. More than half (11/22 = 52%; data on two respondents was inconclusive) have taken on new roles or leadership positions in their communities since engaging with ACbit, such as participating in or forming women's community groups, sharing information about survivors' experiences, and becoming a community leader who helps to make referrals and assist women victims of domestic violence. One informant said that ACbit has helped the women to be stronger to respond to various issues and that this helps to reduce discrimination.</p> <p>Overall these are impressive results within the short three-year period of the project.</p> <p><u>Level of Outcomes:</u> Results at the outcome level are more mixed.</p> <p><b><i>Outcome 1: Government and civil society policies, plans and programs are more accessible and responsive to the needs of survivors of conflict-related SGBV in Timor-Leste. This outcome was to be supported by three major outputs with their respective activities.</i></b></p>



Although progress has been seen in some areas, more minimal change has been observed in the policies and activities of civil society. Attention on victims of past crimes remains for the most part minimal. On the government side, MSS increasingly works in a collaborative and respectful manner with ACbit and at the departmental level there is a will to address the needs of victims. However, achieving formal and transparent policies that recognize victims' needs has remained elusive. A significant development has been the establishment of the Centro Nacional Chega! in 2017. This in itself signals an important shift of policy towards focusing on past crimes, including the needs of SGBV victims. Also important to note is the launching of Timor-Leste's National Action Plan/NAP on Women, Peace, and Security/UNSCR 1325 in 2016 (also mentioned in ACbit's final report). On the other hand, Jose Luis de Oliveira, AJAR's Timor-Leste Director, says that a reparations bill continues to fail in Parliament because they don't want to open up issues around the Civil War (in which Timorese were perpetrators of violations). Although the CNC has been formed, it remains to be seen what will become of legislation for reparations.

***Outcome 2: There is a strong and sustainable National Victims' Association (NVA) with a high degree of participation from women. Outcome 2 was proposed to be supported by one output comprising two activities.***

According to ACbit's final report, 35% of NVA's members are women. Unfortunately, the evaluators did not obtain data to meaningfully assess whether this can be considered a high or low rate of female participation. For example, no similar organization has been identified for comparison purposes and it is not known how female participation has changed over time. Additionally the NVA continues to face organizational and funding difficulties and even by the admission of some its own leaders has been slightly less active in the past few years, demonstrating that organizational strengthening has further to go. ACbit made an important contribution to this when NVA members participated in various capacity-building workshops on advocacy, gender justice. Significantly, the current director, who says she was elected in 2015, is a woman. In her interview she shared the findings of the NVA discussion group that was convened as one of several discussion groups during ACbit's final seminar of this project (Dec. 2017). **Successes for NVA** include: a. finally being recognized by the Minister for Justice (another informant explains that this struggle to obtain legal status has been resisted by the government for years but was finally approved in Nov. 2017); b. the NVA's positive impact is seen by the fact that it has been entrusted with funds (the Civil Society Fund) to conduct some activities; c. formation of the CNC (that NVA lobbied for strongly) that will be able to follow up on Chega! recommendations, including those for women victims of conflict-related SGBV, and hopefully help to realize a program for victims that NVA has been pushing for for nine years. **Challenges that the NVA discussion group identified** include: a. now into its ninth year, the NVA has not had its own money; b. it doesn't have its own office; and c. the government does not distinguish between veterans and victims of the conflict (meaning that the government prefers to conflate them so that benefits go only to veterans/their widows and the many other civilian victims remain overlooked). In her interview, Eugenia Neves da Costa, current NVA Chair, also identified two other needs particularly relevant to women—many are still traumatized and need counseling, especially women who have raised children born of rape; and two it is important for ACbit to continue accompanying victims until they are mature enough to speak about their problems without being assisted by others. She feels that at the district level it is easy for NVA's voice to be heard, but not at the national level.

***Outcome 3: The general public has a greater understanding of the ongoing impact of past and current gender-based violence. This outcome was to be realized through three major outputs with their respective activities.***

Owing to resource and time constraints it was not possible to assess in detail the extent to which public knowledge and understanding of GBV has improved during the life of the project. Given the numerous other organizations working in Timor-Leste on issues relating to SGBV it would in any event be difficult to show a causal connection between ACbit's campaigns and increased public understanding. Third party perspectives (those offered by partners, for example) suggest that there is yet to be any significant change in this area, but it would also be expected that any change over a three-year period would be relatively small. Whereas the evaluators data on this outcome is then, ACbit's final report indicates that 414 of 484 students (85%) who have participated in school and commemoration activities related to Chega! show an improved understanding of the issues related to the past conflict. The evaluators failed to obtain information about how this data was

	<p>obtained. Also, there is no specific mention in this final ACbit report that focuses on greater understanding re. the ongoing impact of past and current GBV.</p> <p><u>Output level</u></p> <p>Some outputs have clearly not been achieved, although external factors have played an important role (see below regarding Evaluation Question 4). In other areas ACbit has been more successful. The following results have been identified at the output level:</p> <ul style="list-style-type: none"> <li>▪ ACbit has established the beginnings of a simple database to gather information regarding survivors. However, this source of information is yet to be shared with key partners (including, for example, the CNC) or clearly used as a basis for developing policies and services. In an interview with ACbit’s data entry staff person, the categories of data entered were explained, but repeated requests for printouts of the database or access to it in order to analyze the data in detail were not forthcoming. There was never a clear explanation about why it was difficult to share this information with the evaluators who are reluctant to speculate on possible reasons for this. In short, ACbit would benefit from more discussion regarding the value and use of its database.</li> <li>▪ ACbit has produced a number of publications, including evidence on SGBV gathered by and from survivors. Partner organizations are aware in general terms of ACbit publications, but there is no data to indicate they have been closely studied or have been able to increase levels of knowledge or inform policy. A policy paper, <i>Where are They Now?</i>, was produced and used effectively in the public forum event, “Chega +10” (Oct 2015), it is unclear to what extent the database was used in the statistical information provided in this report. (E.g., several different data sets are referenced: 50 women victims in a participatory research activity; 56 individual women and their families (total of 400) receiving assistance from ACbit; 39 women victims interviewed in 2012; whereas the 73 women involved in this program’s baseline and end-line surveys are not distinctly mentioned).</li> <li>▪ A National Trust Fund for victims is yet to be established, but what HAS been established is Centro Nacional Chega! (CNC). In December 2017, CNC and ACbit joined to initiate discussion about a victims’ trust fund in December 2017, a discussion that has since continued under the leadership of the CNC. ACbit staff explained to evaluators that the initial plans related to work on a National Trust Fund for victims shifted with the establishment of CNC that is expected to work on this issue. [See section on sustainability below for further information re. the CNC-ACbit relationship.]</li> <li>▪ Following the first workshop with mothers and their children born out of rape, a planned multimedia awareness campaign to focus on the issue was not conducted, but instead a second workshop was held just with the children and more detailed assessment of their condition was conducted by ACbit staff via home visits.</li> <li>▪ Some women survivors of SGBV are clearly demonstrating results of ACbit’s programming, including in most cases enhanced levels of self-confidence as noted by Jose Luis de Oliveira, an AJAR staff member based in Timor-Leste. As set out above, many have taken on new roles and leadership positions. However, few of the survivors interviewed had become active in advocacy of victims’ rights and many had no real sense of what advocacy would involve. Likewise, results from helping to establish and supporting survivors’ community organizations are mixed. These groups are providing a good foundation for collaborative work and mutual support, but it appears that financial sustainability remains elusive for most.</li> <li>▪ For the reasons set out above, it was beyond the scope of this evaluation to assess attitude changes of the general public. It was also not feasible to evaluate changes in attitudes of persons who attended ACbit’s national seminar or viewed multimedia initiatives.</li> </ul>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>The analysis above has drawn on all sources used for the evaluation, including beneficiary surveys and focus group discussions, interviews with various partners and stakeholders, document review and discussions with ACbit staff as cited in the section above.</p>

<p><b>Conclusions</b></p>	<p>Substantially positive results have been seen at the project goal level, whereas results at the outcome and output levels are more mixed.</p> <ul style="list-style-type: none"> <li>● <b>In terms of Outcome 1</b>, government and civil society policies, plans, and programs are more responsive to survivors’ needs; ACbit’s collaborative work with MSS is a key positive point, as is ACbit’s publication, <i>Husi Vitima ba Sidadaun</i>; and a community toolkit has been produced to assist women survivors in accessing services. On the other hand, the database, as a source of evidence regarding victims’/survivors’ needs must be more accessible and usable both by ACbit and its partners to support advocacy efforts. Establishment of the CNC essentially rendered redundant any momentum towards a NTFV as this will now be included as part of CNC’s agenda.</li> <li>● <b>In terms of Outcome 2</b>, that relates to a high participation of women in the National Victims’ Association, a strong and articulate woman now heads the organization, but the NVA has only been recently officially recognized by the Timor-Leste government and is still developing institutionally. More than 30% of its membership comprises women, but they still need support and counseling.</li> <li>● ACbit has conducted <b>a number of activities to support Outcome 3</b> on the general public’s greater understanding of the impact of past and ongoing GBV: a public theater performance and accompanying comic book, commemoration of women’s stories through targeted events and by uploading them onto their website (13 stories and 4 videos); an ACbit presentation at the Chega+10 event; and a multi-media campaign including large public billboards at key locations around Dili (featuring the slogan: <i>Luta ba Mudansa Ami Mos Halo/Struggle for Change: We Do It Too</i>). These multiple efforts to enhance public understanding are commendable, but it is much more difficult to measure how much change has occurred vis-a-vis the public’s understanding. Even were we to have an accurate and cumulative count of the number of hits for stories or videos posted on social media, those numbers still only measure exposure to a survivor’s story, not necessarily a change in a viewer’s understanding or personal attitudes.</li> </ul>
<p><b>Others</b></p>	<p>ACbit has deepened and enhanced its experience in providing trainings, exposure, and publications for victims and survivors of past and ongoing SGBV, including members of the National Victims’ Association. However, mechanisms to ensure ongoing support and empowerment of victims and survivors, especially for children born of rape and their families are still needed. A victims trust fund and reparations for victims of SGBV of the past, that would include special access to government services, have yet to be realized by the government and needs to be a continuing point for advocacy. In terms of addressing ongoing stigmatisation and marginalisation that survivors and victims face, ACbit would benefit from expanding its current work with religious leaders. Religious demographic estimates for 2015 (see: index mundi (<a href="https://www.indexmundi.com/timor-leste/religions.html">https://www.indexmundi.com/timor-leste/religions.html</a>)) show that 97.6% of the Timor-Leste population is Roman Catholic. Considering the breadth of this social influence, building on partnerships with key religious leaders might be a prospective avenue for further influencing the general public of Timor-Leste.</p>

<p><b>Evaluation Criteria</b></p>	<p>Effectiveness</p>
<p><b>Evaluation Question 2</b></p>	<p>To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?</p>
<p><b>Response to the evaluation question with analysis of key findings by the evaluation team</b></p>	<p><b>ACBIT’S FINAL REPORT</b> indicates beneficiaries at the project level as well as per outcome as follows:</p> <p>Project Level: 326 women/girl survivors of violence.</p> <p><u>Outcome 1</u>: Government and civil society policies/plans/programs are more accessible and responsive to survivors’ needs</p> <ul style="list-style-type: none"> <li>● Beneficiary 1: Government officials reached (participated in ACbit activities or cooperated with ACbit): 41 from 10 institutions</li> <li>● Beneficiary 2: Civil society organizations: Although 26 organizations were originally targeted, this report does not indicate beneficiaries reached for this group, mentioning instead ACbit’s own database, plans for a women’s working group in NVA (not yet), and the influence of ACbit in the process to develop the NAP on UNSCR 1325.</li> </ul>

	<p><b>Outcome 2:</b> There is a strong and sustainable NVA with a high degree of participation from women.</p> <ul style="list-style-type: none"> <li>Beneficiary 1: Women/girl survivors of violence: 61. 48 of the 61 survivors participated in various ACbit trainings (21 for leadership and management training; 27 for workshop on planning and implementing activities); whereas another 13 are now planning their own activities with minimal support.</li> <li>Beneficiary 2: The proposal had targeted 5 civil society organizations, but these were not reached as this outcome focused either on the NVA or on small, community-based groups and not on CSOs.</li> <li>Beneficiary 3: Community-based groups: 29 individuals from 8 different CSOs have participated in trainings and are showing the capacity to advocate for/organize their community groups.</li> </ul> <p><b>Outcome 3:</b> The general public has a greater understanding of the ongoing impact of past and current gender-based violence.</p> <ul style="list-style-type: none"> <li>Beneficiary 1: general public: An aggregated number of 3200 is reported that covers a range of categories: social media followers, participants in commemorations, those attending the theater performance as well as students participating in Chega! Mobile and Chega school activities. No mention is made of participants at the Chega+10 event.</li> <li>Beneficiary 2 (same as Beneficiary 1, Outcome 1 above): Government officials reached (participated in ACbit activities or cooperated with ACbit): 41 from 10 institutions.</li> <li>Beneficiary 3: Community-based groups: the ACbit report shows 35 individuals (religious leaders, members of youth organizations and NVA) from 13 community-based groups who are involved with community-based groups or in some way cooperate with ACbit (e.g., serve as focal points in their communities).</li> </ul> <p><b>A second data source is ACBIT's BENEFICIARY SPREADSHEET:</b> UNTF Beneficiary and Common Results Reporting - Data Sheet - November 2017 - ACbit.xlsx that does not report based on the separate outcomes, but does have some data that is disaggregated according to other categories not found in the final report. E.g., this file includes a statistic of 187 men and boys who participated in Chega Mobile and Chega school visit activities. Data on beneficiaries according to this spreadsheet are as follows:</p> <p><b>Primary Beneficiaries: 486</b></p> <ul style="list-style-type: none"> <li>women/girl survivors of violence: training participants, recipients of economic support, participation in the national seminar: 212</li> <li>women and girls in general: women and girl participants in Chega Mobile and Chega school visit activities: 274</li> </ul> <p><b>Secondary Beneficiaries: 261</b></p> <ul style="list-style-type: none"> <li>members of CSOs: 10</li> <li>members of community-based organizations: 21</li> <li>educational professionals (teachers, educators): 6</li> <li>government officials (decision-makers, policy implementers): 16</li> <li>health professionals: 9</li> <li>journalists/media: 1</li> <li>men/boy participants in Chega Mobile and Chega school visit activities: 187</li> <li>parliamentarians: 7</li> <li>uniformed personnel: 4</li> </ul> <p><b>Other Indirect beneficiaries: 1900</b></p> <ul style="list-style-type: none"> <li>people actively engaged with ACbit's Facebook/social media activities by sharing, comments and likes of posts (rather than simply the total number of people reached): 1200</li> <li>estimated participants at national seminar: 200 (note: if this refers to the seminar with survivor representatives from all 13 districts held on 5 Dec. 2017 in Dili, it is unclear why this is listed under "other indirect beneficiaries" rather than under primary beneficiaries)</li> <li>spectators of talkshow facilitated by ACbit with survivors: 500 (as ACbit explains in their report, this is an estimate as Timor-Leste has no way to count viewer numbers)</li> </ul> <p>No mention is made of estimated listeners of several radio programmes that were aired, the Chega+10 event, or the meeting of AJAR, ACbit, and CNC to discuss the victims' trust fund. Because this grouping of beneficiaries follows neither outcomes nor activities, its</p>
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	<p>usefulness is limited to a more global analysis.</p> <p>According to ACbit’s final report, 326 primary beneficiaries (women and girls) were reached by the project, whereas according to the ACbit spreadsheet on beneficiaries, there were 486 primary beneficiaries. Beneficiaries were drawn from all 13 municipalities in Timor-Leste and covered a range of ages.</p> <p>It is acknowledged that the number of victims of past SGBV in Timor-Leste is substantial. The CAVR alone documented 853 cases of sexual violence during the conflict. Given barriers to the reporting of sexual violence, and the fact that CAVR took statements from only a fraction of the population it must be assumed that a much larger number were not documented in this way. It seems likely that the potential pool of beneficiaries for the project was in the thousands. From this perspective the number of primary beneficiaries i so far reached by ACbit is relatively small. However, it is recognized that ACbit has intentionally chosen to begin its work with a small and manageable number of beneficiaries, and to do its work well rather than to overreach. From this perspective a cautious and limited approach is preferable and not problematic, particularly given that ACbit is clearly capable of gradually expanding its work with time.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	Beneficiary statistics come from two ACbit documents: ACbit’s final report where beneficiaries are reported per outcome, and data reported in a spreadsheet file dated November 2017 that is entitled: UNTF Beneficiary and Common Results Reporting - Data Sheet - November 2017_ACbit.xlsx. An understanding of the reasons for the limited approach was gained through discussions with ACbit staff members.
<b>Conclusions</b>	The project reached a significant number of primary beneficiaries, including some who are key figures in their communities. This is the result of ACbit’s conscious strategy to expand its activities gradually and sustainably.
<b>Others</b>	As evident in the Beneficiary Data Sheet (Annex 4), the two data sets do not match, in part because the structure of each is different. The final report identifies beneficiaries according to the logic framework of the project (per outcome) whereas the second data set from the spreadsheet identifies participants according to a list of identities. Also, in the spreadsheet (second data set) the primary beneficiaries include participants in Chega! mobile and Chega! school visit activities, individuals not included in the first data set. Other reasons for discrepancies in the two sets are unclear.

<b>Evaluation Criteria</b>	Effectiveness
<b>Evaluation Question 3</b>	To what extent has this project generated positive changes in the lives of women survivors of violence from the past conflict? Current victims of domestic violence? What are these key changes?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>For those beneficiaries reached (on beneficiary numbers see the response to Evaluation Question 2 above) ACbit’s activities have been highly beneficial. The main positive changes in the lives of these beneficiaries are interrelated, but they can be summarized as follows:</p> <ul style="list-style-type: none"> <li>▪ Victims have been able to receive much-needed (although limited) material support. This has included assistance with housing, education, livelihoods, and medical care. ACbit has often facilitated victims to receive services provided by the government or by others that victims would otherwise be unaware of or ill equipped to access. In other instances ACbit has provided support directly. These forms of support, in turn, have on the potential to increase victims’ confidence and trust in their government, community and networks.</li> <li>▪ ACbit has assisted its beneficiaries to speak about their victimhood, and to form relationships of mutual support with each other. This has been done through workshops, interdisciplinary trainings, healing workshops, and participatory research. This has been empowering for the victims and has also allowed them to feel less stigmatized by their communities. In many cases they have gone on to offer support to other victims. ACbit has encouraged this sort of support networking by bringing together women who have suffered different kinds of violence; e.g., facilitating bonds between victims of past gender-based violence and those who experience domestic violence today.</li> </ul>

	<ul style="list-style-type: none"> <li>With more self-confidence and agency, ACbit's beneficiaries have been able to engage more in leadership and community work, including establishing and managing livelihoods groups. In this way links are being built between psychological empowerment and material support.</li> </ul>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>Beneficiaries and stakeholders overwhelmingly expressed the view that the survivors reached by ACbit's work experience positive changes in their lives:</p> <ol style="list-style-type: none"> <li><u>Accessing services and support:</u> Eighteen of the 23 women surveyed explained that they have accessed support or services of various kinds (education, livelihoods and others) either from or through ACbit. The majority of these (16 of 18) indicated that the support had assisted them. These perspectives were supported by qualitative information from interviews. Most significantly, MSS (the primary government department responsible for providing support to vulnerable persons) views ACbit as a key partner in delivering support to victims.</li> <li><u>Stigma and empowerment</u> Of the victim beneficiaries surveyed, 40% stated that they experience stigma. However of these, 75% said that the situation has improved in the past three years. Many of the victim beneficiaries (16 of 19 SGBV victims/survivors surveyed) have told their story publicly, and half of those did so for the first time through ACbit. When asked about the experience, they almost without exception spoke of positive benefits for themselves ("feeling lighter", having improved confidence) and for their communities (better understanding, less stigma). About half of the women beneficiaries surveyed (12 of 23) had involved themselves to a greater extent in community activities or taken on a new leadership role since their engagement with ACbit.</li> </ol> <p>Victims of contemporary domestic violence spoke positively of their engagements with victims of past violence. By forming networks and supporting each other, women victims of past and current violence have enhanced their levels of confidence that, in turn, have given them increased standing in their communities. ACbit's process report, "Our Path is Upwards; Becoming Strong Together: Strengthening Women Survivors of Violence in Timor-Leste Through Participatory Action Research (PAR)" (Feb. 2017) includes several quotations that reflect the strength of the women. For example:</p> <p><i>After these meetings, I changed a lot. I can now make decisions myself. Before I was afraid, I wasn't free to go out. After this program, I strengthened myself. I now can go here and there. I am not afraid.</i> Action Research Participant, Dili, November 2015 (p. 9)</p> <p><i>I must continue to organize all of us [so we can] continue walking together because we are all widows and we all have suffered, and we are all poor. But that is why we have to move forward and not return to our past, and we will face the challenges together with no need to be afraid.</i> community facilitator, Viqueque, 2015 (p. 19)</p> <p>Further evidence of women survivors demonstrating self-confidence and leadership skills is evident in results of the evaluators' FGDs. BT, 36 years old and a single mother since 2003, formed a weaving group in her community in Oecusse and taught women how to weave. Survivor LAS, 27 years old and a child born of rape during the conflict, says that discrimination she has faced is reducing a little: "Acbit supports us to be stronger to respond and that reduces the discrimination." MPS, 54 years old and a victim of SGBV during the conflict spoke about vaginal bleeding she continued to suffer in 2013 and 2015, and the pain that she continues to suffer at times despite the medical treatment she has received. She is grateful to ACbit for the support she has received, both economically (a sewing machine) and through trauma healing:</p> <p><i>When I return to my village, others talk disparagingly about my opportunity to be involved. They say things like: "Are you trying to be a President or what?" I say: "No, we are the seeds of Timor! Because of our struggle, that is why this country is like it is now. If we had lived a good life, we wouldn't be like this."</i></p> <p>This emphasis on self-confidence and its importance in ACbit's work was mentioned by</p>

	<p>several people interviewed.</p> <p><i>In general the change I've seen is in their self-confidence; this has improved. Before there were women in groups who didn't believe in themselves, distrusted each other, lacked motivation or patience to begin moving themselves. There was just suspicion, expressions that they don't like each other. If we look at it now, there's been a little change. They're still a long ways from self-sufficiency, but at least in terms of basic matters they are OK. At an individual level, they may be healed, they can have a basic understanding, understand each other, help each other find solutions to their problems, and make efforts to work together.</i></p> <p style="text-align: right;">Ze Luis, Asia Justice and Rights (AJAR) staff, Timor-Leste</p> <p><i>I think that's what the presence of ACbit is doing there [Mauchiga]; to raise women's self-confidence by providing a center for them; the women themselves actually brought the rocks for the building; they are very motivated.</i></p> <p style="text-align: right;">Guillermo Rodrigues Soares, Xefe Suco (village head), Mauchiga</p>
<b>Conclusions</b>	The project has effectively generated a number of positive changes in the lives of those women it has engaged with, including victims of past violence and women suffering from present-day domestic violence. Many of these women have been empowered by their engagements with ACbit.
<b>Others</b>	

<b>Evaluation Criteria</b>	Effectiveness
<b>Evaluation Question 4</b>	What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><u>Internal factors</u></p> <p>An internal factor that significantly contributed to the success of the project is the rapport that ACbit develops with women beneficiaries. This is heavily influenced by the background and personal qualities of its leadership. Most notable in this area is that ACbit has managed to establish close and trusting relationships with victims and survivors despite the significant geographical distances across which it must operate. As Johana Paula Shinta Dewi observed during an interview with her: "Nela is special in terms of closeness to clients." It is difficult to pin this closeness on any one thing. Certainly the longevity with which ACbit leadership has been working with women victims, long before ACbit as an institution existed, contributes to this closeness. Observation and informal conversations with ACbit leadership suggest other factors that contribute to this closeness, such as: ACbit's attention to women victims' emergency medical needs, even when they live far from Dili, as well as ACbit's holistic approach to working with women victims that includes work on trauma healing, support for livelihoods and self-sufficiency, and ACbit's facilitation of victims to access information and government services.</p> <p>This is a particularly important achievement given that many victims of past violence may be wary of trusting new interlocutors, and in many cases have developed fatigue as objects of aid or research.</p> <p><u>External factors</u></p> <p>Several external factors have influenced ACbit's ability to achieve (or not) their goal, outcomes and outputs:</p> <p>(1) One positive external factor was a change in senior political leadership that saw a new Prime Minister (Rui de Araujo) take office in 2015. The new Prime Minister was more receptive than those before him to a focus on past crimes and this provided an opportunity for ACbit and others to work with him towards the establishment of the CNC.</p> <p>Despite this, a number of external factors continue to limit ACbit's ability to comprehensively achieve the outcomes and outputs sought, particularly in the short term:</p> <p>(2) High-level political barriers continue to exist in respect of any debate concerning justice, reparations or victim support in the context of past crimes (see further in respect of Evaluation Question 5). This is exacerbated by a broader context in which a</p>

	<p>large number of development issues and current political debates vie for people’s attention. Keeping alive a public debate about past crimes faces many obstacles.</p> <p>(3) Low-level bureaucratic obstacles have also had the potential to limit ACbit’s achievements. For example, the process of obtaining registration for the NVA has taken years.</p> <p>(4) ACbit’s efforts to assist victims with economic empowerment through trainings and livelihoods assistance are hampered by poor economic conditions, a weak infrastructure in rural areas, and limited marketing options make business development in Timor-Leste particularly difficult.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	<p>Several interviewees responded on ACbit’s particular strength in forming close and trusting relationships with its beneficiaries, and saw this as something that made ACbit different from others working in these communities. These interviewees included a <i>Xefe Suku</i> and a former employee of an organization that provided donor funds to ACbit. The (elected) <i>Xefe Suku</i> remarked that: “I think ACbit does more than I do [to help the victims], because it is really close to the survivors and victims.” Beneficiaries themselves also commented in focus group discussions on the special trust they have for ACbit. A number of interviewees also pointed to the key external factors mentioned above.</p>
<b>Conclusions</b>	<p>The results identified above have been both assisted and hindered by certain internal and external factors.</p>
<b>Others</b>	

<b>Evaluation Criteria</b>	Effectiveness
<b>Evaluation Question 5</b>	To what extent was the project successful in advocating for policy change?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>It is clear that high-level political policy on victims’ support is slow to change in Timor-Leste. Since at least 2005 when the political leadership began to criticize the CAVR, justice and reparations for past crimes (and anything deemed associated with it, such as programs directed at “victims”) have largely failed to gain political traction. Prior to ACbit’s creation, organizations such as ICTJ sought to tackle this head-on. In contrast, ACbit has used a more subtle approach, working with survivors to increase direct advocacy for them, but also attempting to make political gains in less high-profile ways. Below are two examples of key successes of this approach.</p> <p>(1) In 2017 a new institution, the CNC, was established to promote the CAVR’s recommendations. While this development is clearly due to a number of factors, ACbit’s work is certainly one of them. ACbit has worked together with partners to lobby key members of the government (especially the then Prime Minister), but also ensured that victims themselves did so.</p> <p>(2) Much of ACbit’s engagement with the government happens at the lower and less politicized level of government departments. ACbit has worked effectively with implementers in the government, particularly in MSS, to help them improve service delivery systems to victims. This has been done, for example, by helping to spread information about government programs, linking government workers with the affected communities, and providing feedback and support to the government on their systems.</p> <p>ACbit has served as a useful bridge between survivors and policymakers. This is possible, to a large extent, because the government sees ACbit as an implementing partner:</p> <p><i>From 2015 until now, In general, the responsibility of the Ministry of Social Solidarity [MSS] is to secure social services for people who are at risk, e.g., vulnerable families, women who are at risk, esp. victims of gender-based violence and domestic violence, and also other vulnerable people, prisoners and ex-prisoners and their families. We also look at women or families who have vulnerable physical conditions which means they can’t look after themselves. [Services are] also extended a bit to cover vulnerable families because of their situation in the past. We also work with institutions and organizations that work with vulnerable people, including ACbit. Even though they are [an] NGO, their role includes looking after vulnerable people from the past conflict and identifying their needs...because we work with vulnerable people we can work with ACbit. We consider them a partner for implementation.</i></p> <p>Florenso Gonçaga, National Director of Social Development, MSS</p>



	<p>ACbit has also supported the NVA with the hope that in the longer term the NVA will be able to carry on this role. To the extent that ACbit has facilitated communication between beneficiaries and policymakers, there is progress towards policy change even if it has not yet crystallized at the higher political levels. For example, survivor RKB, a 49-year-old widow who has been involved with ACbit for many years states:</p> <p style="text-align: center;"><i>I help other women whose rights have not yet been obtained...we are widows of '99, you know, but some haven't yet obtained their rights. So we ask the government to help those whose rights haven't been fulfilled; we ask at the Veterans' Office in Dili.</i></p> <p>Such indications that some women victims are prepared to advance their rights through direct engagement with the government suggests the potential for fulfillment of rights, if not immediate policy change. Realistically, high-level policy change on behalf of victims of past crimes may take many years, but the establishment of relationships of trust on both sides (i.e., between ACbit and victims, and also between ACbit and political leadership) is an important step towards such change.</p> <p>To maximize its impact on policy in the future it is recommended that ACbit establish a clear plan for influencing policy makers. This is dealt with further below in response to Evaluation Question 6 and in the recommendations section.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	Policy change was assessed principally through qualitative information collected through interviews. The views above are supported by information gathered particularly from the Director of the CNC, from AJAR staff and representatives of the NVA.
<b>Conclusions</b>	Despite significant and longstanding barriers to policy change, two important areas of progress have been seen during the course of the project: the establishment of the CNC and the incremental improvement of government service delivery methods at the working level.
<b>Others</b>	

<b>Evaluation Criteria</b>	Effectiveness
<b>Evaluation Question 6</b>	How can effectiveness be improved in the future?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>Overall the project has been highly effective. In the views of the evaluators, the main opportunities for improvement are:</p> <ol style="list-style-type: none"> <li>(1) Continuation of the project over time including gradual expansion to reach more beneficiaries. One of ACbit's strengths has been its commitment to do high quality work with a limited number of beneficiaries rather than attempting to reach too many persons. It also recognizes that the changes it aims to make in the lives of its beneficiaries will, in most cases, take a number of years. A gradual approach is therefore required. However, as ACbit's work progresses and its beneficiaries are themselves able to facilitate assistance to more beneficiaries, the scope of ACbit's work and its overall impact and effectiveness will increase with time.</li> <li>(2) Improved coordination with partners. See comments below in respect of Evaluation Questions 16-18.</li> <li>(3) A more strategic plan for engaging with policy-makers. It is acknowledged (see above on Evaluation Question 5) that significant barriers exist to affecting policy change, many of which are outside ACbit's control. This increases the need for a strategic approach that includes pro-actively building strategic partnerships with various institutions and political parties.</li> <li>(4) Project implementation has revealed that in meeting the needs of victim beneficiaries ACbit has frequently become involved in livelihoods programming. This is a positive step that responds to beneficiary needs and links well with the empowerment aspect of the project. However, it is clear that creating profitable and sustainable small businesses in rural Timor-Leste remains very difficult. ACbit would benefit from enhancing its expertise, and could also consider collaborating with different partners (for example, organizations that work outside the "human rights" sector on private</li> </ol>

	<p>sector development and entrepreneurship) to achieve more effective outcomes in this area.</p> <p>(5) A comment by Liliana Amaral with UN Women in Dili relates to several aspects of the evaluation, one of which is how to improve effectiveness:</p> <p><i>Sometimes with reporting [there's a problem]. Last year we weren't satisfied. It's not clear why, maybe the capacity of staff is not full; there are a few staff and a lot of programs, or perhaps there's not enough M&amp;E, no one for M&amp;E, so it's difficult to get that data. That doesn't mean there's no data, it doesn't mean they aren't reporting what their progress has been, their accomplishments. But it would be better if they had another person especially for M&amp;E. Because the program manager must manage the program. Sometimes a program is being implemented and I ask for M&amp;E, sometimes it's there, but what's it like? Then how to update it? ... We also want to look at capacity-building—are they helping their staff with that so they can make a report themselves? OK, maybe there's a problem with language, but they understand their context and they also know the implementation of it.</i></p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>Evidence supporting the above conclusions was provided from several sources:</p> <p>(1) ACbit's data on beneficiary numbers demonstrate that these numbers are relatively low, particularly when compared to the number of survivors of SGBV and other forms of past violence. ACbit itself acknowledged this challenge in discussions with them, as did several others. When asked for feedback on how ACbit might improve its work, many of the beneficiaries surveyed and partners interviewed said that ACbit is doing very well, but needs to reach more people.</p> <p>(2) Difficulties relating to coordination with partners were also made apparent to some extent by discussions with ACbit itself, but were also clear from interviews with Fokupers and the former Hivos representative. These are elaborated further below in respect of Evaluation Questions 16-18.</p> <p>(3) This information was based on qualitative information provided by various interviewees.</p> <p>(4) FGD and surveys with beneficiaries revealed that livelihoods support to community groups has been gratefully received and has been a useful tool of empowerment, confidence building and for establishing mutual support networks. However, few of those who had received livelihoods assistance said that they would no longer need ACbit's support in this area (3 of 10). This is not surprising given the short time span for which the project has been running and the number of obstacles to be overcome, including the beneficiaries' previous lack of experience. Nevertheless, this demonstrates that greater efforts towards sustainability of livelihoods activities would be useful.</p>
<p><b>Conclusions</b></p>	<p>In most respects the project has achieved a high level of effectiveness. However, in the four areas identified above there is room for improvement. These areas for improvement are also elaborated below in the recommendations section.</p>
<p><b>Others</b></p>	

<p><b>Evaluation Criteria</b></p>	<p>Relevance</p>
<p><b>Evaluation Question 7</b></p>	<p>To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?</p>
<p><b>Response to the evaluation question with analysis of key findings by the evaluation team</b></p>	<p>The overall strategy of the project is well adapted to the needs of women and girls who form the beneficiary population.</p> <p>During the last decade the Timorese government as well as Timorese and international development and human rights organizations have given minimal focus to past crimes. However, victims, especially women and girls, continue to suffer the effects of those crimes. ACbit, and its key partner AJAR, are the only organizations in Timor-Leste that have a specific focus in this area. This program is, therefore, very relevant to this particular group and addresses a real gap in current community development and welfare work being done in Timor-Leste. Moreover, the project's overall focus on empowerment recognizes the key challenges faced by women and girl victims of past crimes and current domestic violence. Activities implemented by ACbit to support this empowerment are also</p>

	<p>appropriate and adapted to the circumstances of the beneficiaries. Some examples of this are:</p> <ul style="list-style-type: none"> <li>▪ Other programs that focus on women victims of current violence largely neglect the continued existence of stigma and discrimination against victims of past sexual violence (and children born from rapes). These victims have a real need to face and overcome stigma and discrimination from their families and communities. ACbit's activities seek to address this need by encouraging these women and girls to speak about their experiences openly and to support each other, while at the same time supporting community education.</li> <li>▪ Although ACbit seeks to provide support to victims and survivors that is tailored to their needs, the focus of its work is on family welfare payments, and educational and livelihoods support. These activities are delivered in a way that retains the broader goal of empowerment that helps community members to take over service or support facilitation in the future, or for livelihoods projects to become self-sustaining. While these efforts have faced some limitations and challenges, they are clearly relevant to the situation of their beneficiaries.</li> <li>▪ As mentioned above, the lack of political will at a high level is a continuing obstacle to establishing support programs for victims of past crimes in Timor-Leste. One often-cited cause for this is the relative strength of the veterans' lobby in comparison to the voices of victims. For many years, no mechanism existed for victims of past crimes to undertake their own advocacy. Past efforts to legislate for the creation of a national reparations program and a center for historical memory were opposed by veterans and eventually failed to pass through Parliament. In this context, ACbit's work to support and strengthen the NVA is highly relevant to the needs of victims. Given that women and girls are often sidelined in Timor-Leste by the veterans' movement, support of the NVA is also an important way to promote the welfare of women and girls who suffered in the conflict.</li> </ul> <p>ACbit also delivers activities in a manner that recognizes the needs and circumstances of the beneficiaries. For example, there is a focus on aural/oral interactions including workshops and theatre, rather than written material.</p> <p>Finally, adopting an approach that links the past victimization to the experiences of present day domestic violence further increases the relevance of the project. The prevalence of domestic violence in Timor-Leste is well documented and most of its victims are women and girls. The specific problems faced by these women are different than those faced by women victims of past crimes in a number of respects. For example, while the perpetrators of many past crimes are no longer in Timor-Leste, victims of current-day domestic violence must often deal with the presence of both the perpetrator and members of his extended family to whom she is tied by social and cultural practices. However, both groups of women victims face the fundamental underlying challenges of overcoming shame and developing the confidence to speak and act.</p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>The continuing need of victims for the kind of support provided by ACbit's activities under this project was made clear by survey and FGD results, and from interviews.</p> <p>Beneficiaries reported a range of pressing needs relating to their victimization, and 40% said they continue to experience stigmatization in their communities. During focus group discussions, women spoke about feeling disenfranchised and neglected by their leaders and angry that much assistance and recognition has been given to veterans, but not to them. They reported feeling disempowered and forgotten. Women victims of domestic violence spoke of having been (positively) surprised by how much they have benefited from the connection with victims of historical crimes.</p> <p>Interviewees, including NVA representatives and a <i>Xefe Suku</i>, also spoke about the needs of women and girls, and the ways in which ACbit's program is highly relevant to them. Other interviewees addressed the ways in which the program is relevant, including:</p> <ul style="list-style-type: none"> <li>▪ the ongoing advocacy challenges that ACbit seeks to address through its work with the NVA and by empowering women and girl victims at the grassroots (AJAR, NVA representatives)</li> </ul> <p style="text-align: center;"><i>ACbit goes to all the districts; there is trauma healing. This involves women who</i></p>

are unable to get to Dili. They work together with the NVA in 13 districts. The focal point person is able to identify victims of violence to participate in the activities. It is not only trauma healing activities, but they have also formed groups, like the group in Kraras. In Viqueque District there are three groups of women victims of sexual violence during the Indonesian occupation... There are similar groups outside Viqueque in all 13 districts. They have trauma healing, and are given assistance—money, livestock, depending on what they can do. Following trauma healing, what is it they can do?... ACbit has provided them with funds [budget funds] to enliven their economy.

Domingos Brandao, former NVA Chair

- the benefits of bringing victims of present day domestic violence together with victims of past crimes (Fokupers)

In an interview, Marilia Alves, the current director of Fokupers pointed out the benefits and so, indirectly, the relevance, of bringing together victims from these two different contexts of SGBV:

*...survivors from the past [conflict] and of domestic violence today learn from each other. Survivors of the past are stronger and have more courage to articulate their aspirations because the perpetrators are outside [of Timor-Leste]. Survivors now [of current violence] learn [from these other women]. It's not that they lack courage; some have courage. But the problem is that the perpetrators are their own husbands, a close family member, so they still must weigh the matter. But through joint meetings and activities, they learn they must have the courage to speak, e.g., the survivors to campus program. At the beginning of the UNTF program, they gathered together, expressed their aspirations, strengthened each other.*

Another particularly salient point regarding the relevance of this program is found in ACbit's report of its work with mothers and their children born out of rape. The report on Timor-Leste's children of war includes many examples of the discrimination both mothers and children have faced in their lives and how difficult it has been for mothers to be open with their children about the circumstances of their birth. The process initiated by ACbit has included an initial assessment of children's needs—a survey of 22 children of war highlighted missing documentation, interrupted/incomplete education, lack of training and work skills, and insufficient housing. However, some of the most moving testimony recorded in this report is communication between mothers and their children, facilitated by ACbit's innovative method of communicating first through the use of symbols. One participant spoke about his/her [?] symbol:

*My name is D. For my symbol I chose a tree to tell the story about when we were little. There was no one looking after us. But our mother stayed strong, she provided shelter to her children until today, as we finish our studies.*

Another participant is quoted as saying:

*This flower signifies the story of my mother, what she suffered a long time ago and never spoke about; all the pain she never spoke about. When I grew up, I asked her what had happened and how. This flower is a symbol of my mother's story, how people treated her when it happened... Until today people treat us badly. This blossoming flower is a reminder for the next generation to not forget their history, but to pass on their history.*

The mothers too had a chance to be open with their children, many for the first time, through "postcards of love":

*To my child whom I love,  
From the last two days of this activity I have been able to speak out about my past history where I encountered suffering and much difficulty. Today, you are so grown already. I love you, but how you were born I haven't spoken about to you. I felt afraid that you could not accept me. I love all of my children.*

	Creating space for open communication among mothers and children about their painful family histories is a relevant and important step towards repairing lingering trauma among women victims of past SGBV.
<b>Conclusions</b>	ACbit's overall strategy and the specific activities undertaken to implement it are highly relevant to women and girls who are victims of past crimes or of present-day domestic violence.
<b>Others</b>	

<b>Evaluation Criteria</b>	Relevance
<b>Evaluation Question 8</b>	To what extent do achieved results continue to be relevant to the needs of women survivors of violence in the current Timorese context? Has ACbit responded adequately to changing needs and context?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>Most of the needs of women and girls that the project seeks to address have existed for many years and will take many more years to overcome. For this reason the program, its activities and results, continue to be relevant with minimal adaptation. However, the context, such as the political context, does change. In some respects ACbit has proved effective at adapting to political change; for example, it has adapted well to changes in leadership within MSS.</p> <p>One significant development that may have an impact on the relevance of ACbit's project is the establishment of the CNC. ACbit's work and its program design have been premised on the absence of a public agency to monitor and coordinate matters relating to victims' needs, advise the government on those needs and assist victim communities to access government services and resources. Following the establishment of the CNC such an agency now exists. The CNC will presumably not take over all of ACbit's current roles; for example, it is not clear that it will play an advocacy function or support victims/the NVA to do so. At the same time, it will play a number of other roles that do not touch ACbit's programming; for example, managing an archive. However, there is clearly a significant overlap between the proposed CNC mandate for "solidarity" that is broadly concerned with victim support, and the work that ACbit has been doing. There is a pressing need for ACbit and CNC to identify how their respective roles will develop in the future in order to ensure that they are complementary, as well as to maximize the extent to which the CNC learns from ACbit's rich experience. It does not appear that this process has made any substantial progress so far. It is both unclear exactly what role the CNC sees itself playing in respect of support to victims, and how ACbit intends to adapt its programs in light of the CNC's establishment. This will be a challenging process for ACbit that must to some extent respond to decisions made by the CNC. However, given the high regard that the MSS, the CNC and others have for ACbit, there is also a need for ACbit itself to be proactive to influence this process constructively.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	Evidence supporting the above analysis was provided from various interviews, particularly the interview with the CNC Director.
<b>Conclusions</b>	To date ACbit has managed to adapt to changing circumstances and needs of its beneficiaries. However, ACbit has yet to sufficiently respond to significant new challenges presented by the establishment of the CNC.
<b>Others</b>	

<b>Evaluation Criteria</b>	Relevance
<b>Evaluation Question 9</b>	Is ACbit's program meeting the needs of our main stakeholders (victims' groups and partner organizations)? How could our program content and approaches be improved to better meet their needs?
<b>Response to the evaluation question with</b>	As outlined above, ACbit's program is meeting the needs of its primary beneficiaries, particularly the needs of individual victims. To some extent, ACbit's program is also

<p><b>analysis of key findings by the evaluation team</b></p>	<p>meeting the needs of its key stakeholders. Perhaps the most important stakeholders other than victims are those who deliver services to victims, particularly the government and other civil society organizations.</p> <p>Regarding MSS, the main government agency working in this area, ACbit’s program is addressing its needs well. MSS itself readily acknowledges that it faces enormous needs in communities, yet has very limited resources (human, financial and other) with which to meet these. MSS is therefore eager to work in various ways with partners who will assist it to fulfill its mandate. In respect of woman and girls who are victims of past crimes, ACbit plays an important role. It facilitates meetings of victims (and their communities) with MSS, shares information about MSS programs, and identifies potential beneficiaries to MSS. Feedback from MSS on ACbit’s work is unequivocally positive. (See the quotation of Florenso Gonçaga, National Director of Social Development, MSS, for evaluation question #13 on impact, below).</p> <p>Programming has, however, been less well adapted and implemented to meet the needs of organizational beneficiaries or other partners working in service delivery.</p> <p>Key examples of this are the uncertain relationships with some potentially important service delivery organizations. Some potential difficulties have already been mentioned concerning collaboration with the CNC (detailed above in respect of Evaluation Question 8) and Fokupers (considered further below in respect of Evaluation Questions 16-18). It is also noted that although the Project Document referred to collaborations with SEPI, the evaluators found no evidence that this had eventuated.</p> <p>It may be that ACbit has been more prepared to adapt itself to the systems of MSS, which it sees as a partner essential to its work and one that also seeks to work together with ACbit (including through funding). This view has not (or not yet) been reflected in ACbit’s relationship with the CNC or Fokupers. ACbit’s potential and actual response(s) to the dilemma of working with partners who are weaker and/or lack clarity in their needs or mandate is a matter that deserves further attention and is dealt with below in the context of Evaluation Question 18.</p> <p>Likewise, although ACbit has been providing support to the NVA, this area of its programming does not appear to have been as strong or as effective as the support it is providing to individual beneficiaries. NVA representatives were aware of ACbit and generally spoke positively about their collaborations, but some were unable to articulate specific ways in which ACbit’s programming had fortified the NVA.</p> <p>One informant inserted a cautionary message to ACbit in the midst of his praise for it:</p> <p style="padding-left: 40px;"><i>ACbit has moved to get government donations, so their support is not just from outside, but also from the government...so ACbit’s program has received support from the government. My message is that [AJAR, ACBIT, AND HAK] must always make an effort...to approach the government so that the three organizations continue to be solid and united so that the NVA can be independent and not treated like a stepchild. Don’t just use the NVA for data, but involve its members and empower them so that when the NVA stands [independently] it is also able to do something for victims. So we are the same—AJAR also struggles for victims; ACbit also struggles for victims; HAK sometimes struggles for victims; NVA also struggles for victims. So how can these four organizations empower each other to stand? And now the government has established CNC. CNC also has a focus on victims.</i></p> <p style="text-align: right;">Domingos Brandao, former NVA Chair</p> <p>Overall ACbit appears to have developed excellent techniques for engaging with individuals, but is perhaps less adept at identifying and addressing the needs and weaknesses of the organizations with whom it works. This may be a question of expertise, or of appropriate planning, yet it is a matter that would benefit from reflection and strategizing in ACbit’s future work.</p>
<p><b>Quantitative and/or qualitative evidence</b></p>	<p>The above findings are based on qualitative evidence obtained from interviews, particularly those with MSS, CNC and Fokupers, and current and former NVA representatives as well as</p>

<b>gathered by the evaluation team to support the response and analysis above</b>	discussions with ACbit staff.
<b>Conclusions</b>	For the most part ACbit is meeting the needs of its key stakeholders. This is certainly the case for its victim beneficiaries. ACbit is also effectively meeting the needs of its partners in MSS. However, more work needs to be done to meet the needs of other partners in service delivery to victims, and especially those of the CNC that is likely to become an even more important stakeholder in the future.
<b>Others</b>	

<b>Evaluation Criteria</b>	Efficiency
<b>Evaluation Question 10</b>	How efficiently and timely has this project been implemented and managed in accordance with the Project Document?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>No concerns about ACbit’s efficiency in relation to working methods, or the timing or management of project activities were raised with the evaluators by beneficiaries, partners, or government officials who were interviewed. However in the interview with three ACbit staff—Manuela Pereira, Director; Maria Fatima Sara dos Reis Afonso, Program Manager; and Celestina de Almeida, Program Coordinator for Assistance to Victims—the issue of language was mentioned that suggests it can have a bearing on ACbit’s efficiency as an organization. ACbit has no trouble in its communication with victims and survivors, but many donors use English and the government uses Portuguese. This means more substantive conversations with national and international partners tend to be limited to staff members with those language skills. ACbit staff themselves feel they are too dependent on the Director in this regard. Also, the government’s use of Portuguese means that direct communication of victims and survivors to engage in direct advocacy or lobbying with government officials can be difficult.</p> <p>Evaluators also experienced and observed some issues related to efficiency. One of ACbit’s strengths in terms of working efficiently is the flexibility of staff in supporting each other’s work and this is an important “plus” in terms of organizational efficiency. When a particular activity or task requires “all hands on deck”, they are available to get the job done. The down side of this flexibility and efficiency in terms of responding to immediate needs is an organizational work style that can become more event-oriented than systems-oriented, something that can work against efficiently implementing planned events and divisions of labor made in advance. During one evaluator’s visit to Dili, ACbit staff were all very busy managing a number of different events. As a result the evaluator had trouble knowing who was coordinating her schedule (sometimes it was changed without consultation), had trouble securing needed translation for some events, and was accompanied at different times by different staff people with no clear explanation about the change. This may have been a one-off experience due to less than ideal timing of the visit. Nevertheless, although deadlines were met and events were run well, the view behind the events suggested there is room for improvement within ACbit in terms of division of responsibilities and means and methods for lines of accountability. Laura Faludi, a volunteer with AJAR who has been supporting ACbit’s work, makes the point well:</p> <p><i>Especially w/ a big project like this there is a need for clearly-defined roles and responsibilities, and chains of decision-making. Sometimes that gets a bit muddled and then people do a lot of...duplication. When it’s [a task is] not clearly communicated, then some [staff] are underworked.</i></p> <p>Finally, a study of ACbit documents led to an explanation regarding some activity substitutions. Based on this document review and explanation from ACbit staff, a summary of activity substitutions that evaluators noted are listed below:</p> <p>PROPOSAL: Activity 1.2.3: documentation &amp; analysis workshops (I &amp; II) as follow-up to two initial PAR workshops  SUBSTITUTION: it seems a third PAR workshop was held instead</p> <p>PROPOSAL: Activity 1.3.1: national seminar on NVTF</p>

	<p>SUBSTITUTION: this became a meeting initiated jointly by CNC and ACbit with staff members of CNC, ACbit, and AJAR present.</p> <p>PROPOSAL: Activity 1.3.2: NVTF policy paper SUBSTITUTION: this will now be handled by CNC</p> <p>PROPOSAL: Activity 3.2.2: Chega! +10 youth theatre workshop SUBSTITUTION: this was changed to the Pirilampu theatre trainings and performance by women survivors of conflict-related SGBV.</p> <p>PROPOSAL: Activity 3.3.3: children born out of rape multimedia awareness project SUBSTITUTION: funds budgeted for this activity were used, instead, for two different activities: visits to children born of rape to get a more detailed assessment of their situation and a second workshop only with the children.</p> <p>ACTIVITY from ACBIT final report: Key M&amp;E Activity 8: external evaluations consultant will present report. This has not happened yet.</p> <p>ACbit project activities have largely been delivered on time as planned in the project documents, although some efforts were required at the end of the project to complete several remaining activities. ACbit's final report to UNTF that was available to evaluators does not clearly indicate the substitutions in the budget reporting, but some explanation is found in the narrative section. In future it would be more efficient were changes and substitutions in activities, that are a needed feature in order for long-term projects to remain relevant and effective, more clearly visible both in ACbit's financial and narrative reports.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	The above analysis is based on a review of the Project Document and information and documents provided by ACbit that detail the activities it has undertaken. The latter include reports prepared during the course of the project as well as additional documents provided to the evaluators.
<b>Conclusions</b>	In general, the project was conducted efficiently. Areas for future attention include addressing issues around language skills, particularly in terms of organizational capacity-building and implications for victims and survivors to have more direct access to government officials. Planning in advance may not necessarily translate into efficiently managed events. Although it is important for there to be flexibility in terms of duties, it is more efficient to have a clear division of responsibilities and lines of accountability for all tasks. In order for long-term projects to remain relevant and have an impact over a period of several years, changes in outputs and activities can be very important if they still clearly support stated project outcomes and goal. A point for improvement for ACbit in the future would be for such changes and activity substitutions to be reported more clearly in both financial and narrative reports.
<b>Others</b>	

<b>Evaluation Criteria</b>	Sustainability
<b>Evaluation Question 11</b>	How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after the project ends?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>ACbit's project design and overall approach incorporates several aspects that are conducive to achieving continued results after the end of the project. These include:</p> <ol style="list-style-type: none"> <li>(1) The project aims to strengthen the ability of key partners to undertake many aspects of the work that ACbit has been doing itself. For example, a strengthened NVA will be well-placed to undertake advocacy. Empowered women and victim community groups can support each other, and assist in informing other victims of available services. Strengthened and sensitized government agencies will be better placed to continue reaching victims.</li> <li>(2) The individual women empowered by ACbit's work will continue to reap the benefits in other areas of their lives and will help other women in their community in various</li> </ol>



ways, whether through mutual support, structured community groups, or simply as role models. Community-based victim groups are intended to become self-sustaining, including financially (e.g., by undertaking livelihoods activities developed through ACbit's assistance).

- (3) ACbit's advocacy efforts have contributed to the establishment of a permanent institution, the CNC, that will be tasked with carrying out many of the functions that ACbit has, until now, been playing.

The extent to which these planned forms of sustainability will be realized in practice appears to be more mixed.

- (1) Some ACbit partners have clearly developed their capacity and independence during the course of the project. Some of the small community groups appear to fall into this category. The NVA continues to function. However, these organizations do not yet appear to have reached a point where they could continue independently without assistance from ACbit. NVA leaders themselves acknowledge that they require ACbit's assistance. They have only recently managed to register the organization, and so have yet to undertake meaningful fundraising. Developing the skills to raise and manage funds is likely to take time. It is also clear that there can be no expectation of these organizations taking on the full range of activities that ACbit has been offering, particularly the activities of a more complex and technical nature, such as leading participatory research and publishing policy papers. There is also no guarantee that they will demonstrate the same kind of commitment to gender justice issues that ACbit has.

- (2) Limited monitoring information of individual women makes some aspects of sustainability difficult to evaluate. ACbit could benefit from undertaking more monitoring and follow up with workshop and training participants to assess how they are using the skills and knowledge obtained and what challenges they face in doing so. Nevertheless, some of the women who were surveyed or participated in focus group discussions spoke about the new confidence they have and their increased involvement in local leadership as a result of ACbit's work. In an evaluation FGD, RC (63), who established the victims' group Nai Morisa in Ermera in 2014, spoke about the importance of local victims' groups to help people understand the situation of victims. She was echoed by ESS (47, Liquica) who has been involved in the Rate Laek victims' group for a long time. ESS says that ACbit has done a great deal to build the capacity of survivors and of NVA so that victims are better able to help themselves. ACbit's significant contribution to sustainability is seen by its income-generating support and the kind of "ripple effect" that can have:

*ACbit has helped me a lot; the sewing machine and thread help me; I don't deny that it helps me. I make money from my sewing machine. I am able to support my family & help my youngest daughter to finish high school.*

MPS (54, Viqueque)

MPS is a good example of the sustainability aspect of ACbit's work. She:

- collaborates with police in monitoring cases of domestic violence
- is involved with a shelter for battered women
- is coordinator of the NVA in Lacluta Sub-district
- is a gender focal point for ACbit (so she's involved in anything related to women and gender)
- uses some of the proceeds from her sewing work to help in the community:

*If I see kids with good grades I sew them a free uniform...if there is debt in the family, I support the family to buy rice...I have this social conscience. And people I help, help me; they've helped me with the house that is like a center and shelter for women.*

For these women the results achieved so far are likely to be sustained going forward. Of course, some women will achieve this level of empowerment sooner than others and there were many others who commented that they still see themselves as needing the support and assistance of ACbit. Developing the confidence of these women, after years or decades of their active *disempowerment*, is likely to require more than three years.

	<p>(3) The establishment of the CNC provides an opportunity for sustainability on a broad level. The institution will be publicly funded and will take on a number of the roles that ACbit has been playing to date. If properly supported to establish its systems and approaches well (preferably with ACbit’s guidance) it may ensure that many of ACbit’s activities are able to continue and are publicly funded. This would also leave ACbit to design its activities in a more targeted manner so as to complement the work of the CNC. As indicated elsewhere in this report, the extent to which this will succeed is yet to be seen and will depend on the ability of ACbit to work with CNC in defining CNC’s role as it redefines its own.</p> <p>(4) It is important to note the many reports and publications that ACbit has produced as a result of this project. Insofar as these materials can be strategically distributed and used, many of the outcomes of this project can continue to have an influence at both community and government levels well beyond the life of this particular project. The same holds true of the database, although further work is needed before its potentially is more fully realized.</p> <p>Members of ACbit’s staff identified several points regarding sustainability:</p> <ul style="list-style-type: none"> <li>● survivors help each other on issues like accessing government services (and information about them) and how to handle problems, e.g., what to do if a local official discriminates in terms of access to government services. This is a means of sustainability – the victims don’t need to depend directly on ACbit – they help each other within the network of victims</li> <li>● survivors have learned from ACbit how to have confidence (also mentioned in interview with AJAR staff member, Ze Luis). ACbit has helped victims to meet each other so that they can give courage to each other to speak. Some survivors have started to organize themselves by speaking with each other and encouraging each other to speak. The women don’t feel alone anymore. They become friends—they stay in touch with each other by phoning and visiting each other.</li> <li>● re communities, we can see that xefe aldeia and xefe suco start to involve women survivors in their activities, place trust in them to organize activities. This is not happening in all cases, but in some places; e.g., Mauxiga, Bibileo, Maliana. In these places the government will invite women survivors to participate if they have an event. The women are also able to bring their products to the events to promote and sell.</li> <li>● re. children born of rape, ACbit hasn’t yet covered all locations and there hasn’t yet been a big change, but collaboration with NVA members could lead to involving these children in their activities and help them access things (so the vision of how this can develop is there).</li> </ul> <p>Another “macro” perspective on the sustainability of ACbit’s work comes from Liliana Amaral with UN Women in Dili. Liliana is in a strong position to offer insight into ACbit’s work as she has offered some oversight of the UNTF program:</p> <p><i>Sustainability is there because the government still recognizes their work and their effort as well. And now there’s another opportunity. They’re also working with the Minister of the Interior people, but now we call it the Minister of Defense and Security. And it’s related with the Women, Peace and Security program, one of the projects managed by UN Women and also funded by NGO funds. And it will be like for three years. So from this [UNTF program] they [ACbit staff] have like good best practice. It is really good how they can use [what they have learned] to replicate it more in the future with the support from the government...</i></p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>This analysis is informed in part by quantitative evidence gathered through beneficiary surveys, in particular data demonstrating that a significant number of respondents would require ACbit assistance were they to attempt to access support again. In addition, this analysis was informed by qualitative evidence gathered through interviews, including with representatives of the NVA and CNC, and FGDs.</p>
<p><b>Conclusions</b></p>	<p>The project was well designed to maximize sustainability. Positive steps have been taken towards achieving sustainability, particularly through strengthening partner organizations and empowering beneficiaries. However, it is unsurprising that complete sustainability has</p>

	not been realized within a three-year span. More comprehensive sustainability may be achieved through the development of a positive role for the CNC. A better picture of sustainability could be gained through increased follow-up with training and workshop participants for monitoring and evaluation purposes.
<b>Others</b>	Timor-Leste’s National Action Plan on Women, Peace, and Security (NAP-WPS) is not an explicit component of this particular project, but is important to acknowledge for ACbit’s role and use of that involvement to achieve objectives similar to those of this project. ACbit Director, Manuela Pereira, actively participated in the conceptualizing and writing of the NAP and was able to get women survivors involved. Also, both ACbit and AJAR are mentioned in the NAP-WPS work plan. Although the NAP-WPS is short on specifics regarding how its many objectives are to be realized, of particular note is a section under The Protection Pillar on <i>Reparation and recognition of women veterans and victims of war</i> . The objectives of this project can, potentially, be continued and further strengthened by implementation of this NAP as well as by the work of Centro Nacional Chega! (CNC).

<b>Evaluation Criteria</b>	Impact
<b>Evaluation Question 12</b>	What are the unintended results (both positive and negative)?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p><u>Negative unintended consequences:</u> In some instances encouraging families and communities to talk about difficult issues they have long suppressed can create new conflicts. For example, in one workshop concerning children born from rape a participant became agitated about his right to know the identity of his father. It is not known how this particular situation was resolved, and does not need to create negative dynamics if facilitators have some training or experience in channeling “charged emotions” into opportunities for learning. Overall, incidents of this kind appear to have occurred infrequently, but are a reminder of the range of skills needed for facilitating workshops for victims and survivors of SGBV and members of their families who may have experienced years of trauma and discrimination. When asked whether difficulties had arisen in their communities, beneficiaries did not mention such problems.</p> <p><u>Positive unintended consequences:</u> Particular benefits arose from the collaboration of women of different generations and who have had not only different experiences of discrimination, stigma and violence, but also vastly different life experiences more broadly. The project created a forum within which these women were able to engage with each other outside the usual family and community contexts, and in some senses as peers. At the same time, this was a clear opportunity for younger women to learn from and be mentored by their older counterparts.</p> <p>The PAR process that brought together victims and survivors of past and current violence is well documented in the publication, “Our Path is Upwards; Becoming Strong Together: Strengthening Women Survivors of Violence in Timor-Leste Through Participatory Action Research (PAR)”. A total of 154 women participated in the PAR workshops (breakdown of participation by district is seen in two tables, p. 15). As stated in this publication, one of the important lessons learned was bringing together women victims from two different contexts of violence:</p> <p><i>Combining older and younger women facilitates intergenerational understanding and support. Mutual understanding was fostered and the patterns of violence against women and girls were able to be identified as extending across generations and occurring in both times of peace and times of conflict. As one older participant said, “I am like a bridge. I want to motivate the younger generation so they can tell our stories. So they will not just end with us.” This intergenerational scope also highlighted a key finding discussed in section 5, that women often survive multiple types and recurring violence throughout their lives. The older women, who survived atrocities and discrimination during the conflict, also inspired the younger women to overcome their shame, speak-out and break their silence on domestic violence. [As one participant stated,] “They have the freedom to speak and give each other motivation to share their experiences.”</i></p>

	<p>Witnessing the resilience and power of older women appears to have been a strong source of inspiration to younger participants. Older women have also seen benefits from this interaction as they see that younger women outside their families want to advocate alongside them and on their behalf, and to pay them respect for their experiences, something that has often been so lacking from official sources. In this way, women are creating a unique identity as survivors, one that is based on pride and a collective spirit of hope for a better future.</p> <p>Some aspects related to impact that have not been explicitly identified, and so perhaps qualify as “unintended” have to do with the impact of the process on the women who have participated. Although the point about gaining self confidence and courage to “speak up” about their experiences, Liliana Amaral (UN Women) makes a point about ACbit’s approach to advocacy and also about how trauma healing can foster release for the participants:</p> <p><i>As for its advocacy ACbit’s been very strong when seen from the implementation of the program, including how they bring victims from rural areas so they can better understand the challenges in accessing justice. And I can also see a significant change because ACbit seeks to facilitate victims so they can express their feelings. They do this via various activities they conduct in the field or in their own communities. And the result from the activities they conduct is that they have made [the women] lighter, have reduced stress that victims feel. And this has been very helpful. Even if the government doesn’t acknowledge them, this healing process can help them to read their lives; it reminds them that there is a future for them and their descendants. They still face their various challenges, but they know how to respond...know how to speak about their identity...[the healing process] will release a negative atmosphere that can help to lighten various mentalities that can help them to recover.</i></p> <p>Eugenia Neves da Costa, current Chair of the NVA makes a similar observation. Speaking on the day of a seminar that gathered together representatives of women survivors from across Timor-Leste, she comments on the sense of release the event gives to them.</p> <p><i>I think this program is very helpful for victims now and from the past, so they have activities to keep them busy and keep them from dwelling on the past. As you saw yourself, they are very enthusiastic [at today’s seminar]. That’s a positive step that reduces their [stress]...So it’s [this type of event is] still very needed. Because up to now, for victims of the past, there is no particular person who pays attention to them except NGOs...[The women] can release their emotions. If they are each in their own homes/villages, they won’t release like we saw them do here; we can see with our own eyes. They have a right to this [to express their emotions]; to release all of them.</i></p>
<p><b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b></p>	<p>The above observations are based on qualitative information provided through discussions with ACbit, as well as from beneficiaries (particularly in FGD sessions) and from partners, including AJAR and UN Women.</p>
<p><b>Conclusions</b></p>	<p>Isolated unforeseen impacts have been observed, but nothing warranting real concern, only a suggestion that ACbit reflect on the experience and its implications for facilitation: when unexpected emotions or dynamics emerge during a training event, how can they be managed to become a collective learning experience? An important unforeseen positive consequence has been the early development of intergenerational communities and support networks.</p>
<p><b>Others</b></p>	

<p><b>Evaluation Criteria</b></p>	<p>Impact</p>
<p><b>Evaluation Question 13</b></p>	<p>What have been the positive and negative changes in terms of our long-term relationship</p>

	with our partners?
<p><b>Response to the evaluation question with analysis of key findings by the evaluation team</b></p>	<p>Long-term relationships with partners were not markedly affected as a result of this project. Rather it appears that pre-existing aspects of relationships (both positive and negative) have continued and been reinforced:</p> <ul style="list-style-type: none"> <li>▪ A strong relationship with MSS that existed prior to this project has continued and been solidified. MSS holds ACbit in high regard and views it as a necessary partner.</li> </ul> <p><i>ACBit is unique [because it] looks at victims of the past conflict. Coordination works well...When they [ACBIT] present a proposal to MSS, MSS recognises the proposal and facilitates the work. They execute it well and they always involve us in the events when they meet with the beneficiaries. We meet and we talk together about solutions in the process of identifying changes that are needed in their activities. For example, if they need to move money in the budget or change plans, they always coordinate with us and we have consensus and work together. They are always active in meetings we organize on SGBV and the referral network. They are always involved and give solutions. Until now ACBit has never had any red lights, so this shows that the positive evaluation of ACbit is objective.</i></p> <p><i>This is not a recommendation, but one message for ACbit: The recuperation of victims needs many resources, much money. The government has a limitation because there are many priorities. I recommend that ACbit keep trying to encourage other partners to assist them to provide support to victims from the past conflict. In order to secure assistance, I hope that they keep making efforts to cooperate with other partners. ACBit needs to maintain its efforts to keep working so that they can keep doing the work they are doing with the ministry. MSS will continue...to cooperate with ACbit] in working with victims of the past conflict. It is a difficult situation and it needs people with the capacity to facilitate helping them.</i></p> <p style="text-align: right;">Florenso Gonaga, National Director of Social Development, MSS</p> <p>This project has given ACbit further opportunity to prove its value to MSS, and this will help ensure that ACbit continues to receive government funds through MSS in the future.</p> <ul style="list-style-type: none"> <li>▪ Findings regarding ACbit’s relationships with partners in civil society and with the NVA have been more mixed. Strong and effective ties continue with AJAR. Positive interactions have also continued with the NVA, although as set out above in response to Evaluation Question 9, this relationship could be improved in some respects. Yet the current chair of NVA, Eugenia Neves da Costa comments on NVA’s relationship with ACbit:</li> </ul> <p><i>It’s very helpful. We in NVA have no money at all, so they have really helped us. When they have activities they involve us. We’ve been involved in [ACbit’s] leadership trainings, management—I myself attended that. They’ve also given business training...I see that ACbit handles things with seriousness and there are some changes, little by little. They’re able to conduct their own activities...</i></p> <ul style="list-style-type: none"> <li>▪ Difficulties likewise arose with Fokupers. Good and clear communication between some members of both organizations (Fokupers and ACbit) did not guarantee that was always the case for communication among others. In an interview, Marilia Alves, Fokupers Director, mentioned poor communication and coordination on the part of both Fokupers and ACbit that was recognized and efforts were made to address it. An end-of-project evaluation of what did and did not work well in this collaboration could be a useful exercise for further capacity building for both organizations.</li> <li>▪ The project has allowed ACbit to maintain its prominence within the sphere of victim support that, in turn, has placed ACbit in a strong position to establish a constructive relationship with the new CNC. As CNC Director, Hugo Fernandes explains, there is a one-year MoU between ACbit and the CNC that is not particular to ACbit’s UNTF-supported project, but sets up a framework for cooperation that covers a range of issues. This MoU includes: <ul style="list-style-type: none"> <li>- ACbit is to provide CNC with a copy of its database</li> <li>- CNC commissioned ACbit to do a review on the vulnerable populations and the assistance available to them</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- CNC also commissioned ACbit to do a review with a framework for memorialisation</li> <li>- capacity development (ACbit may provide training to other NGOs, but also to CNC staff)</li> <li>- policy development</li> <li>- doing collaborative research and advocacy, also with other NGOs</li> </ul> <p>A special evaluation of the CNC-ACbit relationship will be important to support a more long-term collaboration beyond the current one-year MoU.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	The findings above are drawn from discussions with ACbit as well as qualitative information obtained from interviews with MSS, current and former representatives of the NVA, a former Hivos representative (and former Fokupers staff member), and the Director of the CNC.
<b>Conclusions</b>	The project has largely reinforced and continued the nature of existing relationships with various partners in both positive and negative respects. It has solidified the relationship with MSS, and has an opportunity for a new and important relationship with the CNC.
<b>Others</b>	

<b>Evaluation Criteria</b>	Knowledge generation
<b>Evaluation Question 14</b>	What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>This project has been especially successful because of two key aspects of the approach, both of which can potentially be transferred to other contexts in which practitioners are working with women and girl victims of violence:</p> <ol style="list-style-type: none"> <li>(1) The project has worked towards the creation of a <i>proud collective identity</i>. Victims of different backgrounds, ages and experiences were brought together in a way that celebrated their strength in togetherness (see: “Our Path is Upwards; Becoming Strong Together: Strengthening Women Survivors of Violence in Timor-Leste Through Participatory Action Research (PAR)”). Such a collective identity helps to transform shame linked to victimhood into pride and self-confidence. In different contexts different activities may be needed to achieve these goals, but the overall objective and approach could be transferred. Some potentially transferable practices are considered below in response to Evaluation Question 15.</li> <li>(2) Secondly, while different support techniques may be relevant, depending on context, a valuable lesson from ACbit’s work is the need for a holistic approach to the empowerment of survivors. Although no single person spoke directly to the importance of a holistic approach, the cumulative data provides evidence of the breadth of activities in the approach taken. Although economic support, access to government assistance, and trauma healing/self-care are key components of ACbit’s engagement with women victims and survivors of SGBV, ACbit’s holistic approach covered much more. Evidence of ACbit’s holistic approach includes the range of skills provided by ACbit trainings, the initial efforts on behalf of family reconciliation with the children of rape workshops, the database, and ACbit’s public campaign and theater performance. These highlights of the project point to a holistic approach, not simply in terms of interventions that span individual, family, community, and national contexts, but point to an integrated approach that sees individual, family, and community healing to be as important to peace and justice as are policy changes and economic stability.</li> </ol> <p>It is sometimes tempting to focus on factors that appear most closely linked to victimhood such as responding to physical and mental health needs, truth-telling, seeking justice, etc. However, responses by beneficiaries of ACbit’s work show that besides a focus on the violation and responses to it specifically, it is also important to consider the role of individuals in their communities and their sense of self as citizens. This recognizes that healing and reintegration involve becoming an active citizen in every respect.</p>

	<p>FCA (41, Viqueque), was tortured by the Indonesian military so that today she is unable to do strong, physical labor. Abandoned by her husband, she was also left to raise her five children alone. Despite social stigma she has experienced, she demonstrates important aspects of healing:</p> <p><i>Yes, community members still talk about me, but I don't care about those voices anymore.</i></p> <p>Fernanda also demonstrates healing through her role as a citizen. Besides advocating for the right of youth to land, she also has led support for a female <i>xefe suku</i> in Lalerik Mutin who wanted to give up, but Fernanda supported her strongly and reminded her:</p> <p><i>We all voted for you; we are behind you.</i></p> <p>Fernanda supports the woman in office who, like her, is a survivor of conflict-related violence. Victims need assistance to reclaim full lives—to recapture the beauty in their lives and experience those lives again as something positive. Sometimes that assistance comes from other survivors.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	Various sources have informed the above analysis, particularly beneficiary comments in focus group discussions as well as input from various partners through interviews.
<b>Conclusions</b>	The successes of the project demonstrate that two factors can be especially transformative in working with women victims: (1) promoting the creation of a proud collective identity; and (2) adopting a holistic approach to support for and reintegration of victims into their families and communities.
<b>Others</b>	

<b>Evaluation Criteria</b>	Knowledge generation
<b>Evaluation Question 15</b>	Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>ACbit has used various promising approaches to achieve the goals set out above, although the extent to which they are transferable to other contexts may vary:</p> <p>(1) Focusing on methods that encourage women victims' agency, and celebrate that agency. Evidence of women victims' agency can be seen by results of the evaluation FGDs. 14/23 or 61% of the women participants responded positively to a question about their involvement with advocacy. In addition to quotes already cited above about this engagement, can be added the following (not an exhaustive listing):</p> <ul style="list-style-type: none"> <li>● MSB (63, Dili) has been involved in victims' organizations for more than 12 years. Her particular advocacy work focuses on promoting the rights and recognition of ex-political prisoners.</li> <li>● After an ACbit training, LAS (27, Aileu) was involved in forming some community groups and is now involved in two of them—Women for Development and Centru Juventude). She is also involved in advocacy for health and disability rights, as well as rights for victims of sexual violence and for rural women.</li> <li>● DM (24, Ermera) says has been involved in creating two groups in Ermera: one for young women and one for survivors (working on coffee production). She says she has been involved in political issues and events at a suco (logal village) level.</li> <li>● FMA (37, Liquica) has become a community leader, assisting victims of domestic violence (something that she too has experienced) with referrals.</li> </ul> <p>ACbit's celebration of women's agency is powerfully reflected in the slogan ACbit adopted for its public media campaign: "<i>Luta ba mudansa, ami moos halo</i>" (roughly</p>

	<p>translated as: The struggle for change, it's our struggle too).</p> <p>(2) Providing spaces for collective artistic expression. ACbit has shown that a theater performance that features women survivors works well for several reasons. It offers survivors recognition in a very public and positive way. Allowing victims to take the stage as actors and performers gives them agency rather than treating them as objects. The evaluator who observed this event witnessed how the women enacting the stories of their suffering and survival took pride in the event, introducing family members and standing proudly before an audience that included leaders of the government and civil society. There clearly seemed to be courage in numbers, suggesting that participation is not only key to participatory research, but also to collective memorialization and action.</p> <p>(3) Similarly, engaging victims in the support of other victims, e.g., through community groups, strengthens their agency as well as providing them recognition and status within their communities (see examples in point (1) above).</p> <p>Organizations working with women victims of crime could benefit from adapting these activities to their particular contexts.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	As with the response to Evaluation Question 14, information from several sources has been used for the above analysis, particularly beneficiary comments in focus group discussions, and also input from various partners through interviews.
<b>Conclusions</b>	Several specific methods used by ACbit to implement the broader approach set out above may be usefully transferrable to other contexts.
<b>Others</b>	

<b>Evaluation Criteria</b>	Coordination
<b>Evaluation Question 16</b>	How effective has the coordination with partners and policymakers been?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>The effectiveness of coordination has been mixed.</p> <p>On the one hand, it has been reported that coordination has been relatively successful with some partners and policy-makers.</p> <p>In particular, ACbit works closely and effectively with AJAR. The effectiveness of this relationship appears to rest on close and long-standing personal connections between key staff at the two organizations. While there is some overlap in the mandates of ACbit and AJAR, where this occurs they collaborate constructively to share tasks and work together. In other areas they seek to complement each other's work by undertaking separate activities.</p> <p>ACbit has also managed to maintain an excellent working relationship with MSS. ACbit has identified the activities it needs to undertake in order to support and complement existing MSS activities, and taking into account resource limitations in both organizations. Communications appear to work effectively, and relationships to be friendly and constructive. Key officials in MSS hold ACbit in very high regard and are clearly grateful for the role they are playing.</p> <p>In contrast, coordination difficulties exist in other areas.</p> <p>As set out above in the context of Evaluation Question 8, ACbit appears to have struggled to date to define its relationship with the new CNC. Neither ACbit nor the CNC Director was able to clearly articulate how their respective roles would be defined. While relationships appear to be positive and open communication exists, coordination will nonetheless eventually encounter difficulties without appropriately defined roles.</p> <p>Likewise, difficulties appear to have characterized the relationship between ACbit and Fokupers. Project funding was provided for one members of staff at Fokupers who would work full time on this project with ACbit, ensuring a link on matters relating to victims of present-day domestic violence. Unfortunately this appears to have proven ineffective for a variety of reasons including staff turnover of the funded post within Fokupers and poor communication between the two organizations. Poor project design ultimately appears to be the principal cause of this difficulty. The allocation of one post within Fokupers to be</p>



	funded under a project effectively overseen by ACbit, appears to have created doubts about ownership and lines of responsibility, which were exacerbated owing to more banal challenges such as workload and inter-organizational communication.
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	These findings were supported with qualitative information from discussions with ACbit and interviews with a senior MSS official, the CNC Director, the Director of Fokupers and the former Hivos representative (who is also a former Fokupers staff member).
<b>Conclusions</b>	The effectiveness of ACbit's coordination with policymakers and other partners has been mixed. Coordination has been effective, in particular, with MSS. In contrast, it is clear that difficulties have arisen in the attempt for ACbit and Fokupers to collaborate on this project, and insufficient effort has yet been made to build a constructive form of cooperation with the CNC.
<b>Others</b>	

<b>Evaluation Criteria</b>	Coordination
<b>Evaluation Question 17</b>	Did the efforts in coordination result in coherent work in the field?
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	<p>Despite the challenges with coordination in some areas which have been identified above, work in the field appears to have been generally coherent. This may reflect the fact that among ACbit's partners, the one with currently the most significant role in the field is MSS, with whom coordination has worked relatively well.</p> <p>The impact of coordination difficulties with Fokupers may have had the consequence of limiting the extent to which the project has reached significant numbers of victims of present-day domestic violence. However for those beneficiaries it has reached, the coherence or effectiveness of programming does not appear to have been affected. This is perhaps because in the absence of Fokupers, ACbit staff are ultimately capable of undertaking most or all of the roles that the Fokupers staff members would have contributed if she had been present.</p> <p>With respect to the CNC, greater potential difficulties are apparent, owing to the clear possible overlap in roles. To date this has not caused difficulties because the CNC "solidaridade" program is yet to commence in earnest. However this is an important area for ACbit focus for the future if problem of duplication and competition are to be avoided.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	These findings were supported with qualitative information from discussions with ACbit and interviews with a senior MSS official, the CNC Director, the Director of Fokupers and the former Hivos representative (who is also a former Fokupers staff member).
<b>Conclusions</b>	Despite difficulties faced in coordinating with some partners, ACbit's work in the field has remained coherent to date. New challenges may emerge in ensuring this remains the case once the CNC becomes more active on its victim support mandate.
<b>Others</b>	

<b>Evaluation Criteria</b>	Coordination
<b>Evaluation Question 18</b>	Provide recommendations on how to improve coordination and coherence.
<b>Response to the evaluation question with analysis of key findings by the evaluation team</b>	Overall, ACbit should consider reviewing its relationship with various partner organizations in order to develop clear strategies concerning which of them are priorities for engagement, and what are the best means for engaging with each of them. The current absence of such a clear policy is suggested by several factors, including the entry into a project with Fokupers that appears to have been flawed from the outset and in respect of which few efforts have been made to address the problems recognized by both organizations. Similarly, the lack of a clear strategy at this point for engaging with the CNC, given its importance, is of concern. This links also with the recommendation made elsewhere in this report for clearer planning on engagement with policy-makers. Such plans

	<p>and strategies should be established and reviewed regularly.</p> <p>Several issues suggest themselves for careful consideration in this context: one is which organizations it would potentially be useful to partner with. In some cases these may be organizations which are outside the usual sphere of ACbit’s work, but which could provide mutually beneficial collaborations; for example, organizations working in the areas of livelihoods and entrepreneurship.</p> <p>A second issue to consider is the appropriate approach for ACbit to take where it identifies a potential partner working on relevant issues, but which it believes may be lacking technical or organizational capacity, or be a weak partner for other reasons. In these instances a real, and difficult, decision is to be made between engaging and potentially attempting in the process to strengthen the organization in question, or to instead invest resources elsewhere. These are strategic decisions for ACbit to make, and given scarce resources there is no single correct approach. However, it is important that the matter is expressly considered and that conscious decisions be taken.</p> <p>Once a decision has been taken with a partner to embark on a formal working relationship, some basic systems should be put in place to ensure a smooth relationship. Most importantly this must include a clear definition of respective roles and relationships (including regarding decision-making and supervision of any shared staff). Preferably the core agreement on such matters should be recorded in writing. Regular meetings and planning should be maintained to ensure effective communication. Such measures may not have entirely prevented the coordination problems that developed with Fokupers in the current project. However those difficulties might have been reduced by a more clearly defined role for the Fokupers staff member and clearly defined reporting lines and plans for meetings and activities.</p> <p>Liliana Amaral of UN Women in Dili recommends that ACbit have one staff person dedicated especially for monitoring and evaluation work/M&amp;E (see her comment in evaluation question #6). This recommendation not only addresses how ACbit can improve effectiveness, but also how it can improve coordination and coherence in the future.</p>
<b>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</b>	The above analysis is drawn from qualitative information from discussions with ACbit and interviews with a senior MSS official, the CNC Director, the Director of Fokupers and the former Hivos representative (who is also a former Fokupers staff member).
<b>Conclusions</b>	There is a need for ACbit to engage in a more strategic approach to determining its partnerships and collaborations. Careful thought should be given to whether formal working relationships should be sought, and if so they need to be managed and planned to ensure effective coordination and collaboration.
<b>Others</b>	

## 10 CONCLUSIONS

<b>Evaluation Criteria</b>	<b>Conclusions</b>
<b>Overall</b>	Overall the project has been very successful. A small number of beneficiaries have experienced significant individual empowerment. Formation of a collective “women survivors’ identity” has begun among participants. Room for improvement exists, particularly in the area of strengthening secondary beneficiaries, particularly government officials, and coordinating with partners. However, even with some weaknesses the project has accomplished substantial achievements in terms of women victims and survivors developing skills and confidence to express their stories (a theater performance) and to advocate for their rights; improving access to government assistance and programs for women victims of SGBt; creating space for new dimensions of solidarity to be planted, particularly between mothers and their children born of rape, and between women victims of past and present SGBV; and making

	significant contributions to the CNC and formulation of the NAP-WPS.
<b>Effectiveness</b>	The program has generally been effective. While results at the outcome and output level were mixed, substantially positive results have been seen at the project goal level. The evaluation found that for many of these beneficiaries the project brought concrete changes in their lives in terms of the receipt of support, reduction in stigma and overall empowerment. While the project was less successful in advocating policy change, it did have some notable success in this area, most importantly the establishment of the CNC and also ACbit's role in determining key priorities for Timor-Leste's National Action Plan on Women, Peace, and Security (NAP-WPS).
<b>Relevance</b>	The project has been highly relevant to the needs of individual women and girls who are victims of past crimes or of present-day domestic violence. However, the program has been weaker in responding to the needs of institutional stakeholders. Although a strong relationship has been cemented with MSS, ACbit appears to have avoided investing time and resources in technically or organizationally weaker or less experienced partners rather than seeking to share knowledge and experience with them and empower them (for example in ways similar to its care for its primary beneficiaries).
<b>Efficiency</b>	No significant concerns about efficiency have been identified.
<b>Sustainability</b>	The project was well designed to maximize sustainability. Positive steps have been taken towards achieving sustainability, particularly through strengthening partner organizations and empowering beneficiaries. However, it is unsurprising that complete sustainability has not been realized within a three-year span. More comprehensive sustainability may be achieved through the development of a positive role for the CNC. A better picture of sustainability could be gained through increased follow-up with training and workshop participants for monitoring and evaluation purposes.
<b>Impact</b>	The project has largely reinforced and continued the nature of existing relationships with various partners (in both positive and negative respects). It has solidified the relationship with MSS, and contributed to the creation of an opportunity for a new and important relationship with the CNC. A key unforeseen positive impact of the project has been the development of intergenerational connections among women victims.
<b>Knowledge Generation</b>	The successes of the project demonstrate that two factors can be especially transformative in working with women victims: (1) promotion of a proud collective identity for women survivors; and (2) adopting a holistic approach to victims' support and reintegration. Methods to achieve these goals that promote the agency of the victims in the process of change have been particularly successful.
<b>Coordination</b>	The effectiveness of ACbit's coordination with policymakers and other partners has been mixed. Coordination has been effective, in particular, with MSS. In contrast, it is clear that difficulties have arisen in the attempt by ACbit and Fokupers to collaborate on this project. ACbit also has not yet built a constructive form of cooperation with the CNC. However, despite difficulties in coordinating with some partners, ACbit's work in the field has remained coherent to date. New challenges may emerge in ensuring this remains the case once the CNC becomes more active on its victim support mandate. For the future there is a need for ACbit to engage in a more strategic approach to determining its partnerships and collaborations. Careful thought should be given to which formal working relationships are most needed for the future, and how they can best be planned and managed to ensure more effective coordination and collaboration.
<b>Others (if any)</b>	

## 11 KEY RECOMMENDATIONS

Evaluation Criteria	Recommendations	Relevant Stakeholders (Recommendation made to whom)	Suggested timeline (if relevant)
<b>Overall</b>	ACbit should review its strategy for identifying partner organizations and providing support to secondary beneficiaries. (Indeed consideration should be given to how partnership and beneficiary relationships can overlap and intersect in the sense that ACbit may be well placed to share experience, technical knowledge and working methods with its partners, thereby strengthening them.) ACbit should be strategic in identifying partners: which organizations are working in areas that can enhance and complement ACbit’s work? Is their approach suited to engagement with ACbit? Are there significant organizational weaknesses that will affect project results or the working relationship? If so, does ACbit opt to take time and other resources to improve its relationship with another organization, or should it just focus resources elsewhere on more effective partnerships? Either approach has a potential cost, but such a decision should be undertaken consciously based on analysis and planning.	ACbit	
	Consider working with additional partners with different expertise to improve the technical quality and the range of support ACbit is able to provide. For example: <ul style="list-style-type: none"> <li>▪ to enhance work on livelihoods (this could also improve sustainability of livelihoods projects) partnerships could be developed with organizations working in private sector development and entrepreneurship;</li> <li>▪ working with legal aid organizations would increase ACbit’s ability to provide useful legal advice to victims and to undertake legal advocacy.</li> <li>▪ effectiveness (as well as coordination and coherence) could be improved were ACbit able to have a permanent staff person specifically dedicated to conducting monitoring &amp; evaluation (M&amp;E) on a regular basis.</li> </ul>	ACbit	
<b>Effectiveness</b>	A strategic plan for engaging with policy makers should be established. It should be proactive in building relationships with new partners in various institutions and political parties. This could be undertaken by ACbit alone or together with key partners (such as AJAR).	ACbit, AJAR	
	A basic database has been developed and data is being collected, but ACbit has not yet fully utilized	ACbit	

	<p>this data to bring about policy change. Further technical assistance may be necessary to create a simple and readily usable database, and to develop a clear strategy especially for how data is to be collected and how it can be most effectively used.</p>		
<b>Relevance</b>	<p>ACbit should consider strategies for building new relationships or strengthening existing relationships with a wider range of organizations that work to deliver services to victims (that is, beyond its central partner, MSS). Particular thought should be given in this process to whether, and if so how, to engage with partner organizations that may be weak institutionally and/or lack technical capacities. These strategies should also take into consideration the recommendations below in respect of Coordination. Similar to recommendations relating to Coordination (below), ACbit should work together with the CNC to clarify respective roles to ensure that these are complementary and that the CNC is well placed to learn from ACbit's experience to date. ACbit should be proactive in initiating and leading this process.</p>	ACbit	
<b>Efficiency</b>	<p>The evaluators recommend that ACbit review its process for determining internal divisions of labor and responsibilities, and clarify the chain of decision-making: Who is permitted to make what kinds of decisions? Which decisions require consultation or approval by another person or persons? Etc. This will help ensure that some staff members are not overworked and others not underworked. The evaluators further recommend that changes in proposed activities (substitutions, dropped activities, new or additional activities) be more clearly marked in all reports.</p>	ACbit	
<b>Sustainability</b>	<p>While the project has made important efforts and some progress towards sustainability, it is clear that the project's time period was too short to achieve complete sustainability. UNTF and other donors should consider further funding to ensure that the gains made during this project are consolidated rather than lost.</p>	UNTF and other donors	
<b>Impact</b>	<p>ACbit should continue to record and track any instances in which it appears that conflicts have arisen in communities as a result of ACbit's engagements in order to ensure that these are only occasional incidents and are dealt with appropriately. Evaluators further recommend that ACbit take the initiative to assess the nature of its key partners, such as NVA, AJAR, MSS, Fokupers, CNC, and select cefe de suco to determine how collaboration between ACbit and each of these partners might be improved and strengthened in the future.</p>	ACbit	
<b>Knowledge Generation</b>	<p>ACbit should continue to use the promising practices it has developed, such as a focus on women's agency that utilises collective artistic expression through participatory research and theatre, and</p>	ACbit	

	engaging victims in the support of other victims. Consideration should be given to how the positive potential of these practices can be shared with other organizations that work with victims of human rights violations.		
<b>Coordination</b>	There is a pressing need for ACbit and CNC to review their current MoU and to identify their respective roles to ensure that they are complementary, as well as to maximize the extent to which the CNC learns from ACbit's experience, particularly in relation to gender justice to date. ACbit should be proactive in attempting to influence this process constructively.	ACbit, CNC	In the coming 6 months – before CNC's <i>solidaridade</i> mandate
	Where a working relationship is established with a partner organization, respective roles should be clearly defined (preferably in writing) and systems for collaboration, communication and planning should be agreed.	ACbit	
<b>Other</b>	Evaluators recommend that ACbit share the findings of this report with its key stakeholders.  Evaluators recommend that ACbit find or create mechanisms that will encourage the impact, relevance, and effectiveness of a project to extend beyond the period of the project. Ongoing support from international donors, such as UN Women and the UNTF, will contribute to ACbit's effort to extend its best practices beyond the "life" of that project.	ACbit	

## ANNEXES

**ANNEX 1: FINAL VERSION OF THE EVALUATION TERMS OF REFERENCE**

**ANNEX 2: EVALUATION MATRIX**



### ANNEX 3: FINAL VERSION OF RESULTS MONITORING PLAN

A. Statement of Project Goal, Outcomes and Outputs	B. Indicators for measuring progress towards achieving the project goal, outcomes and outputs	C. Data collection methods	D. Baseline Data (collected by ACbit)  Please provide actual baseline data per indicator	E. Timeline of baseline data collection  For each indicator listed in column B, when was BASELINE data collected? Please specify month/year.	F. End-line Data (collected separately by evaluators and ACbit)  Please provide actual end-line data per indicator	G. Timeline of end-line data collection  For each indicator listed in column B, when was end-line data collected? Please specify month/year.
<p>Project Goal: Women survivors of sexual and gender-based violence during Timor-Leste's conflict experience greater access to socio-economic support and services, lower levels of stigma and marginalisation, and a more active role in voicing their issues and decision-making in their communities.</p>	<p>1: % of women SGBV victims/survivors reached by the project who can identify and access at least one service in their area</p>	<p>proposal: Pre- and post-tests baseline study; participatory research (PR), survey, interviews</p>	<p><b>PR DATA:</b> 84% (42/50) one-off econ. assistance; 14% (7/50) psychosocial support); 16% (8/50) old-age assistance with this note: "All others have now received support from ACbit" so that would mean 100%; <b>ALSO:</b> " Although 42 out of 50 is a good number, this depicts one-off assistance as opposed to on-going support. Many of these women are extremely poor. ACBIT needs to find a way to clearly show this, in order to show progress or regress at</p>	<p><b>PR DATA:</b> 2013-2014  <b>SURVEY/ INTERVIEW S:</b> March-June 2015</p>	<p><b>Evaluators:</b> (semi-structured interviews and FGD) 82% (14/17 SGBV victims/survivors) received assistance  <b>ACbit</b> end-line survey (72 women; unclear who is and is not a SGBV victim/survivor): 86% (62/72) have received assistance</p>	<p><b>Evaluators:</b> Nov, Dec 2017  <b>ACbit:</b> Dec 2017</p>

			the end of this project.” <b>SURVEY INTERVIEWS</b> 60% need assistance w/ children’s ed.; 42% say no assistance from govt.			
	2: Perspectives of SGBV survivors about the positive and negative changes in their lives experienced as a result of participating in this project.	proposal: in-depth interviews baseline study: interviews, survey	0% (they have not yet participated in this project)	March-June 2015	<b>Evaluators:</b> 76% (13/17), most said the support had made positive change; one said support had not been enough  <b>ACbit:</b> see answers to #9 and #10 of End-line Jeral	<b>Evaluators:</b> Nov, Dec 2017  <b>ACbit:</b> Dec. 2017
	3: Perspectives of SGBV survivors about levels of stigma and marginalization in their communities.	proposal: FGDs, in-depth interviews, participant observation baseline study: interviews, survey	<b>SURVEY/ INTERVIEWS</b> 80% experience discrimination 73% say their children have experienced discrimination	March-June 2015	<b>Evaluators:</b> 88% (15/17) have experienced discrimination, but 59% (10/17) say that has diminished over the past three years  <b>ACbit:</b> 26% (18/70) have experienced discrimination over past three years; 18% ((13/71) say their children have experienced discrimination past three years.	<b>Evaluators:</b> Nov, Dec 2017  <b>ACbit:</b> Dec 2017
Outcome 1 Government and civil society policies, plans, and programs are more accessible and responsive to the needs of survivors of conflict-related SGBV in Timor-Leste.	1: At least one policy is amended or created to deal with issues faced by SGBV survivors in Timor-Leste.	review of policy documents, key informant interviews	<b>NO DATA</b>			
	2: National Victims’ Trust Fund is developed.	review of policy documents, in-depth interviews	<b>NO TRUST FUND</b>		<b>Evaluators:</b> (online interview) ACbit and Centro Nacional Chega! (CNC) hold a joint seminar (20 Dec 2017) to discuss concept of victims’ trust fund. (follow-up w/	<b>Evaluators:</b> Feb. 2018

					government officials continues in Feb 2018 outside parameters of this project)	
Outcome 2 There is a strong and sustainable National Victims' Association with a high degree of participation from women.	1: Perspectives of women in NVA on abilities to plan, fundraise for and implement activities	evaluation worksheets from trainings	<b>SURVEY/ INTERVIEWS</b> 60% of 15 respondents are active in the NVA.	March-June 2015	<b>Evaluators:</b> (in-depth interviews): 30% (7/23) of victims/ survivors interviewed spontaneously mention NVA (or a local affiliate, Esperanza) as playing an important role in their lives. (in-depth interview): 35% (30/86) members of NVA are women, including the current Chair, however the chair suggests the women are still quite a ways from planning and implementing activities as they still need trauma healing/counseling and support to simply speak up in public.  ACbit:	<b>Evaluators:</b> Nov, Dec 2017, Feb 2018
	2: Existence of organizational strategic plans and funding for activities supporting women SGBV survivors.	organizational annual reports, donor proposals, site visits, key informant interviews	<b>NO BASELINE DATA</b>		<b>Evaluators:</b> (document review: 2.1.1.C.Relatoriu Treinamentu Planu Strategia no Advokasia.docx/ 19-22 Des 2016: workshop report on strategic planning and advocacy): 94% (29/31) of participants are women	<b>Evaluators:</b> Nov, Dec 2017
	3: % of women NVA members trained through relevant project activities have basic understanding of key gender justice issues.	evaluation worksheets, pre-post tests	<b>NO BASELINE DATA</b>		<b>Evaluators:</b> document review: 29-31 May 2017; workshop workshop w/ NVA at ALFeLA, Dili.	<b>Evaluators:</b> Nov, Dec 2017

Outcome 3 The general public has a greater understanding of the ongoing impact of past and current gender-based violence.	1: Level of awareness, knowledge and attitudes of youth/community-based groups about SGBV, children born out of rape, and transitional justice/CAVR issues.	FGDs, key informant interviews, participant observation	<b>NO DATA</b>		<b>Evaluators:</b> document review: tools now available to increase levels of awareness include: website w/ victims'/ survivors' stories, the Perilampu comic book, and a series of targeted events to commemorate stories of women victims...	<b>Evaluators:</b> Nov, Dec 2017
	2: Level of government policy-maker knowledge of and attention to transitional justice issues such as reparations and SGBV victim rehabilitation.	policy scans, key informant interviews, participant observation	<b>NO BASELINE DATA</b>			
Output 1.1 The evidence base about SGBV survivors' needs for, access to and use of services in Timor-Leste has expanded.	1: amount of consolidated data on SGBV survivors		no consolidated data		<b>Evaluators:</b> evidence base for women victims condition has begun: <b>document review:</b> policy paper <i>Where Are They Now? Women Victims Ten Years After The Chega! Report In Timor-Leste</i> (Jan 2016; .pdf and hard copy also available in Tetun) <b>database review:</b> despite persistent efforts, evaluators only obtained info on dbase fields, but never gained access to the contents of ACbit's database can not evaluate its quality nor do we have a clear idea about how it is being used.	<b>Evaluators:</b> Nov, Dec 2017
Output 1.2 Decision-makers have a better understanding of SGBV	1: demonstrated level of knowledge and understanding of SGBV survivors' needs		no understanding		??	

survivors' situations, needs, and service gaps, based on evidence gathered from and by survivors.	and situations; gaps in services					
Output 1.3 Government and civil society institutions have demonstrated greater support for establishing a National Trust Fund for women survivors of conflict-related SGBV in Timor Leste.	1: Level of demonstrated support		no support		<b>Evaluators:</b> (online interview) ACbit's work on this became more collaborative with establishment of the CNC. The two bodies held a seminar on 20 Dec 2017. Follow-up to this (Feb 2018, CNC sponsored) has, it seems, had a positive response from MSS. We can say that the UNTF support to ACbit helped to lay important groundwork for serious discussions re. a trust fund.	<b>Evaluators:</b> Feb 2018
Output 2.1 Women SGBV survivors who receive training are better equipped with knowledge and skills to conduct advocacy and maintain sustainable organizations.	1: Ability of women NVA members to plan, lead and fundraise for activities		little or no ability to launch activities		??	
	2: NVA and other CSOs and community-based groups' organizational capacity to strategically plan and financially support activities		limited capacity to fundraise and strategically plan		<b>Evaluators:</b> semi-structured interviews & survey 43% (10/23) participants from 6 districts talk about women survivor group activities. These groups did not all begin with this UNTF project, but rather continued to receive support through it. In a few cases the group activities have thrived, but in other places they are not strong and have even weakened over time.	<b>Evaluators:</b> Nov, Dec 2017
Output 3.1	1: Level of		none to little		<b>Evaluators:</b>	<b>Evaluators:</b>

<p>The general public has greater exposure to the stories of women survivors of sexual and gender-based violence in Timor-Leste.</p>	<p>exposure to stories of women survivors of SGBV</p>		<p>exposure to stories of women SGBV survivors</p>		<p>(review of activities documentation): website established in 2015 &amp; victims'/ survivors' stories uploaded in 2017; 2 videos of survivors' stories (2 women) have been completed, 3 more in process (online interview): An estimated 200 members of the public attended ACbit's theater performance of survivors' enacted stories on 7 Dec 2017; at the same time 350 copies of the perilampu comic book have been distributed to the public</p>	<p>Nov, Dec 2017, Feb 2018</p>
<p>Output 3.2 Audiences of the national seminar and multimedia initiatives have increased awareness of the situation of women survivors of conflict-related SGBV in Timor-Leste.</p>	<p>1: Levels of awareness about the situation of women survivors of conflict-related SGBV</p>		<p>no or extremely limited awareness of the situation of women survivors of conflict-related SGBV</p>		<p><b>Evaluators:</b> (review of activities documentation): radio programs on situation of women victims aired only a couple of times each year (2015-17) to mark particular events (e.g., Women's Day, Suai church massacre, etc.); public seminar CAVR +10</p>	<p><b>Evaluators:</b> Nov, Dec 2017</p>
<p>Output 3.3 Communities where workshops have been held and/or multimedia awareness campaigns conducted are more sensitized to the plight of children born out of rape in conflict.</p>	<p>1: Levels of sensitization to the plight of children born of rape</p>		<p>little to no sensitization</p>		<p><b>Evaluators:</b> document review: 2 workshops (one with the adult children only); community-level assessment of needs of these families; a publication (<i>Timor-Leste's Children of War</i>, apparently available only in English)</p>	<p><b>Evaluators:</b> Nov, Dec 2017</p>

#### ANNEX 4: BENEFICIARY DATA SHEET

Note – owing to difficulties in obtaining accurate figures from ACbit, the figures below are based on numbers provided by AJAR and estimates by the evaluators.

Beneficiary group	The number of beneficiaries reached	
	At the project goal level	At the outcome level
Female domestic workers		
Female migrant workers		
Female political activists/human rights defenders		
Female sex workers		
Female refugees/internally displaced/asylum seekers		
Indigenous women/from ethnic groups		
Lesbian, bisexual, transgender		
Women and girls in general	274	
Women/girls with disabilities		
Women/girls living with HIV and AIDS		
Women/girls survivors of violence	212	
Women prisoners		
Others (specify)		
<b>Primary beneficiary total</b>	486 (data source: ACbit spreadsheet); NOTE: this total differs from the total of primary beneficiaries (available only as as one aggregated number at the project level): 326	disaggregated data for these categories is not available at the outcome level
Civil society organizations (including NGOs) - Number of institutions reached	NA	
Civil society organizations (including NGOs) - Number of individuals reached	NA	(Data Source: ACbit spreadsheet) Members of CSOs: 10 (this is NOT listed as an outcome statistic, but as aggregated data)
Community-based groups/members - Number of groups reached	NA	(Data Source: ACbit final report) Outcome 2: 8 Outcome 8: 13 <ul style="list-style-type: none"> <li>Because these groups are not listed, it is possible that some groups are counted in both outcomes. Therefore, we cannot assume that 21 different community-based groups were reached.</li> </ul>
Community-based groups/members - Number of individuals reached	NA	Data Source: ACbit final report) Outcome 2: 29 Outcome 3: 25 <ul style="list-style-type: none"> <li>Again, without a clear identity of the individuals counted here,</li> </ul>

		<p>there is no way to know if these are two distinct data sets or whether there is some overlap. Therefore, a total cannot be calculated.</p> <ul style="list-style-type: none"> <li>• Compare these numbers to a total of 21 cited in the ACbit beneficiary spreadsheet, and that is not listed in relation to any particular outcome.</li> </ul>
Educational professionals (i.e. teachers, educators)	NA	<p>(Data Source: ACbit beneficiary spreadsheet) 6 NOTE: this total is not listed in relation to any particular outcome.</p>
Faith-based organizations - Number of institutions reached	NA	
Faith-based organizations - Number of individuals reached	NA	
General public/community at large	NA	<p>(Data Source: ACbit Final Report) 3200</p> <ul style="list-style-type: none"> <li>• NOTE: this total is listed in relation to Outcome 3.</li> <li>• Compare this total to the indirect beneficiaries cited in ACbit's beneficiary spreadsheet of only: 1900 (comprising: 1200 actively engaged with ACbit's FB page + 200 estimated participants at national seminar—UNCLEAR what is being referred to as "national seminar"— + 500 estimated viewers of TV talk show)</li> </ul>
Government officials (i.e. decision makers, policy implementers)		<p>(Data Source: ACbit Final Report) Outcome 1: 41 officials (representing 10 organizations) Outcome 3 (the same as 1): 41 officials (representing 10 organizations)</p> <ul style="list-style-type: none"> <li>• NOTE: It is quite possible that the same exact data set is entered twice in the final report, but for different outcomes.</li> <li>• Compare this number of 41 with data from ACbit's spreadsheet (that is NOT related to any particular outcome): 16 government officials.</li> </ul>
Health professionals	NA	<p>(Data Source: ACbit spreadsheet): 9 NOTE: this number is not related to any particular outcome.</p>
Journalists/Media	NA	<p>(Data Source: ACbit spreadsheet): 1 NOTE: this number is not related to any particular outcome.</p>
Legal officers (i.e. lawyers, prosecutors, judges)	NA	
Men and/or boys	NA	(Data Source: ACbit Spreadsheet) :



		187 NOTE: This amount is not related to any particular outcome.
Parliamentarians	NA	(Data Source: ACbit Spreadsheet): 7 NOTE: This amount is not related to any particular outcome.
Private sector employers	NA	
Social/welfare workers	NA	
Uniformed personnel (i.e. police, military, peace-keeping officers)	NA	(Data Source: ACbit Spreadsheet): 4 NOTE: This amount is not related to any particular outcome.
Others (specify)	NA	
<b>Secondary Beneficiary Total</b>	NA	

#### **ANNEX 5: ADDITIONAL METHODOLOGY-RELATED DOCUMENTATION**

#### **ANNEX 6: INTERVIEWEES**

## **ANNEX 7: DOCUMENTS REVIEWED**

### *Project and evaluation documents*

Evaluation Terms of Reference

Project Document

Baseline Report

Progress Report June 2015

Annual Report 2015

Annual Report 2016

End-line survey results 2017

### *Publications*

- *Where are they now? Women Victims Ten Years After The Chega! Report in Timor-Leste*, January 2016
- *Husi vitima ba sidadaun* ("From Victim to Citizen"), November 2016
- *Our Path is Upwards; Becoming Strong Together: Strengthening Women Survivors of Violence in Timor-Leste Through Participatory Action Research (PAR)*, February 2017
- *Kuidadu An no Sai husi Korrente Trauma husi Konflitu no Violaun iha Tempu Pasadu*, (Self-care and escaping the current, Trauma from past conflict and violations) 2017
- *Harii Moris no Ekonomia, Trauma husi Konflitu ne'ebé independente* (Establishing life and economics, Trauma from Conflict which is independent) 2017
- *Sobrevive iha Impunidade – Istória feto sira ne'ebé la hetan nafatin justisa* (Survivors in Impunity – Stories of women who still are not receiving justice), 2017
- *Pirilampu: "Istória Feto Ne'ebé Nabilan iha Nakukun Laran"*

**ANNEX 8: EVALUATORS' CURRICULA VITAE**

*(following pages)*