

NABILAN:
ENDING VIOLENCE
AGAINST WOMEN
PROGRAM

Review Report

30 June 2021



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Abbreviations

ALFeLa	Asistencia Legal ba Feto no Labarik
CAN	Change Ambassador Network
CSO	Civil Society Organisation
CSCP	Community Policing Support Program
DFAT	Department of Foreign Affairs and Trade
EOPO	End of Program Outcome
FMDC	Fundasaun Media Development Centre
GBV	Gender based violence
GoTL	Government of Timor-Leste
IO	Intermediate Outcome
JSMP	Judicial System Monitoring Program
KRQ	Key Review Question
MELF	Monitoring Evaluation and Learning Framework
MFP	Medical Forensic Protocol
MSSI	Ministry of Social Solidarity and Inclusion
MSTL	Marie Stopes Timor-Leste
NAP	National Action Plan
PHD	Partnership for Human Development
SEII	Secretariat of State for Equality and Inclusion
VAWC	Violence Against Women and Children

Executive Summary

The Nabilan program is an eight-year AUD 32,135,690 investment of the Australian Government to support ending violence against women and children in Timor-Leste. The program is implemented by The Asia Foundation in partnership with the Government of Timor-Leste and civil society organisations to improve the quality of services for victims of domestic violence and to change social norms to reduce the prevalence of domestic violence. Phase 1 of the program ran from April 2014 - April 2018 and phase 2 commenced in April 2018 and will end in April 2022.

The aim of this Review is to assess Nabilan's progress against its end of program outcomes with an emphasis on Phase 2 programming with a view to informing the design process for Phase 3. The Review was undertaken by a team of four from DESI Consulting, two in-country consultants and two working remotely. They interviewed over 50 stakeholders and held three focus group discussions. All were conducted via video or tele-conferencing due to lockdown restrictions in Timor-Leste which were called after the Review had commenced. More than 80 program-related documents were reviewed, and the Review data was analysed against the seven Review questions provided by DFAT in the Terms of Reference.

The major finding is Nabilan is a universally respected program, providing high quality support to Government and civil society organisations delivering services to victims of domestic violence, and engaging in advocacy and prevention of domestic violence. There is strong evidence Nabilan's partners provide increasingly high-quality inclusive services across a number of services including counselling, medical forensic examinations, case management, emergency accommodation and legal aid. Nabilan has accompanied partners over many years to build their institutional and organisational capacity, in addition to their technical capacity, which has contributed to their sustainability and resilience.

Some of the program's stand-out achievements include the development and roll-out of the Certificate III Course in Social Work which has produced 84 graduates and professionalised the sector. It is a formally accredited course and promoted by the Government of Timor-Leste as the professional standard for workers in the sector. Nabilan's support to training medical forensic examiners has increased the standard of evidence available to prosecutors in the pursuit of justice for victims.

Nabilan has contributed significantly to laying the foundation for effective work in prevention, demonstrating the link between gender equality and gender-based violence, and generating commitment in individuals and organisations to make a change. The program is generating evidence around best practice in Timor-Leste for changing social norms, trialling methods adapted to the Timor-Leste context with promising results.

A unique feature of the program is the flexible support provided to individuals, networks and movements that demonstrate willingness or ability to address drivers of domestic violence or respond to cases or social issues in the public sphere that are related to injustice against victims of domestic violence. In this way, the program has been able to support nascent organisations to grow, and support initiatives that may not otherwise qualify for more formal grants. It has also been able to foster collaborations and promote a shared understanding and approach to reducing violence against women and children.

Key Review Question and Findings:

1. Is the Nabilan approach relevant for the Timor-Leste context?

Nabilan's focus on service delivery and prevention represents global best practice, and the program is strongly aligned with the development priorities of the governments of Australia and Timor-Leste

2. To what extent has Nabilan made progress towards its EOPOs?

Nabilan has made considerable progress towards its EOPOs. At the beginning of Phase 2, EOPO 1 had strong existing foundations from which to build, resulting in quality and consistent progress in almost all service delivery areas. At inception of Phase 2, EOPO 2 still required more theoretical and methodological thinking, resulting in slower and more uneven progress in prevention work.

3. To what extent has the Nabilan program been inclusive, and could this be strengthened?

Social inclusion is a key strength of Nabilan. Actively seeking strategies to ensure programs were tailored to people with disability, LGBTIQ (partnership with CODIVA), and people living in remote areas (KOKOSA! in Suku Letefoho) are evidence of Nabilan's focus on inclusion.

4. Is Nabilan working with the right partners, and in the right way?

Nabilan is working effectively with relevant GoTL ministries, civil society organisations, networks, movements, communities and individuals to improve technical capacity and institutional strengthening. Partnerships with sector stakeholders outside the program could be strengthened.

5. What key factors will contribute to the sustainability of the Nabilan program outcomes beyond the end of the program?

The key factors contributing to sustainability are already being undertaken by Nabilan to varying degrees. Advancing the capabilities of the GoTL to resource VAW service delivery is progressing but is largely out of Nabilan's control. More successful has been the program's work in enhancing the capacity of the sector, developing a VAW workforce, creating collaborations and alliances, and supporting a feminist movement.

6. Is Nabilan's organisational model appropriate and efficient?

Nabilan's organisational model is working well, including since March 2020 after which international staff have been working remotely from Australia. An opportunity exists to reconfigure international support to the program away from day-to-day leadership and management of the program to MEL and donor/external partner coordination.

7. How can Australia's investments in EVAW in Timor-Leste be strengthened?

Continue financial support to service delivery and provide on-going professional development to sustain and improve quality of services. Continue support to prevention programming, including the scale up to municipalities and development of a prevention framework. Seek to strengthen partnerships with sector actors beyond the program without compromising on quality of programming.

Like many other programs, Nabilan has faced several challenges during the pandemic which it has largely been able to overcome. Nabilan worked closely with its partners to ensure minimal disruption to services with the result that numbers of clients served increased in comparison to the previous year. Nabilan received an extra AUD1 million from DFAT which enabled it to respond quickly to requests from the Ministry of Social Solidarity and Inclusion for support to establish quarantine centres, a collaboration which has fostered closer ties and opportunities for improved programming into the future. Social norms programs have been delayed because of repeated lockdowns but Nabilan put in place contingencies to ensure the safety of participants and staff. In March 2020, Nabilan's international team members, including the Team Leader, were evacuated and have been working remotely. This has accelerated the transfer of day-to-day management of program delivery and partnership management to national team members which is credited with helping to improve relations with Government. The effectiveness and efficiency of the program has been sustained due to the strong and established relationships between national and international staff members. The program is largely on track to meet its End of Program Outcomes.

Table 2: Progress against End of Program Outcomes

EOPO1: Women and children who experience violence have access to quality and inclusive services - On track

- IO1.1: Service providers use increased skills, knowledge and sensitivity to deliver services - On track
- IO1.2: Women and children experience violence are referred to appropriate services - On track
- IO1.3: Relevant Ministries use evidence to allocate funding of essential services - Not on track
- IO1.4: The justice sector improves its response to violence against women and children - Partially on track

EOPO2: Individuals, communities and institutions take action to reduce violence against women and children - On track/delayed

- IO2.1: Quality VAWC prevention initiatives which target individuals, communities and institutions are implemented - On track
- IO2.2: Individuals, communities and institutions recognise violence against women and children as a problem - Partially on track
- IO2.3: Communities in Suku Letefoho and other focus areas are taking independent action to prevent violence against women and children - Partially on track/delayed

The Nabilan team was frequently noted for its professionalism and commitment over the eight years of the program, and evidence was provided of a values-driven approach to program implementation with Nabilan staff modelling sensitivity and care for partners and beneficiaries.

Areas for strengthening the program were identified, including working closer with other programs in the sector around sharing lessons learned, collaborating on implementation and showing more leadership. Several interviewees would like to see the program expand to more municipalities which is planned for in Phase 3 as capacity of partners to deliver prevention programs is developed. The Review Team is mindful that some of the suggestions for Phase 3 programming would involve extra resources. However, there is an opportunity to build on the experiences of programming during COVID-19 to

appoint national staff to leadership and management positions responsible for day-to-day program delivering, including managing partnerships with GoTL, CSOs and other implementing partners. The current international team leader position could become an advisory post with a focus on MEL and donor relations, including DFAT and coordination with other stakeholders with programs in the sector.

GoTL also asked DFAT to consider supporting a specific facility to support trauma victims, a request which needs further investigation as to whether it would duplicate existing services provided by PRADET, and whether the request could be best met by Nabilan or the Program for Human Development.

There are three specific areas for the design process to investigate further. First, stepping out a process for strengthening and expanding the social norms pillar including programming in more municipalities. The GoTL has specifically asked for support in developing common messaging around prevention of violence, and the Review sees an opportunity for the program to support GoTL and CSOs to develop a national prevention framework. Second, build on current research into prevalence and drivers of violence against children to pilot interventions that respond to the intergenerational cycle of domestic violence. Third, respond to calls for more support for victims to access justice while being mindful the justice sector is resilient to systemic change, for example, this could entail further work around monitoring known perpetrators of violence. The first two are already being considered by the program, and the third does not necessarily require extra resources but a more focused approach by the program towards influence activities that more directly impact on the program's overall goal. For example, resources currently going into generic court monitoring could be refocused on activities that contribute more directly to safety of women and children.

1. Introduction

The Nabilan program is an initiative of the Australian Government to support the Government of Timor-Leste (GoTL) to end Violence Against Women and Children (VAWC). Nabilan was established in 2014 and is implemented by The Asia Foundation (the Foundation) in partnership with the Secretariat of State for Equality and Inclusion (SEII) and the Ministry of Social Solidarity and Inclusion (MSSI) to provide quality services to victims of gender-based violence and prevent violence against women and children. Phase 1 ran from April 2014 to April 2018 with an investment of AUD17.75 million, and Phase 2 commenced in April 2018 and is due to finish in April 2022 with an investment of AUD18.29 million. The expected outcomes at the end of Phase 2 include improvements in the quality of services provided to victims of gender-based violence and increased action by individuals, communities and institutions to reduce violence against women and children.

This purpose of this Review is to:

- Assess Nabilan's progress towards its End of Program Outcomes (EOPOs);
- Identify key lessons learned in the program to date, and provide recommendations for the current program;
- Make recommendations for the design of a potential third phase of investment in Timor-Leste, including the design approach and focus for the program; and

- Identify the key features of the Nabilan approach and model which have contributed to impact and could inform best practice in Timor-Leste and other contexts.

The Review answers seven key review questions (KRQs) and considers both Phase 1 and Phase 2 of the program although focuses primarily on Phase 2 with a strong emphasis on what can be done now to prepare for Phase 3 of the program. The Review considered the performance of the program’s sub-grantee organisations but does not make any evaluative judgement about the effectiveness of individual partners.

2. Methods

2.1 Data collection

The independent review team consisted of four members (two based in Melbourne, Australia and two in Dili, Timor-Leste). These four team members undertook all data collection.

Document Review: The Melbourne based Review team undertook a desk review of Nabilan program reports and relevant documents from the GoTL, DFAT and key partners. In total, just over 80 (workplans, program presentations, M&E, progress reports, research reports, KOKOSA! and NeNaMu program documents, and other related research documents) were reviewed. Reviewed documents are listed in Annex 1.

Key Informant Interviews: Due to logistical issues (discussed further in Limitations below), all interviews were undertaken via zoom, WhatsApp or telephone. Interviews were conducted in a mix of Tetum and English, depending on the participant. Both the Dili-based team members are fluent in English and Tetum; the Melbourne based team members are fluent in English and have a working knowledge of Tetum. In total 48 interviews (2 GoTL, 19 Nabilan partners, 8 TAF/Nabilan staff, 8 Donors & UN, 2 DFAT, 9 other stakeholders) were conducted. Some informants were interviewed twice, as they had held different, but related, roles over the review period. A list of interview participants is included in Annex 2. A list of interview questions is contained in Annex 3.

Focus Group discussions: The Review included three focus group discussions, called ‘deep dives’:

1. Facilitated by Melbourne -based team members in English and held with DFAT and the Nabilan team to discuss the best structure and resourcing for the Nabilan program going forward. This discussion directly informed KRQs 6 and 7 and recommendations regarding design and programming of the next phase.
2. Facilitated by Melbourne based team members in English and Tetum and held with Nabilan staff to discuss the implementation and any lessons learned in rollout of the KOKOSA! program in Dili and Manufahi. This discussion directly informed KRQs 2, 3 and 4.
3. Facilitated by Dili-based team members in Tetum and held with Nabilan partners implementing KOKOSA! in Dili. This discussion directly informed KRQs 2, 3 and 4.

A list of focus group participants is included in Annex 2. Focus group discussion questions are contained in Annex 3.

2.2 Data synthesis and analysis

This report relies on data from existing monitoring reports, produced by Nabilan partners and Nabilan, and collated by the Monitoring, Evaluation and Learning Advisor, Bu Wilson. This data has been validated against data from key informant interviews, focus group discussions, and policy and program documents. Early advice from Bu Wilson indicated that quantitative data on service delivery and qualitative data on significant change is of good quality and regularly updated from partner progress reports.

Interview and focus group notes were coded against each of the KRQs and emerging evidence and themes were noted and presented to DFAT and the Nabilan team on 21st May 2021. The findings and recommendations in this report build on the themes in that presentation.

Thematic analysis of program documentation was undertaken systematically and organised by the seven KRQs. Much of the documentation has informed KRQs 1 and 3.

An evidence matrix, outlining data sources used against each KRQ is contained in Appendix 5.

2.3 Limitations

- Stakeholder interviews and survey groups were based on DFATs and Nabilan's recommendations which is purposeful sampling rather than random and could have the potential to bias results. This was off-set by the large number of stakeholders interviewed (52 plus 3 focus group discussions), the confidential nature of interviews, and the opportunity to provide recommendations and feedback.
- The impacts of a COVID-19 lockdown during the course of this Review meant interviews and focus group discussions needed to be conducted via WhatsApp or zoom, often with poor internet connection; no district travel occurred due to COVID-19.
- There are a multitude of organisations working in the ending VAWC sector in Timor-Leste. Goals and objectives may be different for different organisations, thus negatively impacting the kinds of relationships Nabilan can make to progress its EOPOs (of particular relevance to KRQ 4). It is out of the scope of this review to consider how this is mitigated in other contexts.
- The significant floods affecting Dili and other parts of the country in April 2021 paused the review as Nabilan programs and partners were busy responding to the immediate needs of flood victims.
- The original evaluation plan (March 2021) was based on a 'business as usual' model. Given the major disruptions, the plan was adapted as the Review progressed. In these circumstances we have done our best to answer the KRQs based on the available data.

3. Findings



The Evaluators asked each of the 52 stakeholders interviewed to select a word (in either English or Tetum) that sums up their thoughts about Nabilan. The above word cloud is the result. When asked about Nabilan’s key achievement in the sector of ending VAWC, five themes emerged.

1. Strengthening Civil Society Organisations (CSO): Nabilan has established long-term relationships with organisations and built the technical capacity related to ending VAWC but also strengthened CSO core management capacity including financial, human resources, information technology systems, information management, and so on.
2. Research: In particular, Nabilan’s Baseline study on the prevalence of VAWC in Timor-Leste which has informed the programming of Nabilan, international NGOs, CSOs and UN agencies.
3. Support to the ‘informal’ EAW sector: Nabilan’s flexible approach to funding and supporting emerging activists and movements that promote gender equality and initiatives to prevention VAWC is unique.
4. Professionalising support services: In particular, the development of a Certificate III Course in Social Services; support to national and sub-national referral networks; development of and training in the Medical Forensic Protocol were highlighted as particularly impactful initiatives.
5. Prevention and advocacy: Nabilan has laid the foundation for effective work in prevention, demonstrating the link between gender inequality and gender-based violence, and generating commitment in institutions, individuals and communities to make a change.

Key Review Question 1: Is the Nabilan approach relevant for the Timor-Leste context?

Key Review Question 1.1: To what extent is Nabilan's strategic focus on service delivery and prevention relevant to addressing the issue of ending violence against women and children (VAWC) in Timor-Leste, and achieving Nabilan's goal?

Nabilan's strategic focus on service delivery and prevention remain very relevant to the Timor-Leste context, and will remain relevant in the coming years. All stakeholders interviewed for the Review agreed the two areas remain relevant, and rather than suggesting a drawdown in the type and level of support, suggestions were made for broadening the territorial reach of service delivery and prevention programming, providing more long-term support to survivors forced to leave their homes, and sharing more program lessons.

Nabilan's strategic focus to link service delivery and prevention represents good practice as it helps to ensure the two pillars are working towards the overall goal of ending violence against women and children. Prevention work can lead to women and children disclosing experiences of violence and staff need skills and support to respond and refer appropriately. Nabilan and its partners are able to provide this level of safety through the referral network and from within the program.

Finally, the prevalence of violence against women and children remains very high in Timor-Leste. According to the most recent prevalence study, 59 per cent of women aged 15-49 years who have ever been in a relationship have experienced some form of physical and/or sexual intimate partner violence, 47 per cent in the 12 months prior to interview. Social norms that support gender inequality and violence are also prevalent, with 80% of women and 79% of men believing physical violence by a husband to his wife is justified. While it might be time to update the 2016 prevalence study from which these statistics are drawn, there are no indications to suggest marked reductions in prevalence. The number of referrals to services remains steady. Gender inequality continues to be pervasive, with attitudinal baselines conducted for the KOKOSA! and NeNaMu programs showing little change in attitudes to violence. During the response to COVID-19, Timor-Leste imposed stay at home orders in 2020 and 2021 which heightened risks to women and children.

Key Review Question 1.2: How well did Nabilan align with the development priorities and gender equality commitments of the Government of Australia and the Government of Timor-Leste?

Nabilan is strongly aligned with the gender equality and development priorities and commitments of the governments of Timor-Leste and Australia. Both are states parties to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC). Ending VAWC is an objective of Australia's aid program and its *COVID-19 Development Response Plan* for Timor-Leste. The GoTL has a strong focus on gender equality and ending VAWC in its *Strategic Development Plan 2011-2030* which is further developed in the *National Action Plan (NAP) on Gender-based Violence 2017-2021*. The NAP is in the process of being updated and it is expected ending VAWC will remain a key priority.

*Nabilan's great contribution is to the implementation of the government's National Action Plan together with other partners.
(GoTL interview)*

Key Review Question 2: To what extent has Nabilan made progress towards its EOPOs?

Key Review Question 2.1: How effective was Nabilan in ensuring women and children who experience violence have access to quality and inclusive services, including in response to COVID-19

Nabilan has made mixed progress on meeting its End of Program Outcome of women and children who experience violence have access to quality and inclusive services during the period 2018 - 2020. Overall progress against this EOPO is on track. Intermediate outcomes 1 and 2 are on track and according to the theory of change have the most impact on the EOPO. Intermediate outcome 3 relates more to sustainability than program effectiveness, and is dependent on GoTL and the National Parliament ability and willingness to allocate more budget to the sector. This constitutes an area of influence, at best, for the Nabilan program. Intermediate outcome 4 is on track in the sense that outputs have been delivered but there is less evidence of impact of the advocacy efforts when compared to the impact of other interventions under Nabilan.

Table 3: Progress against End of Program Outcome 1

IO1.1 Service providers use increased skills, knowledge and sensitivity to deliver services

Status: On track

Relative contribution: High

Rationale: Program has a high degree of influence & impact through its approaches to building capacity of partners

IO1.2 Women and children who experience violence are referred to appropriate services

Status: On track

Relative contribution: High

Rationale: As above

IO1.3 Partners advocate for increased GoTL funding of essential VAWC services

Status: No On track

Relative contribution: Low

Rationale: Due to a political impasse the National Parliament was unable to pass the national budget impacting on operations; ability for stakeholders outside GoTL to influence budget processes is very low

IO1.4 Partners and service providers advocate for improved justice sector response to VAWC

Status: Partially on track

Relative contribution: Medium

Rationale: While the program has enabled improved access to legal services & improved evidence base for prosecutors which related to EOPO, the program has limited impact on wider judicial sector

Nabilan is meeting its overall program targets in terms of the number of new clients and number of services provided to clients by Nabilan partners. In 2020 there was a slight increase in the number of new clients from 1,549 in 2019 to 1,675 which was impressive given the general disruption to service delivery brought about by the response to the COVID-19 pandemic.

Table 4: Number of new clients support by Nabilan partners since April 2014 and December 2020

Timeframe	No. of new clients	Female	Male
Jul 2014 – Dec 2017	3,319	-	-
2018	1,343	1,264	49
2019	1,549	734	48
2020	1,675	1,586	89
Total	7,886		

Nabilan aims to provide a consistent number of services, year on year which is also being achieved.

Table 5: Number of services delivered by Nabilan partners between April 2014 and December 2020

Timeframe	No. of services supported
Jul 2014 – Dec 2017	24,790
2018	10,038
2019	8,754
2020	9,062
Total	49,207

EOPO1: Women and children who experience violence have access to quality and inclusive services

IO1.1: Service providers use increased skills, knowledge and sensitivity to deliver services

This intermediate outcome is on track and has remained so during the COVID-19 pandemic. One of Nabilan's most significant achievements has been the development and accreditation of a Certificate III Course in Social Services. The course has been offered four times, including during 2020 under challenging circumstances, and a total of 62 students have graduated, and another 22 are expected to graduate in May 2021. Interviewees reported positive individual and institutional impacts of the course: *"having staff go through that is incredibly valuable (Nabilan partner)*. In addition to individual and organisational impact, alumni have developed horizontal connections to influence and strengthen the feminist movement in Timor-Leste. Alumni are also now teaching in the Certificate III course, and a Certificate IV course is under development.

At the beginning of the response to the COVID-19 pandemic, there was concern front line workers may not go to work for fear of contracting the virus. Nabilan worked with Government to assist in preparation of COVID-19 safety protocols, messages, provision of equipment, training of front-line workers and establishing reception centres. Informally, Nabilan staff also provided counselling and

checked in with partners to provide extra support during the pandemic. As a result, the number of women and children accessing services remained constant.

During the flood response in April 2021, Nabilan supported GoTL to establish protocols, and update referral networks and communication to provide services to women and children in emergency shelters. Nabilan was able to mobilise a cohort of trained and committed service providers to provide emergency support that was above and beyond any formal program of support and demonstrated a high degree of professional ethics.

As you know, we provide direct support to the victims, and it is not possible to stop working and just abandon our clients. So Nabilan has ensured that we are safe to do our work. The key to this good collaboration is we have good communication with Nabilan, and they provided extra support during COVID-19 as we can call and discuss with them anytime when we need it. They are open and supportive. Other supports including face mask and hand-sanitiser, and steps to follow to protect ourselves and our clients from COVID-19. Nabilan team is like our guardian angels. (Nabilan CSO Partner)

A defining feature of Nabilan's programming has been its long-term focus on wellbeing of clients and staff. In addition to capacity development of core technical skills, the program has intentionally built a culture of care, sensitivity and emotional wellbeing. Nabilan has developed psychosocial supports for its own staff who in turn can offer support to partners. For more specialised care, the program has a referral system including professional counselling services in Australia.

IO1.2: Women and children who experience violence are referred to appropriate services

This intermediate outcome is on track. Nabilan's case management audits show partners continued to meet minimum standards, even during the COVID-19 pandemic. (There were some interruptions to audits, and there is no recent data on legal services.) One of the hallmarks of Nabilan's program is its long-term commitment to CSO institutional strengthening, not just in terms of technical capacity to deliver services – counselling, legal assistance, forensic examinations, etc. – but also systems strengthening and training in financial management, M&E, report writing, etc. Since the beginning of the program, Nabilan has accompanied CSOs to strengthen individual capacity and institutional systems which has produced reliable data, ability of CSOs to attract funders and improved service delivery. Nabilan's long-term investment in development, training and use of the case management tools has also contributed significantly to ensuring women and children are referred to appropriate services.

Stakeholders report impressive efforts to keep referral networks updated and responsive to changing conditions, including during lockdowns and floods, and credit Nabilan's long-term support to Government in strengthening the network.

Nabilan's greatest achievement was the support it provided to establish the referral network in a systemic way. (UN)

The referral network gives direct benefit to survivors of GBV. (UN)

Challenges remain around appropriate referral processes for children. The State has specific legal obligations for children at risk that it has difficulty meeting, and some practices have put children at risk. Nabilan has worked with CSO partners to strengthen child protection policies and practices but breaches continue. Nabilan is not currently working with a key CSO specialising in care of children due to child protection concerns in addition to financial mismanagement. Nabilan reports understanding violence against children could be strengthened. Research is currently underway to analyse the link between violence against children and gender-based violence as a first step towards tailoring programming to address the intergenerational cycle of domestic violence.

Nabilan's support has contributed to what we have achieved, and mostly on the capacity building of our staff members. Nabilan supported us to improve our knowledge and being able to have access to various information and ways to improve our strategic planning that will improve our works with our clients. Moreover, some of our staff have benefited from Nabilan Certificate III in Social Services. It is a very good program with an intensive course for three months. (Nabilan CSO partner)

IO1.3: Relevant ministries use evidence to allocate funding of essential services

Since program inception, Nabilan has worked with relevant ministries to develop evidence, and the program has funded independent research, to inform a business case for the allocation of funding for essential services for responding to VAWC. Evidence includes prevalence of VAWC, data on new cases, new services, and costs associated with service delivery amongst others. To date, sufficient funding has not been allocated in the state budget, and is unlikely to be allocated in the near future.

Nabilan has worked successfully with GoTL and CSOs to use evidence in periodic reports on the status of women and children under Timor-Leste's CEDAW and CRC treaty obligations. However, Nabilan has experienced long-term difficulties engaging MSSl (and its predecessors) on strengthening service delivery in the sector. In addition to the funding problem, the program faced long delays in getting approvals for Standard Operating Procedures, guidance to sector, and referral networks. More broadly, GoTL has failed to use available evidence to defend gains in the sector. For example, despite evidence Dili's Fatin Hakmatek, formerly based on the same compound as the National Hospital, was providing an essential service, the GoTL was unable to influence the Hospital's leadership to stop the eviction of the Fatin Hakmatek. The GoTL was also slow to determine a suitable alternative site for the Fatin Hakmatek which resulted in financial costs to PRADET and disruption in services.

However, there has been a positive shift in Nabilan-GoTL relations since early 2020, when Nabilan and MSSI worked together successfully to analyse the COVID-19 situation and develop a coherent and proportional response. Nabilan was able to respond quickly and professionally to GoTL calls for support to establish reception centres; develop COVID-19 protocols and train front-line workers; and provide PPE supplies. In addition to the program's flexibility and responsiveness, Nabilan leadership credit this sustained shift in relations to the senior Timorese staff who took over day-to-day partnership management and leadership when international staff were evacuated from Dili.

IO1.4: The justice sector improves its response to VAWC cases

This intermediate outcome area is likely the weakest in the program, largely due to the lack of influence any outside entity can exercise over the judicial sector. Since independence, the judicial sector has been the weakest pillar of state building in Timor-Leste. Nevertheless, viewed over the long-term, there have been incremental changes in outcomes for women and children seeking justice through formal processes. Criminalising domestic violence is still viewed by many stakeholders as the major achievement in the sector.

As with other CSOs, Nabilan has accompanied justice sector CSOs JSMP and ALFeLa to strengthen their core systems which has contributed to their long-term sustainability and technical ability to support victims of VAWC and monitor and report on evidence of change in the sector.

While appropriate charging and sentencing are still major problems, CSOs have seen evidence of limited improvements: suspended sentences being given additional rules of conduct; victim and witness protection; and civil compensation to victims.

A long-term investment that appears to be yielding results is the support to PRADET to develop a Medical Forensic Protocol (MFP) and provide ongoing training to new and existing medical forensic examiners. JSMP and ALFeLa have also tracked the increased use of the MFP as evidence in domestic violence cases.

The Evaluators were surprised to find there is a very weak link between the work of Nabilan and the Foundation's Community Policing Support Program (CSCP), and judge there are opportunities for building synergies.

Several stakeholders highlighted the importance of sustaining or increasing the support to this sector to improve justice outcomes for women and children and suggest there may be an increased demand for services as prevention programs create more awareness of domestic violence and available remedies.

I would like to see particularly the work of providing assistance to women victims to have access to justice continue to increase. We can observe the current situation where more and more women victims like to pursue their case legally. The NGOs that help provide legal assistance have been working hard to make sure the victims have access to justice. This is a good sign – this means more and more

women are aware that violence against them is a crime and the case should be brought to justice. (GoTL)

Key Review Question 2.2: How effective was Nabilan in supporting individuals, communities and institutions to take action to reduce violence against women, including in response to COVID-19?

Nabilan has made mixed progress on meeting its goals to prevent and reduce violence during the period 2018 - 2020. Overall progress against this EOPO is partially on track/delayed. Unlike service delivery, prevention work was still at a conceptual phase by the end of Nabilan Phase 1. Significant evidence-generating work had been undertaken (baseline research and report) in parallel with funding to CSOs to undertake prevention activities consisting of awareness raising and socialisation. This timing is consistent with global prevention work, which has developed evidence and practice over the last 20 years, and really only developed momentum in the last ten years. The table below indicates the status and relative contribution of each intermediate outcome to progress against EOPO 2.

Table 6: Progress against End of Program Outcome 2

IO2.1 Quality VAWC prevention initiatives which target individuals, communities and institutions are implemented

Status: On track

Relative contribution: High

Rationale: Nabilan has retained direction and control of partnerships and implementation

IO2.2 Individuals, communities and institutions recognise VAWC as a problem

Status: Partially on track

Relative contribution: High

Rationale: Nabilan has managed messaging at institutional, community and individual level, enabling mutually reinforcing social norms change

IO2.3 Communities in Manufahi and Dili are taking independent action to prevent VAWC

Status: Partially on track

Relative contribution: Medium

Rationale: Unanticipated external factors impact the readiness of communities to act independently on VAWC

In the early part of Phase 2 a more strategic, longitudinal prevention approach was developed, drawing on evidence-based international good practice. The second phase of Nabilan has clearly defined programmatic goals in terms of prevention methodology focussed on changing social norms, target audiences within a socio-ecological model, communications strategy, beneficiary reach and outcomes. As per the targets in the Monitoring, Evaluation and Learning Framework (MELF), Nabilan has continued to focus prevention activities at all levels of the socio-ecological model: communities (through media, Change Ambassadors Network, KOKOSA! and NeNaMu); individuals (through KOKOSA! and NeNaMu);

and through institutions (Nabilan supported the incorporation of prevention messaging into a number of COVID-19 related SEI services, media monitoring and training).

While children are stated beneficiaries of Nabilan’s prevention work, they are not targeted as participants in prevention work. While children have different prevention and service response needs, the appropriateness of including them in EVAWC programming has strong evidence (UNICEF. Violence against Children in East Asia and the Pacific: A Regional Review and Synthesis of Findings. Bangkok: UNICEF East Asia and Pacific Regional Office. 2014; Guedes A, Bott S, Garcia-Moreno C, Colombini M. ‘Bridging the gaps: a global review of intersections of violence against women and violence against children’. Global Health Action. 2016.9 (1):31516.) The behaviours and practices that normalise violence against women are similar to those that drive violence against children. Research suggests children who are exposed to violence are more likely to experience violence as adults. Interventions that prevent and respond to violence against children can therefore have both immediate and intergenerational effects:

A cycle of violence exists between violence against children and violence against women. Efforts to address violence against children can therefore help prevent violence against women. (Ending violence against women and girls: Evaluating a decade of Australia’s development assistance, 2019, p. 21)

In Timor-Leste, the 2016 baseline survey conducted by Nabilan indicated that 75% of women and men reported they had experienced some forms of physical and/or sexual violence when they were children. Children and adolescents are specifically targeted in the internal agencies RESPECT framework, but are not named in the GOTL’s NAP GBV. Nabilan could focus on targeted programming for children, and support the GoTL to include children in the next NAP GBV. (See more in KRQ3 below.)

Table 7: Number of participants through Nabilan supported prevention activities including radio programs, KOKOSA!, NeNaMu, and media monitoring

Timeframe	No. of participants	Female	Male	Grants provided to partners
2018	82*	-	-	-
2019	1,126	556	569	USD 194,724
2020	478	283	195	USD 272,618
Total	1686	839	764	USD 467,342

*Prevention partner grants were delayed to 2019, resulting in a low number of people reached; this number refers to media training participants, KOKOSA! community mobilisers in Suku Letefoho, and Change Ambassador Network participants

Prevention activities have continued in a limited capacity during COVID-19. The focus has been on ensuring the wellbeing of activists and service providers.

Under this lockdown our movements have been limited, however, Nabilan has supported us to negotiate with MSSI and provided us with

an authorisation letter to travel to do our work during the lockdown period. In addition, Nabilan has shared with us important and practical information to be safe from COVID-19, and they also provided some emergency fund to respond to the COVID-19 situation and to protect our staff members. (Nabilan partner)

EOPO2: Individuals, communities and institutions take action to reduce violence against women and children

IO2.1 Quality VAWC prevention initiatives which target individuals, communities and institutions are implemented

This intermediate outcome is on track. COVID-19 (2020/21) and the floods (2021) were significant disruptors to the implementation of KOKOSA! and NeNaMu, in phases where intensive support was required. During these phases Nabilan pivoted to keeping organisations and communities engaged with a focus on wellbeing. Specific information about progress in the KOKOSA! and NeNaMu programs is detailed in IO2.3.

After supporting Fundasaun Media Development Centre (FMDC) to start the radio groups in 2019 and making good progress with 11 groups formed and 30 programs aired, the program continued in 2020 with 27 programs broadcast. Of these, eight programs had dedicated prevention messages reaching 163 individuals (92 females and 71 males).

Journalist training was undertaken in 2019, reaching 32 journalists (18 female and 14 male). This was coupled with 59 advertorials on VAW awareness and prevention. Media monitoring continued, with the results shared with journalists through trainings. No media monitoring or training was undertaken in the first part of 2020. During the course of the year Nabilan worked closely with SEII on media monitoring and training, resulting in SEII's support for Nabilan to become more involved in media training. By December 2020, gender sensitive training and discussions had occurred with 5 media organisations.

...Nabilan is not only targeting [the] organization but also [the] individual. Nabilan supports individuals and give them voices to say no to violence...To be able to take action to prevent violence, an individual must speak out. If one person is silent, then the family will be silent, and then society will be silent too, this will mean that we all support violence to continue happening in our society. (Nabilan Partner)

IO2.2 Individuals, communities and institutions recognise VAWC as a problem

Progress in this area has gained considerable momentum at the institutional level and is partially on track. The Secretary of State for Equality and Inclusion regularly refers to Nabilan's work in public addresses and reports. Further evidence is provided through MSSIs active use of Nabilan and Nabilan partner prevention and response expertise during the floods in April 2021. Recognising that disasters

can increase the likelihood of violence, MSSl drew on Nabilan's expertise in prevention messaging and response service delivery in the set-up of emergency centres.

Positive social norms change at the community and individual level is slowly starting to be seen through KOKOSA! and NeNaMu, although it is too early to tell how sustainable these changes will be. Promisingly, there has been transformational change in partners' understandings of prevention and the drivers of violence, which has led to increased capacity to facilitate KOKOSA!. This bodes well for the sustainability of these initiatives.

Nabilan's institution-building support to CSOs and violence prevention and feminist networks more broadly (BuiMau, Bin-Alin Hakbiit Malu) and the provision of media and advocacy training has the potential to effect community change. As noted in the ODE Evaluation, strong civil society capacity has supported more open dialogue around EVAW in Timor-Leste.

Nabilan's greatest achievement [is] shown in the rising awareness of VAW and children. Compared to a few years ago, through the advocacy work and public education campaign that [was] carried out by Nabilan and its partners, more and more people understand that VAWC is a crime.... More and more women and children who experience violence speak up about the crime. (Nabilan Partner)

In my view, one of the greatest achievements of Nabilan is it has been working closely with many different organizations including the marginalized groups to bring change in the issue of violence against women and children. We can observe that more and more now people in the community are aware that GBV and violence against children is a crime and it must be addressed properly. In the past, most GBV victims rarely brought their case to justice but now, more and more women victims are keen to bring their case to seek justice. (Nabilan Partner)

IO2.3 Communities in Manufahi and Dili are taking independent action to prevent VAWC

Progress in this area is partially on track/delayed. The focus of work in this intermediate outcome has been implementation of the social norms change programs KOKOSA! and NeNaMu.

The KOKOSA! program is a 4-stage program, adapted from SASA!, developed by Raising Voices Uganda. The four stages are: 1. Start 2. Awareness 3. Support 4. Action. KOKOSA! is being implemented by Nabilan directly in Suku Letefoho, and through partners CODIVA and PRADET in Dili. Complementing the Dili partner prevention work is NeNaMu, an adaptation of the Stepping Stones Program developed by the Salamander Trust. Nabilan receives technical assistance from the Salamander Trust and the Prevention Collaborative, and is implementing this work in partnership with Marie Stopes Timor-Leste (MSTL). A key difference in these programs is their timeframe; KOKOSA! takes a minimum of three years while NeNaMu can be implemented in 3-6 months, with some follow-on activities.

In addition to program distinctions, it is worth distinguishing progress in Manufahi from that in Dili.

Manufahi: Manufahi has suffered numerous challenges, which were compounded by COVID-19. Early on, the Nabilan program struggled to find suitable partners and individuals to work with in Suku Letefoho, and the program failed to get traction. From January 2019, a Nabilan staff member was permanently based in Manufahi. This catalysed the KOKOSA! program to support 15 community mobilisers and start a Prevention Network but added other challenges such as how to retain and support remote staff members implement difficult social norms change. At the time of writing, Manufahi had completed the Phase 2 - Awareness of KOKOSA! During 2020 and 2021 there was a loss of momentum through the inability to meet with community mobilisers face to face and provide continued support. This was compounded by the lack of phones and credit, which meant it was very difficult to keep community mobilisers engaged. Nabilan would like to implement the third phase – Support, in a delayed timeline (the original scheduled completion date was July 2021). Importantly, practitioners noted that program implementation should continue until at least the Support phase is completed. To stop programming prior to this would cause risk to community mobilisers and participants, as awareness raising without adequate training on violence response and support can increase the likelihood of poor quality or dangerous violence response measures being implemented.

There is a bit of potential to move attitudes in Same. The contribution of many people – the opportunity to implement directly into the community. Local community ‘owns’ KOKOSA! and what I can see directly - in our activists, in our 3 groups - they themselves have made changes in their lives...at the community level, most people who have heard about KOKOSA! can talk about sharing power so we can see that this has reached them (Nabilan)

Dili: In 2019 Nabilan commenced extension of the KOKOSA! program to Dili in the sukus of Santa Cruz, Caicoli and Mascarenhas. PRADET and CODIVA were established as partners to run KOKOSA!. Good progress was made in the Start phase including three START training sessions for implementing partners and staff from SEII, two national stakeholder consultations, a total of 12 mini-workshops implemented by PRADET and CODIVA (six each) to identify local activists, and 11 partner meetings. In all, the program identified 105 community mobilisers across the three sukos. In partnership with The Equality Institute, a baseline was done and the results shared with local leaders, community members and national stakeholders. All this has been done in partnership with CODIVA and PRADET, who have demonstrated increased capacity to undertake this work. At the time of writing the Dili partners were moving slowly through the Awareness phase, which had been difficult to implement during lockdown in 2020 and 2021. Nabilan and the partners are still hoping to complete the Support phase by June 2022. As with Manufahi, there is a risk to participants in ending the program before the Support phase can be completed.

The NeNaMu partnership with MSTL began in December 2019. Early evidence suggests that this is a promising program which is highly relevant for the drivers of gender inequality in Timor-Leste. The program timeframe (3-6 months) also allows it to be rapidly rolled out as a readiness community piece

for longer-term KOKOSA! work. There is also scope of sustainable practice in this model, as NeNaMu provides community and individual training and awareness raising to lay the foundations for more behavioural change focussed gender equality, power and violence prevention work. At the time of writing, significant adaptations had occurred to the Stepping Stones curriculum, and testing and piloting was being rolled out. The timeline will be delayed but Nabilan and MSTL should comfortably complete this round of programming, with potential scope to run another cycle in other sukos, using MSTL and community facilitators from the first pilot.

Key Review Question 2.3: What factors most contributed towards, or limited, the achievements of the program?

The Review identified five factors that most contributed towards the program's achievements:

1. Partnerships: This topic is also addressed in detail in Section 4 of this report.

One of the main contributing factors has been Nabilan's great commitment to work with different partners. Nabilan has great flexibility in implementing all its program and in dealing with all its partners. It has good collaboration and coordination with its partners that involve in three different areas of priorities. (GoTL)

2. Nabilan staff: A strong theme to emerge from interviews was the commitment of Nabilan staff to Nabilan's goal of women and children living free from violence and enjoying their rights. Representatives of all stakeholder groups spoke of staff technical capacity, but more than that, spoke of the values and personal commitment they bring to their work. Since April 2014, Nabilan has been led by three different international team leaders, each were praised for their professionalism, language skills and deep knowledge of the local context. National staff were praised for their support to local partners in terms of mentoring, building capacity and being attentive to their wellbeing. Their long-term commitment to Nabilan and high skill level are the envy of the wider sector.

A factor contributing to Nabilan's success is their ability to attract and keep key national staff who have solid experience and commitment. (UN)

3. Values driven: The Review identified a number of strong values that add depth to the technical work program staff undertake including: commitment to feminist values and understanding gendered power relations and their impact on the safety of women and children; commitment to implementing best practice by setting ambitious targets around quality of services and efficacy of meaningful behaviour change; and a genuine commitment to doing no harm.

Always trying to ensure that it's implementing best practice (Sector stakeholder)

Real commitment to do no harm (Sector stakeholder)

4. Adaptability and Flexibility: Nabilan's ability to adapt nimbly to changing circumstances has been demonstrated throughout the response to the pandemic and the floods in April 2021. The program responded quickly to the pressing needs of GoTL and were able to meet the immediate needs of vulnerable populations and in the process improved and deepened its partnership with MSSl.

An international prevention partner noted the exceptional approach Nabilan used to new materials – in order to adapt prevention materials to the local context, the original materials were first translated into Tetum so national staff could access the material and advise on how to contextualise the material. In other countries, international consultants make changes in English and then translate into local languages.

Curriculum adaptation work generally happens firstly in English, and then translation happens. [It's] often based on language capacity of international staff, and assumptions about who holds the technical capacity. Nabilan is very novel in this regard. (Stakeholder)

5. Willing to make mistakes / evidence driven: Nabilan's commitment to evidence-based programming and do no harm stems from a willingness to own up to approaches that are not working as well as they could. For example, Nabilan implemented social norms programs directly in Manufahi and learned it was difficult to support staff working remotely and to work with individuals in communities. Nabilan has since changed direction to work with CSOs, develop their capacity – both technical and organisational – to implement projects. The aim is to keep working with CSOs to build their capacity to take programs to other districts.

Limitations

A key assumption of Nabilan is GoTL and the Justice Sector would be responsive to evidence-based advocacy by CSOs. Unfortunately, this has not been borne out. To date, the Government has not been willing to prioritize support for victims of domestic violence in the State budget, and the allocation it provides is not based on realistic costings. Likewise, despite long-term advocacy efforts by ALFeLa and JSMP, there have been small incremental changes in the Justice Sector, particularly in the area of charging and sentencing.

During Phase 2 of Nabilan, two new donors have made significant investments in ending VAWC. The EU is investing €9 million from January 2020 to December 2022, and KOICA is investing US\$7 million from November 2020 to November 2021. Between them, they have dispersed funds through six UN Agencies which are implementing many projects with approximately 16 State institutions, CSOs, media, the private sector and municipalities. Nabilan does not have the resources to coordinate effectively with so many UN Agencies now active in the sector. There does not appear to be any serious overlap as care was taken to consult widely during the design phase. However, opportunities for meaningful exchange

of lessons and ensuring approaches are mutually reinforcing has proved challenging. The Nabilan team report serious concerns about some approaches taken to prevent violence are either unlikely to be effective or potentially damaging.

Key Review Question 2.4: Have there been unexpected outcomes (negative or positive) of the program?

There have been a number of positive unintended consequences from establishing the Certificate III Course in Social Services. Alumni from the course have had a social impact beyond the organisations they work for, including informal support to each other, and contributing to a new generation of activists that advocate for women's rights through a feminist lens.

As a follow up to the Certificate III Course, we were encouraged to form a group and implement what we learned in the group we established. Me and few other former participants, we formed a youth group – we focus on social issues such as sexual violence and domestic violence. We link this group with Nabilan's program. Nabilan has program dealing with a number of youth organizations – thus, our group brings us close to Nabilan. (Certificate III Alumni)

Key Review Question 3 To what extent has the Nabilan program been inclusive, and could this be strengthened?

Social inclusion was cited by multiple stakeholders as a key strength of Nabilan. Actively seeking strategies to ensure programs were tailored to people with disability, LGBTIQ (partnership with CODIVA), and people living in remote areas (KOKOSA! in Suku Letefoho) were spontaneously cited by interviewees as evidence of Nabilan's focus on inclusion. Sixteen of 19 partners interviewed thought Nabilan was good on social inclusion. A few interviewees noted that Nabilan could do more to focus on children, and that this work had been incidental or ad-hoc up to this point. This finding is similar to what the ODE Report found across Australia's investments in programming addressing violence against children:

Overall, Australia's support for programming addressing violence against children is promising even though it appears to take an ad hoc rather than a coordinated, evidence-based approach to identify areas of intersection with child protection at local, national and regional levels, and work across relevant divisions and funding mechanisms to resource them. This presents an opportunity for Australia to use its resources and convening authority to identify more effective policy and programming responses. [p.59 ODE report] Nabilan has commissioned The Equality Institute to analyse the 2015 Nabilan Baseline survey data to investigate if there is a link between child maltreatment and later intimate partner violence (IPV) in adulthood, and provide recommendations for interventions for Phase III of Nabilan. The data shows a very high prevalence of different kinds of violence against children in the family: sexual, physical, emotional, and general neglect. Preliminary findings show if girls experience violence as a child they are more likely to experience IPV as an adult and be violent with their own children. The findings also show if boys experience violence as a child they are more likely to be

perpetrators of both IPV and non-intimate partner violence and be violent towards their own children. The initial report recommends trauma informed programming tailored for adults rather than children, particularly for parents and for survivors of child maltreatment. The aim of these interventions is to interrupt the intergenerational cycle of family violence. Global learning and practice exists from which Nabilan can design programming for Phase 3.

It is worth noting that Nabilan's entire target group could be categorised as vulnerable; women and children experiencing violence often experience a number of other compounding discriminations. Therefore, the recognition that within this vulnerable group, Nabilan's makes effort to identify and address these compounding discriminations is extremely positive.

They've done an exceptional job to raise the focus on LGBTIQ+ community in Dili. Being part of the NaNeMu program – they've done a great job of reaching diverse groups through interpersonal connections – they hire people who have existing connections. (Stakeholder)

In terms of service provision for people with disabilities, it is evident that Nabilan has expanded CSOs' practice and referral networks in this area. Partners spoke not only of adapting service delivery to respond to people with disabilities experiencing violence, but also that they were more aware of other health and social supports required. Examples of this include providing immediate violence response services to a girl with impaired hearing, as well as linking her and her mother to a disability advocacy organisation to provide support through the judicial process. This kind of practice is embedded within the Certificate III training, ensuring it has broad reach through the work of the graduates. Partners are demonstrating that they are looking beyond physical disability to mental illness and psycho-social disability as impacting on client wellbeing and needs.

Key Review Question 3.1 To what extent have people with disabilities and other groups (such as youth, LGBTIQ+, and women in remote areas) been able to participate in, access and benefit from the program?

Although the proportion is low, Nabilan's strategies appear to be working. By December 2020 the client base included:

- 29% of female clients had no education
- 5% of all clients were people with disability (an increase from 2019)
- 14% of clients were from female headed households
- 10% of clients did not speak Tetum

Nabilan has met the target of maintaining or increasing the proportion of clients with a disability against the 2014 baseline of 1.6%, and it has done so incrementally throughout the life of the program (2017 – 2%; 2018 2.6%; 2019 – 3%; 2020 – 5%).

Nabilan continued to support awareness of LGBTIQ+ issues, participated in the Pride March, provided funding to Coalition for Diversity and Action (CODIVA), and works with Hatutan as part of social norms

change and supporting feminist movements work. Having CODIVA as a core KOKOSA! partner has also increased the inclusion of LGBTIQ+ people in programs, as well as raising awareness about LGBTIQ+ through a human rights framework.

If I am not mistaken, started from the second stage of Nabilan's program in 2018, it did not focus only on violence against women but also those of traditionally marginalized groups. Nabilan provides both financial and technical assistance to LGBTIQ community and people with disabilities. I participated in almost all events organized by Nabilan for these marginalized groups. Nabilan also distributes different equipment for prevention of violence against women and children to raise community's awareness including the youth in remote areas. In my view, Nabilan has done a great job in terms of strengthening social inclusion in Timor-Leste (GoTL)

Key Review Question 4: Is Nabilan working with the right partners, and in the right way?

Key Review Question 4.1: To what extent has Nabilan's approach to engaging with GoTL, development partners and civil society (through networks, research, policy and funding) been appropriate and influential?

Both Government stakeholders and Nabilan staff report a high degree of satisfaction with their relationship. The COVID-19 response and flood response operations provided an opportunity for Government and Nabilan to work closely and effectively. Government is satisfied that Nabilan works to implement the NAP. Going forward, there is an opportunity to build on recent improved relations with MSSJ, in particular to advance long-standing questions around sustainability of services for victims of VAWC.

CSOs report a high degree of satisfaction with the networking opportunities Nabilan provides: of 15 respondents, 13 said these opportunities were very useful and two rated them as useful. Likewise, research and funding were also largely rated as very useful. (See Table 4 below.)

As a volunteer group, when we started this group, we have no idea who to contact and how to reach out to these organisations. Nabilan team has supported us to connect with these organisations that work with women and the LGBTIQ+ community. Nabilan was the one that introduced us to Hamahon and Rede Referral. Now we know the roles of different organisations that could support our works. This has helped us a lot in our work as we have the information on which organisation to contact when we need their support. (CSO)

Although Nabilan works less closely with other development partners, many reported using Nabilan and the Foundation’s research in their own programs. The 2016 prevalence study is widely used as a benchmark for UN Agency programs, and the Foundation’s regular surveys on a variety of topics is also appreciated. There is a sector-wide appetite for more evidence-based research which Nabilan and the Foundation are well placed to provide.

Key Review Question 4.2: To what extent has Nabilan strengthened local partner organisations and increased networking, collaboration and advocacy among civil society especially independent women’s movements? Should the program have a different approach to supporting women’s organisations going forward?

Since the beginning of Phase 1, Nabilan has placed a strong emphasis on building the organisational capacity of partners in addition to providing grants to implement technical projects. In particular, Nabilan invested strongly in building case management systems and M&E systems. In phase 2, Nabilan undertakes regular audits as a mechanism for providing feedback and support to partners, and to monitor the quality of services provided. CSO partners rated the supports provided by Nabilan as overwhelmingly very useful or useful.

Table 8: Nabilan Partners rating of program supports

	Very useful	Useful	Not useful	Total respondents
Technical Assistance	12	5	0	17
Training	13	2	0	15
Networking	13	2	0	15
Capacity Support	14	1	0	15
Research	12	3	0	15
Funding	13	1	0	14
M&E	11	1	0	12

In addition to these formal supports, Nabilan has the flexibility to provide ad hoc support to facilitate advocacy efforts or policy dialogues as needed. For example, Nabilan can provide logistical support to groups of individuals and organisations to come together around a case or issue of public interest which may result in collaborative advocacy. This approach allows the program to respond to developments in the feminist movement that fall outside traditional programming. This approach should be supported going forward as the feminist movement in Timor-Leste is still nascent, and no one umbrella network represents all the different organisations that can advance the program’s goal.

Key Review Question 4.3: To what extent has Nabilan complemented, and leveraged opportunities with other development programs (DFAT, other donors, and non-government organisations) to address ending VAWC in Timor-Leste?

Despite the growing number of programs addressing ending VAWC, stakeholders report little in the way of duplication. However, on-going coordination is widely recognised as a problem by donors, UN Agencies and CSOs. Various coordination mechanisms exist, including the referral network chaired by SEII at the national and sub-national level which is reportedly working reasonably well. But at the program level, stakeholders report coordination is superficial and does not allow for substantive

exchange and opportunities for fostering deeper collaboration. While Nabilan is held in high esteem by stakeholders and its research products are widely referred to by other programs, with more dedicated resources, Nabilan could develop a stronger outward focus and contribute more to sector-wide learning.

For Nabilan to have a greater leadership role in the sector through sharing lessons and supporting Government to foster greater coordination, the program would need extra resources to ensure program quality is not compromised. One approach would be to transfer program implementation leadership and management to national staff, and redefine the current international team leader role as an advisory role with a focus on MEL and external partnerships, including with DFAT, donors, UN Agencies and other actors.

At this stage of the program there is a need and opportunity to work with CSO partners and GoTL to develop a shared framework around prevention. The program has evidence of promising approaches, and GoTL has expressed an interest in developing prevention messages which program partners can support. While an analysis of the programs of other agencies in Timor-Leste was beyond the scope of this evaluation, Nabilan and other stakeholders expressed concern other programs may be doing harm or undermining the efforts of good prevention programming or, as a minimum, missing an opportunity to be more impactful.

Key Review Question 4.4: To what extent has Nabilan been able to access regional opportunities for collaboration?

Nabilan's collaboration has generally been very targeted to draw on EVAWC expertise to fulfil its strategic program goals. Recognising that regional collaboration requires time and resources, during Phase 2 the focus was squarely on consolidating the evidence and implementing activities under Pillars 1 and 2. In this sense the program has not proactively sought opportunities for regional or local collaboration.

While there is value in regional cooperation, this should not occur at the expense (i.e: divert resources) of prevention and service delivery. If appropriately resourced, regional collaboration could be driven through Australia's commitment to enhance evaluation learning, as agreed to by DFAT's management response to Recommendation 5 in Ending violence against women and girls: Evaluating a decade of Australia's development assistance (2019, p.12). This response steps out DFAT's commitment to use its lead donor role to create forums for regional learning and sharing.

Within this enabling environment, Nabilan could engage and share learnings with Australian-funded programs and EVAWC programs in Timor-Leste and regional EVAWC programs (through partnerships with UN Women and Pacific Women Shaping Pacific Development).

I don't think they have drawn on any expertise from anyone else. In the gender and protection working group and the essential services working group they have provided inputs in terms of actions for response – eg. to floods. [They have] tools for monitoring for services – but haven't shared these or done a presentation. On prevention, there hasn't been any presentations. But there haven't been opportunities.

Spotlight has a remit to do a prevention strategy and it will be interesting to see how they [Nabilan] respond to this. (UN)

Key Review Question 4.5: How has Nabilan worked with other parts of the Australian aid program in Timor-Leste and what opportunities exist for strengthening these links?

At the request of DFAT, Nabilan established the Change Ambassador Network (CAN) to integrate Nabilan knowledge and approach to violence prevention into DFAT programs. The CAN has had mixed results. The ability of Ambassadors to influence their own organisations depends on their level of seniority and the support they enjoy from their organisation's leadership. In recent months, the CAN has been less active perhaps because of COVID-19 and competing priorities. It may also suffer from lack of traction because it was 'engineered' as opposed to being grown by individuals with a commitment and drive to see the network succeed.

In general, during Phase 2, Nabilan has been focused on program delivery and strengthening partnerships with direct program partners, and little has been done to strengthen links with other parts of the Australian aid program. International staff moved to working remotely in the first quarter of 2020 which made collaboration on this level more challenging. However, a recent change in PHD's programming provides an opportunity for strengthening links between these two parts of the Australian aid programme, particularly in relation to support to MSSI. PHD will be working with MSSI and the Ministry of Finance to support social protection for women and children, and MSSI has asked DFAT to consolidate meetings on this investment with the Nabilan program. Programming on social protection may afford opportunities for Nabilan to gain traction on adequately resourcing services for victims of VAWC.

While not a specific question in the Review, opportunities for increasing collaboration between The Asia Foundation's programs in Timor-Leste were identified, including sharing lessons learned about how to engage Government and influence policy (CSCP), and develop nationwide messaging (Tourism).

Key Review Question 5 – What key factors will contribute to the sustainability of the Nabilan program outcomes beyond the end of the program?

Sustainability can be viewed in two ways: through the lens of continued GoTL funding and support for prevention and service delivery; and/or through the lens of increased capacity and confidence for CSOs to implement quality EVAWC programs. The first aspect is discussed in detail in intermediate outcome 1.3 and KRQ 5.1 and relies on a number of factors outside Nabilan's control. The second aspect – sustainability through increased capacity – is detailed through an intentional approach in Nabilan's evidence matrix. The key factors contributing to sustainability are already being undertaken by Nabilan to varying degrees. Critically, these activities are targeted at different societal levels – institutions, community and individuals which will ensure broad reach and mitigate against the risk of outcomes being siloed in particular sectors. They are outlined below:

Awareness of Nabilan's outputs in the sector through knowledge sharing activities: To date, Nabilan's knowledge sharing activities and technical assistance has largely been directed at its partners and the

GoTL. This has occurred through business as usual program activities, as well as through events (International Women’s Day and 16 days of activism), and assistance during the April 2021 flood.

Nabilan’s excellent relationships with CSOs: Nabilan is seen as a trusted, reliable, and competent partner in the EVAWC and social protection sectors. This is translating to their partners, who are beginning to demonstrate their own EVAWC technical capacity and are slowly able to work autonomously.

Relationship with GoTL: This relationship is currently strong and is the result of Nabilan’s persistence, quality staff, and ability to fill gaps in the GoTL’s service delivery requirements. Evidence of this relationship is the GoTL’s use of Nabilan’s protocols and practices for quality prevention and response services.

Support of active networks and the feminist movement to keep EVAWC on the public agenda: Support to the Change Ambassadors Network, BuiMau, and Building Feminist Futures, as well as moves to develop a Social Worker network point to coalition building that can continue to raise awareness of EVAWC. Supporting these movements as autonomous entities, and providing institutional governance, media and advocacy training encourages the movements to be bigger than the Nabilan program, with the potential to garner support from other stakeholders and allies.

Key Review Question 5.1 To what extent have GoTL and other agencies resourcing and policies on prevention and essential services for women and children experiencing violence changed over time, and has Nabilan influenced this?

In 2019, Nabilan coordinated service partners to develop an advocacy paper on sustainable funding for service delivery. Partners (led by Fokupers) met with a number of high-level government Ministers. The proposal was well received but did not immediately translate into increased funding. There is an increase in MSSI’s proposed budget for VAWC service providers (\$1.9 allocation to MSSI partners) but this is yet to be realised.

Interviewees felt that Nabilan’s alignment with GoTL policies was sound but that there were limited opportunities for Nabilan to advocate for better service delivery resources. This was partly due to Nabilan’s position as an internationally funded and managed EVAWC program, which had limited power to influence GoTL investments, allocations and/or budget processes. Although relatively recent, the new Nabilan structure - with senior Timorese staff undertaking GoTL liaison and partnership management - has borne fruit in terms of improved government relationships and greater collaboration and cooperation. If these relationships continue to strengthen, there may be scope for the next phase of Nabilan to have greater influence over GoTL resourcing and policies, particularly in the context of development of the next NAP GBV.

It’s a fundamental weakness. Embassy vs. program level. It should be the Embassy creating the space for you to have an influence. Their ability to advocate is limited. (Sector Stakeholder)

In my view, Nabilan’s greatest achievement so far: It’s great contribution to the implementation of the government’s National

Action Plan together with other partners. The government has set four priority areas regarding social protection: prevention, social services delivery, access to justice and monitoring the implementation of the National Action Plan. Nabilan's programs align with the government's priority areas, particularly the government's first three priority areas. Nabilan has provided great support to its partners in the implementation of the program. (GoTL)

Key Review Question 5.2 What evidence exists of strengthened local capacity and systems (in government, civil society and communities) to continue implementation of quality services and prevention approaches?

We are consistently seeing the service providers as reliable partners. JSMP can regularly produce monitoring reports. Service providers are present and engaged. (UN)

Nabilan has made great progress in supporting capacity development of local actors and CSOs. Two clear examples of this is the evidence of strengthened institutions and practitioners. Nabilan partners were seen to be capable and trustworthy, with quality governance, management and financial systems. The quality controls around record keeping and case management has improved year on year since the beginning of the program, as demonstrated by the results of case audits (by June 2019 at least 70% of case audits met 'minimum standard', and by December 2019 61% met 'high standard'. In terms of skills acquisition, this has incrementally improved since 2014 through Nabilan's consistent efforts with both technical capacity improvement and organisational and institutional strengthening. For example, support to PRADET, CODIVA and MSTL through KOKOSA! and NeNaMu has focussed on support to entire organisations rather than just individuals or activities.

Cert III – incredibly important and... creates a network of people on a shared platform – has seen this in COVID-19 response – and a cohort of people giving things back to their community. (Sector Stakeholder)

Nabilan has also contributed to the number and quality of practitioners in the EVAWC sector. Graduates of the Certificate III were seen to have good technical skills and community values. This was specifically commented on during COVID-19 and the floods, when Certificate III graduates provided quality services to their communities.

In prevention when she has had contact with people in prevention work, provides really good quality inputs all the time; and good understanding of prevention work. Service provision – the work is

better documented and planned; crisis issues are identified and handled better – evidence of a better system; rights and responsibilities within cases are better followed up. Consistent way Nabilan has monitored the partners and reporting tools partners report. (Sector Stakeholder)

There is less immediate evidence of strengthened government and community capacity. Strengthened government capacity is dependent on a variety of factors, many of which are outside of Nabilan's control. As discussed elsewhere, with strengthened relationships with government there may be opportunity to support capacity development in EVAWC among government actors in the future. This could take the form of a GoTL endorsed national prevention framework, the inclusion of children in the next NAP GBV, and stronger internal advocates for VAWC budgeting.

Without follow-up research on attitudes to VAW the degree of community capacity development is difficult to quantify. In areas where Nabilan has undertaken targeted programming (e.g. 3 sukos in Dili and in Suku Letefoho) attitudinal baselines have been undertaken. Evaluating any positive shifts in social norms, behaviours, and understanding of services at the end of these programs will provide evidence of strengthened capacity.

Key Review Question 5.3 Should DFAT continue to take a leading role in EVAWC in Timor-Leste, at what scale and what elements of the current program should be retained, extended or removed?

DFAT should continue to take a leading role in EVAWC in Timor-Leste. In comparison to comparable investments in the sector from the EU and KOICA, DFAT's investment has so far been guaranteed for four years at each phase which allows time for piloting interventions, including strategies for scaling up. The Services Pillar needs to continue because there is no viable alternative source of funding in the near future. In addition to funding, further capacity building supports are required to further professionalise the sector with the development of a Certificate IV course in social services. As Nabilan develops prevention programming targeting maltreatment of children, response services will need to be in place, and further targeted programming in the area of child protection will need to accompany the prevention program.

Going into Phase 3, the Social Norms Pillar will be scaling up prevention programs trialled in Phase 2 including developing the NeNaMu program into a professional development course that would complement the Certificate III in Social Services for professionals requiring a foundation in GBV, its root causes and evidence-based methods of response and prevention. Likewise, emerging results from KOKOSA! in Dili indicate the program can be scaled up in other municipalities. This will require a similar investment in capacity development of CSOs willing to engage those communities as was required in the Services Pillar. Overlap exists, of course, for example, PRADET is a partner across both service delivery and prevention. However, the sector requires a national framework for prevention which the GoTL and CSOs will need to develop; Nabilan will be a key partner in supporting and institutionalising this framework.

Although the EVAWC landscape is changing in Timor-Leste, DFAT continues to have longevity of quality support and programming in this area and should continue to play a lead role. Despite greater financial

contributions to the EVAWC sector through KOICA and Spotlight, DFAT can draw on eight years of Nabilan and eight years of the Justice Sector Support Facility prior to this, to demonstrate dedicated EVAWC programming support. Over this time numerous evaluations and reports have been undertaken, lesson learnt and shared, and programs adapted to be made more relevant. This forms a strong foundation for DFAT to continue to lead on EVAWC work in Timor-Leste. This is discussed further in the Recommendations section.

In terms of the Nabilan program itself, most interviewees felt that the current organisational model worked well for delivery of the program. They also felt the focus on two pillars was appropriate and necessary, with some citing a further investment in monitoring and evaluation, knowledge sharing, and story-telling was required. Under KRQ 6.2 we discuss the option of how to invest more in MEL, particularly sector-wide shared learning, to amplify the impact of Nabilan's evidence-based practices without compromising on program quality.

The more recent shift to remote international support has worked well but could not be easily replicated as a model without significant supports in place. This is due to the skill and relationships of the incumbents in all senior positions.

Yes, doesn't need big changes. [I] haven't seen anything go wrong from the outside in a big year of change and this is testament to the capacity and leadership. Need to be careful to assume that there is no need for mentoring or technical support. (Sector Stakeholder)

Going forward – localisation but with support, resources to tell their story better as an ongoing learning process (Sector Stakeholder)

The current design has a lot of things going for it; although Nabilan has only been 8 years, there has been continuity through previous iterations. Lots of the same individuals involved over a long period of time. (Sector Stakeholder)

Key Review Question 6: Is Nabilan's organisational model appropriate and efficient?

Key Review Question 6.1: To what extent have the program's funding model, resource allocation, team composition/skills, team structure, and management mechanisms been effective and efficient?

The program's funding model has been very effective. It has enabled Nabilan to respond to emergency GoTL requests for support during the pandemic and after the floods in March 2021 which has contributed to Nabilan being viewed as a reliable and valuable partner. It has also enabled Nabilan to respond to CSO requests for activity funding, particularly ad hoc funding around networking and advocacy work that do not lend themselves to forward planning. This has enabled Nabilan to support

emerging networks, movements and organisations that may not have the infrastructure to support fully fledged programs.

Nabilan was allocated AUD17.75 million in Phase 1 and AUD 18.29 in Phase 2 which the program has executed efficiently so far. The Phase 2 allocation includes an extra AUD 3 million over three years under the Gender Equality Fund (GEF) and AUD 1 million under the COVID-19 response which has enabled the program to respond to emergency situations outside of the original design such as support to Government COVID-19 response and contribution to building a new Fatin Hakmatek in Dili after PRADET was evicted from the National Hospital compound.

The change in team structure from Phase 1 to Phase 2 did not impact negatively on program implementation; some argued it helped to streamline the program and make it more focused. When international staff were relocated outside of Timor-Leste in response to the pandemic in March 2020, national staff were given more day-to-day leadership and management responsibilities which has had positive benefits for the program. In particular, more visible national leadership appears to have been a contributing factor to improved relationships between Nabilan and GoTL. National staff report efficiency has not been impacted negatively because international staff have remained available, even on weekends, despite the distance. DFAT Post also report no loss of program effectiveness with the current mix of in-country and remote program delivery.

Key Review Question 6.2: How effective has the program's M&E investments, research and learning strategies been?

During Phase 1, one of Nabilan's four pillars was dedicated to research, monitoring and evaluation. It developed the program's Monitoring, Evaluation and Learning Framework, and a number of studies that informed programming. Phase 2 does not have the same level of investment for a number of reasons: 1) it was thought less investment was needed because several foundational research products were in place; 2) there was a misunderstanding around the role DFAT's M&E House could provide the bilateral program (and in addition, M&E House ceased operations in 2020); and 3) there was less budget available. Program monitoring was taken up by program staff and the Team Leader took on a stronger role in monitoring and reporting. Research continued under Phase 2, including ongoing research into the prevalence of child abuse which will inform future programming.

Embedding MEL into programming represents good practice because it facilitates continuous learning and opportunity for timely course correction. Program staff are more likely to collect quality monitoring data when it is of direct benefit to their work. The evidence of the soundness of this approach is seen in the quality of program implementation.

Given the recent growth of programming in the sector, the current M&E investment is likely not sufficient for Phase 3. Donor coordination and contributing to sector-wide learning requires dedicated resources above those currently available in Nabilan. This Review found the monitoring data is of a high quality and the program is committed to evidence based programming and continuous learning. However, other stakeholders reported there were opportunities for the wider sector to benefit more from Nabilan's experience and research. There were also calls for Nabilan to do more research that could benefit the wider sector given how useful studies like the Baseline Research have been. Suggestions include on-going professional development for graduates of the Certificate III course; share

sector-wide learning from the NeNaMu and KOKOSA! trials; impact evaluation of Nabilan interventions and partners; case studies; and, an updated prevalence study.

Key Review Question 7: How can Australia's investments in EAW in Timor-Leste be strengthened?

Key Review Question 7.1: Based on these lessons learned, what are the main recommendations to inform current (to the end of Phase 2 in 2022) and future (beyond 2022) programming?

The Evaluators recommendations are in Section 5 below which take into consideration the recommendations made by interviewed stakeholders. These include:

- Retain focus on services and prevention;
- Provide more Certificate III in Social Services courses, and more MFP training;
- Strengthen monitoring of known perpetrators in the community;
- Strengthen women's access to justice;
- Increase the network of partners Nabilan supports; and
- Increase programming in more districts.

Key Review Question 7.2: What changing contextual factors are likely to influence Nabilan in the coming years (e.g. change in approach of GoTL and other donors), and how should Nabilan respond?

While the past is not a predictor of the future, Nabilan should assume a degree of political uncertainty in Timor-Leste, a continued poor economic outlook, and low human capacity given stubbornly low indicators around nutrition, health and education. Learning to live with the global pandemic will take some years and has the potential to impact negatively on political, economic and social life. It is best to assume the GoTL is unlikely to funnel significant resources into ending VAWC, and other donors may not be able to fund the long-term programming required to bring about social norms change.

In Phase 3, Nabilan should seek to build the capacity of CSOs and GoTL to lead and implement social norms change, identifying and strengthening those organisations as it did in the service delivery sector. DFAT is widely recognised and valued in the sector for its long-term commitment to Nabilan without which it could not have made its unique and valuable contribution. Currently, there are significant resources in Timor-Leste being directed at ending VAWC but, senior UN officials observed there is a risk this could be short-lived as donors reconsider allocations more broadly because of the pandemic. Amplifying the Nabilan approach to influence GoTL and other donors would contribute to sustainability and improved outcomes across the sector given Nabilan's approach is evidence-based and strongly contextualised.

Key Review Question 7.3: Are there other organisations that could deliver a future DFAT investment of similar size in Timor-Leste to the same standard or should DFAT engage a partner-led design process for its post-2022 investment?

The Evaluators recommend the Foundation, in strong partnership with DFAT, lead the design process for Phase 3 and continue to implement Nabilan. This Review found Nabilan is delivering a high-quality

program, and there would be considerable risk to beneficiaries if there was an interruption to programming or changes in the administration of grants and provision of partner support.

There is emerging global evidence that stay-at-home orders constitute a further risk factor for VAWC, and the numbers of women and children seeking services in Timor-Leste certainly has not diminished during the pandemic. Moreover, there are significant risks to participants in prematurely stopping prevention programs that were delayed due to national lockdowns. While Nabilan has contingency plans around ensuring communities are not left vulnerable, interrupting prevention programs does not represent responsible practice if it can be avoided.

Nabilan's national program team is universally viewed by Nabilan partners and other sector stakeholders as exceptionally committed and professional. On-going success of Nabilan is contingent on retaining a critical number of staff into Phase 3.

For sustainability purposes, I think it is better to continue with the Asia Foundation because they know well the country context in relation to the issue of VAW and they have established good partnership with both government and NGOs that work in the area of prevention and providing legal and psychological protection to the victims. (GoTL)

4. Conclusion

The Review findings demonstrate the Nabilan program is very effective in supporting the GoTL and CSOs to deliver improved access to quality and inclusive services, and is making significant progress in supporting individuals, communities and institutions take action to reduce violence against women and children. Phase 2 of the program has consolidated the gains made in Phase 1 in relation to service delivery, and in prevention, the evidence base for what is appropriate and feasible in Timor-Leste is much stronger. The program is largely on track to meet its end of program outcomes, despite COVID-19 related interruptions to programming. Outcome areas unlikely to be met are those dependent on the actions of stakeholders outside the program's sphere of control. For example, Nabilan supports ALFeLA and JSMP to increase survivors' access to justice through the provision of legal services and by advocating improvements to judicial practice. However, incremental changes to the justice sector are very slow moving.

While COVID-19 caused challenges to programming it also provided unexpected opportunities. Extra DFAT funding and Nabilan's adaptability enabled it to respond to Government COVID-19 related emergency needs which in turn contributed to putting the program's relationship with Government on a more secure footing. The evacuation of international staff accelerated the transition to national leadership and management of program implementation and partnership management.

There is overwhelming support for Nabilan from a wide range of stakeholders and its dual focus on prevention and services remains relevant and appropriate for the Timor-Leste context. Nabilan is widely

perceived as the leader in the sector in Timor-Leste but it currently does not have the resources to engage with the multiple stakeholders now working in the sector and is missing opportunities to amplify its impact through sharing good practices and learning. There may be an opportunity in Phase 3 to nationalise the leadership and management of the program and transfer resources from the international team leader position to an advisory role that can support in the areas of MEL, reporting, relationship with DFAT and other partners external to the program. Explicit programming in this area in Phase 3 will contribute to strengthening Australia's investment in ending VAWC in Timor-Leste.

5. Recommendations

These recommendations are informed by the changed global situation to:

- Ensure continuity of services for victim/survivors of violence; and
- Ensure prevention projects do not 'end' in a way that leaves individuals and communities at risk.

1. Recommendations for DFAT

- i. Initiate a design/procurement process for Phase 3 ASAP that will ensure continuity of programming in both pillars, and retain Nabilan in-country staff
- ii. The Asia Foundation is best placed to ensure continuity. It has proven ability to deliver quality programming and is flexible and adaptable in a changing context. DFAT's grant model is an enabling factor.
- iii. DFAT Post to consider complementing existing donor coordination mechanisms, such as attendance at steering committee meetings, with more informal interactions, particularly with the European Union, KOICA and the UN Resident Coordinator (and USAID and ADB in the future) with a view to supporting GoTL coordination efforts, provide real time updates on program implementation learning/challenges that could impact on each other's investments, and other strategic questions as they arise.
- iv. DFAT Canberra create further opportunities for Nabilan program staff to share good practices in regional forums.
- v. Further explore GoTL request for support for a specialist centre for trauma survivors

2. Recommendations for The Asia Foundation

- i. More purposefully strengthen existing synergies between Timor-Leste programs: Nabilan, CSCP and Inclusive Tourism Program
- ii. Take up a stronger donor coordination role to support Nabilan, particularly with the six relevant UN heads of agencies
- iii. Create opportunities for learning forums to amplify impact of research and learning in Timor-Leste
- iv. Facilitate regional opportunities for Nabilan national leadership team to support their professional development

- v. Facilitate amplification of Nabilan’s profile and lessons learned in region through the Foundation’s network

3. Recommendations for Nabilan (to inform design):

- i. Revisit Theory of Change, particularly look for opportunities for joint action with GoTL and Judicial Actors either directly or through partners to complement advocacy and delivery of services
- ii. Retain the dual focus on ending VAWC through prevention and response, including support to victims seeking redress through the formal justice system.
- iii. Building on findings from research currently underway, contribute to sector-wide understanding of the link between violence against children and gender-based violence in Timor-Leste, and develop a more explicit strategy for the prevention of violence against children into the program’s Theory of Change.
- iv. Map professional development needs to strengthen national management and leadership capacity and confidence
- v. Work with DFAT and The Asia Foundation to delineate coordination roles with other ending VAWC stakeholders
- vi. Step out a sustainability strategy for service delivery, and what a national framework for prevention of violence against women and children might look like, including supports
- vii. Consider promoting and using the NeNaMu curriculum as a foundational course for organisations and individuals working in gender equality programming in Timor-Leste. It could be viewed as the prevention equivalent of the Certificate III course in Social Services, and provide the professional skills for implementing other prevention programs like KOKASA!
- viii. Plan how prevention programming can be rolled out to municipalities through local partners in a sustainable manner.

4. Recommendations for GoTL and TAF/Nabilan and DFAT to work on together:

- i. Building on UN Women’s mapping of existing programming in ending VAWC by identifying: 1) gaps; 2) duplications, 3) opportunities for collaboration; and 4) risks.
- ii. Use upcoming National Action Plan process as an opportunity to: 1) address sustainability of service delivery; 2) to inform GoTL’s evidence-based approach to preventing violence against women, around which sector-wide consensus can be built; and 3) to make a connection between GBV and violence against children and intergenerational cycle of violence.
- iii. Explore linkages between MSS/DFAT joint programming in social protection for women and services for victims of violence with a view to including sufficient budget for services for victims of violence into the national budget.

Annexes

Annex 1 List of reviewed documents

1. Program design & planning

- 1.1 Investment design
- 1.2 Investment design annexes
- 1.3 Nabilan Phase 2 Program Document March 2018

2. Phase 2 design & planning

- 2.1 Nabilan Phase 2 Program Document March 2018
- 2.2 Nabilan Organigram February 2018
- 2.3 Nabilan new team structure 2020

3. Progress reports

- 3.1 Progress Reports 1 - 7
- 3.2 Nabilan Annual Report 2019, 17 Feb 2020

4. Budgets

- 4.1 BUDGET 31827 - First TAF225 05-02-14
- 4.2 BUDGET 31827 - Revised TAF225 4.20.17 rvd 041917

5. M&E

- 5.1 Nabilan Phase 1 MEP Narrative Nov 2015 All annexes
- 5.2 Nabilan MEF August 2017
- 5.3 Nabilan reporting against MEF July-Dec 2017
- 5.4 Completed Evidence Matrix Jan 2019
- 5.5 Nabilan SSC narrative Indicator May 2019
- 5.6 Nabilan Beneficiaries Table 2017 – 2019
- 5.24 Nabilan Evidence Matrix: January – December 2020
- 5.25 Nabilan Learning Dialogue Prevention Jan-June 2020
- 5.26 Nabilan Learning Dialogue Services Jan-June 2020
- 5.27 Nabilan Learning Dialogue Sustainability Jan-June 2020

6. Workplans

- 6.1 Workplans 2017 - 2019

7. SASA!/KOKOSA documents & Stepping Stones/NeNaMu

- 7.1 KOKOSA Baseline Report

7.2 Summary Report of the SASA! Baseline from Suku Letefoho August 2018

7.3 MOU - NABILAN-Raising Voices 26 August 2020

7.4 DRAFT NeNaMu TOC revised 24 Nov 20

7.5 Final draft NeNaMu session Mapping - session objectives against outputs

8. Research

8.1 COVID-19 Cash transfer articles

8.2 COVID-19 Survey results

8.3 Ending Violence against Women and Girls: Evaluating and decade of Australia's development assistance, DFAT ODE, October 2019

8.4 Building the Future: Multi-generational feminist leadership for the prevention of violence against women and girls (VAWG) in Timor-Leste, The Equality Institute, October 2020

8.5 JSSF Case Study 1 FH the Referral Network and the MFP

8.6 JSSF Case Study 2 What is the JSSF CSO Grants Accompaniment model

8.7 FINAL SESEVAW Completion Report

8.8 Understanding Violence Against Women and Children in Timor-Leste: Findings from the Nabilan Baseline Study, The Equality Institute, May 2016.

Annex 2 List of stakeholder consultation

	Organisations	Position	Name
1	DFAT	Counsellor Human Development	Carli Shillito
2		Gender Expert	Jayne Harries
3	The Asia Foundation	Country Director	Pauline Tweedie
4		CSCP	Adelio Tilman
5	Nabilan	Team Leader	Anna Yang
6		Partnerships Manager	Secundino Rangel
7		Social Norms Advisor	Lizzie Adams
8		Deputy Team Leader (Services)	Shinta Dewi
9		Deputy Team Leader (Social norms change)	Maria Veronika da Costa
	Government		
10	Secretariat of State for Equality and Inclusion	General Directorate	Armando da Costa
11	Ministry of Social Solidarity and Inclusion	National Directorate for Inclusion and Community Reinsertion	Florencio Pina Dias Gonzaga
	CSO partners		
12	PRADET	Director	Manuel dos Santos
13	FOKUPERS	Shelter Coordinator	Dalia das Regras
14	ALFeLa	Legal Coordinator	Marcia Sequeira
15	Marie Stopes	Health System Manager	Helen Henderson
16	CODIVA	Director	Laura de Jesus
17	JSMP	Director	Ana Paula
18	RHTO	Program Manager	Silvia
19	ADTL	Director	Cesario da Silva
20	Uma Mahon Salele	Director	Madre Santana
21	Fundasaun Media Development Centre	Director	Celestina Soares
22	Mane Ho Visaun Foun	Program Manager	Vital Duarte Gaspar
23	Casa Vida	Director	Zipora Cabecas
24	Grupu Feminista		Berta Antonieta
25	BuiMau		Sidalia do Rego
26	Movimentu Letras	Xefe ekipa	Gress Monteiro
27	Rede Feto	Presidente Board	Yasinta Lujina
28	Change Ambassadors Network	Deputy Manager of Operation PARTISIPA	Oscar da C Beram Araujo
29	Alumni of Cert. III in Social Services	Counsellor - PAMM Program PRADET	Richa Estrela

30	Baucau Municipal stakeholders	Coordinator FH Baucau PRADET	Joana da Costa
31		Legal Officer ALFeLa Baucau	Elvira da Costa
	Donors, UN, Regional Organisations		
32	UN Women	Country Director	Sunita Caminha
33		Programme Specialist	Kathryn Robertson
34	UNDP	Chief of Governance Unit	Youngchan Kim
35		Rule of law Office	Nelita Fernandes Ximenes
36			Sora Chung
37	UNFPA	Programme Analyst for Spotlight	Dr Maria Amelia Barreto
38	IOM	Programme Manager DRR	Luis Pedro Pinto
39	UN	UN Coordinator Residence	Roy Trivedy
40	ILO		Margaret Araujo
41	UNICEF		Andreza Guterres
42	The Equality Institute		Xian Warner
43	The Prevention Collaborative		Dominique Maidment
44	Raising Voices Uganda		Natsnet Ghebrebrhan
45	KOICA	Vice Country Director	Hanul Park
46	Other stakeholders	Nabilan M&E Adviser	Bu Wilson
47			Megan Hirst
48		Previous Nabilan Team Leader	Sophia Cason
49		Previous Nabilan M&E	Tamara Fairlor
50		Cert III designer	Emily Morrison
51		PRADET - Forensic Medical Advisor	Margaret Gibbons
52		PRADET advisor	Susan Kendell

Focus Group Discussions

Implementation of KOKOSA! (1)	Implementation of KOKOSA! (2)	Nabilan Structure & Model
Nabilan Team Leader Deputy Team Leader (Prevention) Nabilan Social Norms Adviser Nabilan Senior Program Officer (KOKOSA!)	COVIDA Director KOKOSA! Project Manager, CODIVA KOKOSA! Project Manager, PRADET KOKOSA! Project Officer, PRADET	Nabilan Team Leader Nabilan Social Norms Adviser Nabilan Deputy Team Leader (Social Services) DFAT 2 nd Secretary Dili Embassy

Nabilan Program Officer (KOKOSA! Same)	Nabilan Deputy Team Leader (Prevention) for first 15 minutes only	DFAT Senior Coordinator – Gender Dili Embassy Assistant Director, Gender Equality Branch, DFAT Canberra Former DFAT 2 nd Secretary Dili Embassy
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Annex 3 Interview and Focus Group Discussion Questions

Focus Group Discussion Topic: Implementation of KOKOSA!

Relevant Evaluation Criteria: effectiveness, partnerships, sustainability, and appropriateness

Participants:

Laura Alfonso

Flavio Gaio

Julio Cruz

Francisca Sales

Mica Barreto (Facilitator, DESI Consulting)

Elsa Pinto (Facilitator, DESI Consulting)

Shinta DEWI

Format: Via zoom

Date & Time: Wednesday 12th May 2021 10am– 12 noon

Agenda

Agenda

Time Allocation, Topic and Led By:

5 minutes - Welcome, introductions, background and purpose – Led by Facilitator (DESI Consultant)

10 minutes - Overview of implementation of KOKOSA! in Manufahi and Dili (timeline, activities, personnel) – Led by Shinta Dewi

90 minutes - Discussion (including a 10-minute break) - Facilitator (DESI Consulting) – Led by Facilitator (DESI Consulting)

15 mins - Wrap-up and final thoughts

Questions for Discussion

1. Can you each tell us what you do on the KOKOSA! program?
2. Do you think KOKOSA! is relevant to the Timor-Leste VAWG context? Why?
3. Were there any other VAWG programs being implemented at the same time in Dili? If so, what were they and how well did KOKOSA! align with these?
4. Are you aware of any differences between implementation between Manufahi and Dili? Please tell us about these.
5. Are you aware of any different outputs between Manufahi and Dili?
6. What were the most significant achievements of the program? Anything unexpected?
7. What lessons were learned from implementing in Dili?

8. Did KOKOSA! have an inclusive approach? How did it demonstrate this approach? Is there any evidence of this approach?

9. Has KOKOSA! strengthened your partnerships and networks in Dili?

10. Have any lessons have been learned about Nabilan's partnership approach?

Focus Group Discussion Topic: Implementation of KOKOSA!

Relevant Evaluation Criteria: effectiveness, partnerships, sustainability, and appropriateness

Participants:

Anna Yang

Lizzie Adams

Maria Veronika Moa da Costa

Nivea Saldanha

Orzon Hornay

Diana Baker (Facilitator, DESI Consulting)

Vijaya Joshi (Facilitator, DESI Consulting)

Format: Via zoom

Date & Time: Wednesday 12th May 2021 10am– 12 noon

Agenda

Time Allocation, Topic and Led By:

5 minutes - Welcome, introductions, background and purpose - Facilitator (DESI Consultant)

10 minutes - Overview of implementation of KOKOSA! in Manufahi and Dili (timeline, activities, personnel) - Lizzie Adams

90 minutes - Discussion (including a 10-minute break) - Facilitator (DESI Consulting)

15 mins - Wrap-up and final thoughts - Facilitator (DESI Consulting)

Questions for Discussion

1. Can you each tell us what you do on the KOKOSA! program?
2. Do you think KOKOSA! is relevant to the Timor-Leste VAWG context? Why?
3. Were there any other VAWG programs being implemented at the same time in Dili? If so, what were they and how well did KOKOSA! align with these?
4. Are you aware of any differences between implementation between Manufahi and Dili? Please tell us about these.
5. Are you aware of any different outputs between Manufahi and Dili?
6. What were the most significant achievements of the program? Anything unexpected?

7. What lessons were learned from implementing in Dili?
8. Did KOKOSA! have an inclusive approach? How did it demonstrate this approach? Is there any evidence of this approach?
9. Has KOKOSA! strengthened your partnerships and networks in Dili?
10. Have any lessons have been learned about Nabilan's partnership approach?

Focus Group Discussion Topic: "Deep Dive" on the question: Is Nabilan's organisational model appropriate and efficient?

Relevant evaluation criteria: effectiveness, partnerships, sustainability, and appropriateness.

Participants:

Anna Yang,
Shinta Dewi,
Lizzie Adams
Nivea Saldanha
Geordie Fung,
Carli Shillito
Gizela de Carvalho
Erin Gleeson
Vijaya Joshi (Facilitator, DESI Consulting)
Diana Baker (Facilitator, DESI Consulting)

Format: Via zoom

Date and time: Friday 14th May 2021, 10am – 12 noon

Agenda

Time Allocation, Topic and Led By:

- 5 minutes - Welcome, introductions, background and purpose - Facilitator (DESI Consultant)
- 10 minutes - Overview of Phase 1 and Phase 2 staffing and organisational models, with a brief explanation of how this changed during 2020 (Covid19) and 2021 - Nabilan Team Leader
- 90 minutes - Discussion (including a 10-minute break) - Facilitator (DESI Consulting)
- 15 mins - Wrap-up and final thoughts - Facilitator (DESI Consulting)

Discussion Questions:

1. Reflecting on each of the team structures, and the most recent changes during 2020 and 2021, what has worked well in terms of: a) Team composition b) Program effectiveness
2. Reflecting on each of the team structures, and the most recent changes during 2020 and 2021, what were some of the challenges in terms of: a) Team composition b) Program effectiveness

3. How have the different team structures, and the most recent changes during 2020 and 2021, impacted Nabilan's partnership approach to civil society, development partners, and GoTL?
4. Assuming Nabilan continues with a two-pillar approach, what would be the most effective team structure and composition going forward? Why?
5. Considering the EPOs in Phase 2, which team structure has been most effective? Why?
6. Which team structure has been most efficient? Why? By efficiency we mean how quickly can decisions/approvals be made; are workplans implemented as expected.
7. What would be the most appropriate and efficient model for the next phase of programming?
8. Final thoughts and observations?

Interview Questions – UN, DFAT, Nabilan, TAF, international experts and other stakeholders

These questions were asked of stakeholders in the UN, Nabilan, the Foundation, DFAT, and international experts. Questions were modified depending on the specific audience.

(KRQ 4) Question 1: If you had to choose one word (in either English or Tetum depending on the respondent) to describe Nabilan, what word would you choose?

(KRQ 2) Question 2 (Part 1): In your view, what has been Nabilan's greatest achievement? Why?

(KRQ 2.3) Question 2 (Part 2): What factors do you think contributed to this achievement?

(KRQ 3.1) Question 3: How has Nabilan been able to include hard to reach groups / traditionally marginalised groups, for example, people from LGBTQI+ communities, youth, people living in remote communities? Is there anything Nabilan could do to strengthen social inclusion?

(KRQ 4.1) Question 4: From your perspective, has Nabilan been able to support women's organisations and individuals to be effective in their response to violence against women and children?

(KRQ 2.2) Question 5: From your perspective, has Nabilan been able to support women's organisations and individuals to be effective to take action to prevent and reduce violence against women and children?

(KRQ 5) Question 6: Is there any evidence of strengthened local capacity in service delivery and prevention (in government or CSO's)?

(KRQ 2) Question 7: Is there anything Nabilan could do better?

(KRQ 1.1) Question 8: To what extent is there a shared framework/understanding of VAW service delivery and prevention work amongst stakeholders in TL?

(KRQ 4.2) Question 9 (Part 1): How well do civil society organisations work together to influence the Government to provide services to victim/survivors and prevent violence against women and children?

(KRQ 4.2) Question 9 (Part 2): How has Nabilan supported civil society organisations to work together? Could Nabilan do something different in the future to support civil society organisations to work together?

(KRQ 4.1) Question 10: From your perspective, has Nabilan been able to develop an appropriate relationship with Government? Has Nabilan been able to influence the Government of TL? If so, how? If not, why?

(KRQ 5) Question 11: Do you think the Nabilan program has influenced the GoTL's resourcing of VAWG programs?

KRQ 1.2 Question 12: From your perspective did Nabilan's goals align with the development and gender equality aims the GoTL? With Australian government?

(KRQ4) Question 13: Has Nabilan worked with other donor (international and other Australian) programs? If so, has this been successful?

(KRQ6) Question 14: Do you think Nabilan’s model and structure is appropriate in the TL VAWG context?

(KRQ 1.1) Question 15: Nabilan’s current focus is on service delivery, access to justice and prevention. Is there something else Nabilan should be doing? Is there anything Nabilan should stop doing?

(KRQ 7.1) Question 16: Next year, the current phase of Nabilan will be coming to an end. Do you have any recommendations for the future of Nabilan?

Question 17: Is there anything else about Nabilan we haven’t asked that you think is important for us to know?

Interview Questions – Nabilan Partners, Change Ambassadors, Certificate III graduates

Questions were modified depending on the specific audience.

The interviews are voluntary and all information provided will remain confidential and notes will remain with DESI Consulting. Individual respondents will not be identified in any way in the report, and notes will not be shared with DFAT or Nabilan. We believe you have a valuable insights to share on the Nabilan Program and the broader context of ending violence against women in Timor-Leste, and hope you will agree to be interviewed for this Review. You can stop this interview at any time. If you feel upset by anything about the interview process, please let me know and I can arrange for someone to call and follow-up with you.

Opening question: Can you tell me a little about your organisation? Your role in the organisation? And how long your organisation has been partnering with Nabilan?

(KRQ 4) Question 1: If you had to choose one word (in either English or Tetum depending on the respondent) to describe Nabilan, what word would you choose?

(KRQ 4.1, 6.1) Question 2: Could you please tell us how useful Nabilan’s different kinds of support have been to your organisation?

Type of Nabilan support: Very useful, Useful, Not useful, N/A

Technical assistance (prompts depend on sector NGO works in): **Very useful, Useful, Not useful, N/A**

Please provide an example of how technical assistance was used in your work:

Training

Please provide an example of how your organisation applied training in your work:

Networking opportunities

Please provide an example of a networking opportunity and how it changed the way you work:

Capacity support (mentoring)

Please provide an example of capacity support and how it changed the way you work:

Research / information shared

Please provide an example of research or information Nabilan shared with you or developed with you and how this helped you with your work:

Funding

Comment:

Monitoring (and evaluation) support

Comment:

Other

Comment:

(KRQ 3.1) Question 3: How has Nabilan been able to include hard to reach groups / traditionally marginalised groups, for example, people from LGBTQI+ communities, youth, people living in remote communities? Is there anything Nabilan could do to strengthen social inclusion?

Note: Ask either Part 1 or Part 2 or both depending on the organisation's focus. Hopefully, they told you in the opening questions what their role is.

(KRQ 1.1) Question 4 (Part 1): Do the Nabilan partners have the same understanding about how to provide services to support victims of gender-based violence?

(KRQ 1.1) Question 4 (Part 2): Do the Nabilan partners also have the same understanding about how to prevent violence against women and children?

(KRQ 1.1) Question 4 (Part 3): How has Nabilan helped partners to reach a common understanding?

(KRQ 4.2) Question 5 (Part 1): How well do civil society organisations work together to influence the Government to provide services to victim/survivors and prevent violence against women and children?

(KRQ 4.2) Question 5 (Part 2): How has Nabilan supported civil society organisations to work together? Could Nabilan do something different in the future to support civil society organisations to work together?

(KRQ 4.1) Question 6: From your perspective, has Nabilan been able to develop an appropriate relationship with Government? Has Nabilan been able to influence the Government? If so, how? If not, why?

(KRQ 2.2, 4.1) Question 7: From your perspective, has Nabilan's support ensured women and children who experience violence have access to services? Can you give an example?

(KRQ 2.2) Question 8: From your perspective, has Nabilan's support helped organisations take action to prevent and reduce violence against women and children? Can you give an example?

(KRQ 2) Question 9: In your view, what has been Nabilan's greatest achievement? Why?

The next few questions relate to your organisation's own work:

(KRQ 2.1/2) Question 10 (Part 1): Can you describe your organisation's major achievements in the last few years?

(KRQ 2.1/2) Question 10 (Part 2): How has Nabilan's support contributed towards your achievements?

(KRQ 2.1/2) Question 11 (Part 1): What have been the major challenges to your organisation meeting its goals?

(KRQ 2.1/2) Question 11 (Part 2): Has Nabilan been able to support you to overcome these challenges? If yes, how? If no, is there something Nabilan could do?

Interview Questions – GoTL

Introduction: Explain the first part of the interview will be about Nabilan, and then there will be some questions about future programming

(KRQ 4) Question 1: If you had to choose one word (in either English or Tetum depending on the respondent) to describe Nabilan, what word would you choose?

(KRQ 2) Question 2 (Part 1): In your view, what has been Nabilan's greatest achievement? Why?

(KRQ2.3) Question 2 (Part 2): What factors do you think contributed to this achievement?

(KRQ 3.1) Question 3: How has Nabilan been able to include hard to reach groups / traditionally marginalised groups, for example, people from LGBTQI+ communities, youth, people living in remote communities? Is there anything Nabilan could do to strengthen social inclusion?

(KRQ2) Question 4: Is there anything Nabilan could do better?

KRQ1.2 Question 5: From your perspective did Nabilan's goals align with the development and gender equality aims of the GoTL?

(KRQ4) Question 6: Has Nabilan worked with other donor (international and other Australian) programs? If so, has this been successful? (Eg. Spotlight Program, Together for Equality Program)

Looking forward...

(KRQ6) Question 7: Do you think Nabilan's model and structure is appropriate in the TL VAWG context? Follow-up question - In your view, is The Asia Foundation the best organisation to continue providing this support?

(KRQ 1.1) Question 8: Nabilan's current focus is on service delivery, access to justice and prevention. Is there something else Nabilan should be doing? Is there anything Nabilan should stop doing?

(KRQ 7.1) Question 9: Next year, the current phase of Nabilan will be coming to an end. Do you have any recommendations for the future of Nabilan?

(KRQ 7.2) Question 10: There are changes to the sector in Timor-Leste with greater investments in the sector by the EU and Koica through UN partners. Do you have any recommendations around donor coordination? Around ways programs can share lessons and avoid duplication/gaps?

Question 11: Is there anything else about Nabilan we haven't asked that you think is important for us to know?

Annex 4 DFAT M&E Standard 6 – Independent Evaluation Reports

No. Element and Review Plan Reference

Introductions

6.1 A background to the evaluation summarizes: the total value of the investment; the number of years of the investment; the stage of investment implementation; key outcomes of the investment; and the key issues identified in the terms of reference - Stated in Section 1

6.2 A brief summary of the methods employed is provided - Stated in Section 2

6.3 Key limitations of the methods are described and any relevant guidance provided to enable appropriate interpretation of the findings - Stated in Section 2.3

6.4 The executive summary provides all the necessary information to enable primary users to make good quality decisions - These are all covered in the executive summary

Findings and Analysis

6.5 The evaluation report clearly addresses all questions in the Terms of Reference - Clearly labelled and addressed in Section 3

6.6 The relative importance of the issues communicated is clear to the reader - Addressed in Section 3

6.7 There is a good balance between operational and strategic issues - Addressed in Section 3, KRQ1, KRQ5, KRQ6

6.8 The report clearly explains the extent to which the evidence supports the conclusions and judgments made - Section 3 and Appendix 5

6.9 Alternative points of view are presented and considered where appropriate - Addressed in Section 3

6.10 Complicated and complex aspects of issues are adequately explored and not oversimplified - Addressed in Section 3

6.11 The role of context and emergent risks to investment performance are analysed - Addressed in Section 3, KRQ1, KRQ2, KRQ4, KRQ7

6.12 The text uses appropriate methods/language to convince the reader of the findings and conclusions - Addressed in Section 3

6.13 There is an adequate exploration of the factors that have influenced the issues identified and conclusions drawn - Addressed in Section 3

6.14 The implications of key findings are fully explored - Addressed in Section 3

6.15 The overall position of the author is clear and their professional judgments are unambiguous - Addressed in Section 3

Conclusions and Recommendations:

6.16 The conclusions and recommendations logically flow from the presentation of findings and any associated analyses - Addressed in Section 4

6.17 Individuals have been allocated responsibility for responding to recommendations - Addressed in Section 5

6.18 Where there are significant cost implications of recommendations, these have been estimated (financial, human and materials costs) - N/A

6.19 The recommendations are feasible - Addressed in Section 5

6.20 The circumstances under which any important lessons are transferable are described - Addressed in Section 4

6.21 The final evaluation report is published within the timeframes outlined in the DFAT Aid Evaluation Policy - As per contract, revised, mutually agreed timelines have been met.

Annex 5 Evidence Matrix

Key Review Questions, Data source (qualitative and quantitative) and Strength of Evidence

1. Is the Nabilan approach relevant for the Timor-Leste context? (low priority)

1.1 To what extent is Nabilan's strategic focus on service delivery and prevention relevant to addressing the issue of ending VAWC in Timor-Leste, and achieving Nabilan's goal?

Qualitative Data:

KIIs, Partner KII Q4, 13

Quantitative Data:-

Strength of Evidence: Moderate – KIIs and FGD results will be used as evidence

a. How well did Nabilan align with the development priorities and gender equality commitments of the Government of Australia and the Government of Timor-Leste?

Qualitative Data: GoTL Documentation: Timor-Leste National Action Plan on Gender-Based Violence (2017-2021); Timor-Leste's National Action Plan for Children 2016-2020; National Action Plan on UNSCR 1325 (2016-2020)

GoA Documentation: DFAT's Gender equality and women's empowerment strategy February 2016

International: CEDAW, UNSCR1325, CRC, Timor-Leste Beijing +25 Report and SDG Voluntary National Review from 2019

KIIs: DFAT, GoTL

Quantitative Data:-

Strength of Evidence: Strong – KIIs, government documents and multilateral reports will be used as evidence

2. To what extent has Nabilan made progress towards its EOPOs? (high priority)

2.1 How effective was Nabilan in ensuring women and children who experience violence have access to quality and inclusive services, including in response to COVID-19? *(Progress towards EOPO 1, including consideration of intermediate outcome achievements)*

Qualitative Data:

KIIs: GoTL, CSOs, Baucau Service Centre staff & municipal stakeholders

Nabilan program staff

Nabilan progress reports

Partner KII Q 1, 2, 9, 10, 11, 12

IO1.1: Program indicator 6 – SSC

IO1.4: Program indicator 11

Quantitative Data:

EOPO 1: Program indicators 1, 2

IO1.1: Program indicator 3, 4, 5,

IO1.2: 9, 10,

IO1.4: 12, 13

Partner KII Q2

Strength of Evidence: Strong – program monitoring data, KIIs, partner reports will be used as evidence

2.2 How effective was Nabilan in supporting individuals, communities and institutions to take action to reduce violence against women, including in response to COVID-19? *(Progress towards EOPO 2, including consideration of intermediate outcome achievements)*

Qualitative Data:

KIIs: GoTL, CSOs, Municipal stakeholders Dili, community groups

Partner KII Q 1, 2, 8, 9, 10, 11, 12

IO2.1: Program indicator 17 – SSC

Focus Group Discussion

IO2.2 Program indicator 16 (Independent Review of capacity – did this happen?)

IO2.3 Program indicator 18 – SSC, 23 – monitoring reports & KIIs Dili & Manufahi

IO2.4 Program indicator 19 – SCC, Change Ambassador interviews

Quantitative Data:

IO2.1: Program indicator 14, 15

IO2.2: Program indicator 22

IO2.4: Program indicator 20, 21 Partner KII Q2

Strength of Evidence: Strong – program monitoring data, KIIs, and partner reports will be used as evidence

2.3 What factors most contributed towards, or limited, the achievements of the program?

Qualitative Data: KIIs – Nabilan team, partners

Quantitative Data: -

Strength of Evidence: Moderate – KIIs and FGDs will be used as evidence

3. To what extent has the Nabilan program been inclusive, and could this be strengthened? (high priority)

3.1 To what extent have people with disabilities and other groups (such as youth, LGBTIQ+, and women in remote areas) been able to participate in, access, and benefit from the program?

Qualitative Data:

KIIs

IO1.1: Program indicator 7 – SSC

Partner KII Q3

Quantitative Data:

IO1.1: Program indicator 8

Strength of Evidence: Moderate – KIIs, FGDs and limited monitoring data will be used as evidence

4. Is Nabilan working with the right partners, and in the right way? (high priority)

4.1 To what extent has Nabilan’s approach to engaging with GoTL, development partners and civil society (through networks, research, policy and funding) been appropriate and influential?

Qualitative Data:

KIIs with GoTL, partners, civil society

Partner KII Q6,7

Quantitative Data:-

Strength of Evidence: Moderate – KIIs will be used as evidence

a. To what extent has Nabilan strengthened local partner organisations and increased networking, collaboration and advocacy among civil society especially independent women’s movements? Should the program have a different approach to supporting women’s organisations going forward?

Qualitative Data:

KIIs with civil society, change ambassadors, feminists

Partner KII Q 5

Quantitative Data:-

Strength of Evidence: Moderate – KIIs will be used as evidence

- b. To what extent has Nabilan complemented, and leveraged opportunities with, other development programs (DFAT, other donors, and non-government organisations) to address ending VAWC in Timor-Leste?

Quantitative Data:

KIIs with TAF programs, DFAT programs, DFAT, other development partners, donors and NGOs.

Qualitative Data: -

Strength of Evidence: Strong – KIIs and DFAT reports will be used as evidence

- c. To what extent has Nabilan been able to access regional opportunities for collaboration?

Qualitative Data: KIIs with Nabilan, DFAT

Quantitative Data:-

Strength of Evidence: Moderate – KIIs will be used as evidence

- d. How has Nabilan worked with other parts of the Australian aid program in Timor-Leste and what opportunities exist for strengthening these links?

Qualitative Data:

KIIs with Nabilan, DFAT, DFAT programs (PHD, Partisipa, Tomak, Maluku Timor, Marie Stopes)

PAF documentation

Quantitative Data:-

Strength of Evidence: Strong – KIIs and program documentation will be used as evidence

5. What key factors will contribute to the sustainability of the Nabilan program outcomes beyond the end of the program? (medium priority)

5.1 To what extent have GoTL and other agencies resourcing and policies on prevention and essential services for women and children experiencing violence changed over time, and has Nabilan influenced this?

Qualitative Data:

KIIs

GoTL budget documents

GoTL NAP GBV

IO1.3 Program indicator 24, 25, 26, 28

Quantitative Data:-

Strength of Evidence: Strong – KIIs, government documents will be used as evidence

a. What evidence exists of strengthened local capacity and systems (in government, civil society and communities) to continue implementation of quality services and prevention approaches?

Qualitative Data:

KIIs Nabilan, partners, GoTL

Nabilan Partner Civil Society Organisations Capacity Assessment Grid

Case Management Audit

ALFeLa Case Audit

Quantitative Data:

Data on Cert. III

See IO1.1 program indicators above

Strength of Evidence: Strong – KIIs, government documents, case audits will be used as evidence

- b. Should DFAT continue to take a leading role in EVAWC in Timor-Leste, at what scale and what elements of the current program should be retained, extended or removed?

Qualitative Data:

KIIs

Quantitative Data:-

Strength of Evidence: Moderate – KIIs will be used as evidence

6. Is Nabilan’s organisational model appropriate and efficient? (medium priority)

6.1 To what extent have the program’s funding model, resource allocation, team composition/skills, team structure, and management mechanisms been effective and efficient?

Qualitative Data:

KIIs Nabilan, DFAT

Focus Group Discussion

Quantitative Data:

Partner KII Q2

Strength of Evidence: Strong – KIIs, FGDs, financial reports and budgets will be used as evidence

a. How effective has the program's M&E investments, research and learning strategies been?

Qualitative Data:

KIIs

Review of MELF

Partners KII Q 2

Quantitative Data:

Review samples of monitoring data

Strength of Evidence: Strong – KIIs and review of M&E investments and products will be used as evidence

7. How can Australia's investments in EAW in Timor-Leste be strengthened? (high priority)

7.1 Based on these lessons learned, what are the main recommendations to inform current (to the end of Phase 2 in 2022) and future (beyond 2022) programming?

Qualitative Data:

Partner KII Q 14

Review findings

Validation workshop

Quantitative Data:

Review findings

Strength of Evidence: Strong – cumulative analysis of KIIs, FGD, and document review will be used as evidence

a. What changing contextual factors are likely to influence Nabilan in the coming years (e.g. change in approach of GoTL and other donors), and how should Nabilan respond?

Qualitative Data:

KIIs: GoTL, Nabilan Governance & Institutional Strengthening Adviser, DFAT, Donors

Quantitative Data:-

Strength of Evidence: Strong – KIIs, FGDs, government documents, multilateral reports and program plans will be used as evidence

7.3 Are there other organisations that could deliver a future DFAT investment of similar size in Timor-Leste to the same standard or should DFAT engage a partner-led design process for its post-2022 investment?

Qualitative Data:

KIIs: GoTL, DFAT

Quantitative Data:

Review findings

Strength of Evidence: Moderate - cumulative analysis of KIIs will be used as evidence