



FINAL EVALUATION

Hadalan Lian ba Governasaun (Strengthening Pathways for Voice for Governance)

Period: July 2019 to June 2022

Evaluation conducted January 2022 to March 2022
by Anita Dos Santos Silva & Deborah Cummins

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
INTRODUCTION	7
Project Overview	7
Evaluation Overview	8
Question of Attribution for Influencing and Coalition-Building Work	8
Contextual Overview & Challenges	9
EVALUATION FINDINGS	11
Influencing for Targeted Investment in Agriculture & Productive Sectors	11
Advocacy for young farmers budget but no major changes in final MAF budget allocations	11
Changes achieved in budget allocations for other Ministries	12
Focused changes to government programs	13
Influencing of Decision-Makers on Agriculture & Productive Sectors Beyond the State Budget	14
Focused improvements to government programming	14
Strong foundation for influencing on wider policy issues	16
Coalition strengthening on agriculture and economic diversification	18
Broadened membership	18
Using data and other advocacy skills	20
Media support	21
Coalition members self-report planned continuation KATL after project's end	22
Influencing by women, persons with disabilities and municipal voices in public policy	23
Women	24
Persons with disabilities	25
Municipal voices	27
Support for partners producing evidence and influencing decision-makers	28
LEARNINGS	29
RECOMMENDATIONS	31
ANNEX A: List of Evaluation Respondents	34

EXECUTIVE SUMMARY

Oxfam in Timor-Leste's (OiTL) *Hadalan: Strengthening Pathways for Voices in Good Governance* (Hadalan) project began on July 1st, 2019, and is due to finish on 30 June 2022. It is supported by the Australian Government program Governance for Development (GfD). The purpose of the project is to provide space for, and amplify and strengthen, under-represented voices to influence policy decision making processes in relation to economic diversification and adequate investment in agriculture and related productive sectors.

Evaluation results indicate that Hadalan has been very successful in achieving its goals over the past 2.5 to 3 years, but that it needs more time and support to achieve its full potential. Two important elements characterise Hadalan's approach to influencing decision-making in agriculture and related productive sectors: (i) the central strategy has been to build influencing from the grassroots, working to improve government decision-making in specific, targeted areas, and (ii) the key tactics to put this strategy into practice have revolved around brokering direct relationships between farmers, government, media and civil society so that young farmers & producers can advocate for their own interests. Senior government officials' responsiveness to direct engagement with young people working in agricultural and related productive sectors make OiTL uniquely positioned to exercise strong influence on broader policy issues in the future, and contribute to maintaining Timor-Leste's open civic space.

Evaluation results are set out according to the evaluation questions below.

Evaluation question 1: was the project successful in influencing the Government and the National Parliament to pursue more targeted investment in agriculture and related productive sectors as reflected in the 2022 General State Budget? If so, what was the outcomes?

The Hadalan project has successfully influenced the Government of Timor-Leste in pursuing more targeted investment in agriculture and related productive sectors as reflected in the 2022 General State Budget. The Ministry of Agriculture and Fisheries (MAF) significantly increased their budget proposal in the OJE, which was in part due to Hadalan's influencing to include increased investment in young farmers. However, this was later reduced during parliamentary budget debate, indicating a need to broaden influencing beyond Ministry officials to include members of parliament who play critical roles in the state budget. Additionally, there have been important changes to budget allocations for the Ministry for Tourism, Trade and Industry (MTCI), Ministry for Public Works (MPW), State Secretary for Cooperatives (SECoop) and the Secretary of State for Youth and Sport (SEJD), as well as small, targeted important changes to better align existing MTCI and SEJD programs with young farmers' and producers' real needs. The small targeted changes aligning MTCI and SEJD programs with rural groups needs can be clearly attributed to Hadalan, and demonstrate a greater interest among these different Ministries to supporting young farmers. However, it is unclear whether and to what extent Hadalan contributed to broader budgetary changes for MTCI and SEJD.

There is opportunity to improve the project's budget influencing process by aligning influencing work with the budget roadmap, and beginning influencing work early with technical Ministerial staff who are preparing budget submissions.

Evaluation question 2: to what extent have Stakeholders linked to the project influenced decision makers on agriculture and productive sectors beyond the 2022 state budget? Outline examples.

Hadalan has had clear success in influencing decision makers on agriculture and productive sectors beyond the 2022 state budget, achieving various focused changes for the benefit of young farmer and production groups and laying a strong foundation for broad civil society influencing of government decision makers on wider policy issues of economic diversification, agriculture and productive sectors. However, while Hadalan has shown a practical path to effectively influencing government decision-makers, the project needs more time and support for its full potential to be realised.

Evaluation question 3: to what extent has Oxfam, through Hadalan 2, strengthened coalitions formed under Hadalan 1 on agriculture and economic diversification?

Hadalan has been very successful in strengthening the Koligasaun Agrikultura Timor-Leste (KATL), a strategic advocacy coalition focusing on issues of agriculture and economic diversification. Hadalan's support has been achieved by three inter-related strategies: supporting KATL in broadening their membership to include more rural and diverse voices, strengthening members' ability to understand and analyse data on agriculture and related productive sectors, and supporting improved and wider engagement with the media. There are also opportunities to improve by further strengthening bottom-up coordination between KATL and rural groups and members, and providing further technical support to improve members' technical skills in data analysis and advocacy.

Evaluation question 4: Do members of the coalition self-report that they have plans to continue the coalition after June 2022 (project end).

One of Hadalan's strengths is that it did not create a new coalition, but instead worked to strengthen the KATL that had been formed by Timorese NGOs prior to Hadalan's support. For this reason, all members of KATL who were interviewed by the evaluation team explained that they expected the coalition to continue after the project ends in June 2022. However, without some ongoing support and attached funding, the coalition would likely not continue in its current form and the momentum that they have achieved together may be lost.

Evaluation question 5: to what extent have women, persons with disabilities and municipal voices influenced in the public policy space on agriculture and economic diversification? Provide examples.

Women, persons with disabilities and municipal voices have all been key players to Hadalan's influencing in the public policy space on agriculture and economic diversification. The project's strategy of providing a platform for rural women, men and persons with disabilities to speak for themselves has been a key point of difference in Hadalan's influencing. Rural agricultural and productive groups have been involved across all of Hadalan's activities, gaining increased visibility and speaking from their own perspective.

However, there is also opportunity to improve influencing by these groups by deepening outreach for women and persons with disabilities to encourage greater involvement, exploring influencing opportunities on issues that are particular to women and/or persons with disabilities, and broadening the project's focus to include subnational government,

thereby leveraging and strengthening relationships that exist between rural groups with leaders at municipal, Postu and Suku level. There is also opportunity for the project to proactively connect government and non-government agencies providing training in technical agricultural & business, to help meet groups' other needs beyond promotions and influencing.

Evaluation question 6: To what extent has Oxfam supported partners to produce evidence and influence decision makers on agriculture and economic diversification? Provide examples.

Supporting partners to conduct research rather than simply commissioning research externally is essential for good research uptake, helping partners to internalise research data and advocate on relevant issues with decision-makers, and also improve their research skills going forward. Hadalan has successfully supported partners to produce three research reports: one conducted by the National University of Timor Lorosa'e (UNTL) investigating the impact of COVID-19 on women in agriculture in early 2020, and another conducted by Mata Dalan Institute (MDI) with support from Prof. Inder of Monash University investigating the impact of COVID19 on the people working in the informal economy in late 2020, and a followup investigation conducted by MDI on the informal sector a year later. While the research on the impact on women in agriculture had some technical problems and did not have a strong impact on decision-makers, the research on COVID-19's impact on the informal economy was extremely important, sparking interest among the highest levels of government including the Prime Minister and Council of Ministers. This difference in results indicates an ongoing need for the type of technical support and skills transfer that was provided by Prof. Inder, to support partners who have deep contextual knowledge but need support to develop, analyse and write up research results.

Learnings from the project are as follows:

- Young people and youth-led organisations should be welcomed into the public discourse.
- Media is a powerful tool to promote diversity, and needs more investment.
- In-country experts should be central to research but still need technical support to 'top and tail' their research projects.
- Nurturing in-depth virtual engagement is both possible and valuable.
- Influencing cannot be achieved in isolation, but should be built out from relationships and practical initiatives.
- Effective influencing is best achieved when working across multiple sectors of government and national parliament.
- Influencing, collaborative projects such as Hadalan need longer than 3 years to properly measure achievements or to achieve full potential.
- Influencing, collaborative projects such as Hadalan need donor flexibility.

Based on findings and learnings, the evaluation team makes the following recommendations:

Recommendation #1: The project should be funded to continue, with ongoing focus on brokering relationships, providing platforms for marginalised voices and working with media

Recommendation #2: The project's influencing work should begin earlier with technical Ministerial staff, aligned with the budget roadmap

Recommendation #3: The project should strengthen its influence and advocacy to include members of parliament

Recommendation #4: The project should broaden influencing to also include influencing work at subnational levels

Recommendation #5: The project should provide ongoing technical support and strengthen bottom-up coordination between KATL and rural groups & members

Recommendation #6: The project should deepen outreach for women and persons with disabilities

Recommendation #7: The project should consider connecting rural groups with agencies & organisations providing technical training

Recommendation #8: The project should provide ongoing technical support & mentoring to in-country experts and researchers

INTRODUCTION

Project Overview

Timor-Leste's Strategic Development Plan 2011-2030 identifies economic diversification as a central public policy objective to support sustainable development in the country. Analysis conducted in 2019 of state revenues over a ten-year period showed that the economy is strongly dependent on revenues from oil and gas, with only very limited domestic revenues. Economic benefits have tended more to the upper and middle end of people that earn money, but with no real change for the 70% of the population who are dependent on agriculture for their livelihood.¹

While these issues pose a very real threat to the people of Timor-Leste, public participation and advocacy for improved government investment in agriculture and related productive sectors has been minimal. In response to this, Oxfam in Timor-Leste's (OiTL) project *Hadalan: Strengthening Pathways for Voices in Good Governance* (Hadalan) was created to provide space for, and amplify and strengthen, under-represented voices to influence policy decision making processes in relation to economic diversification and adequate investment in agriculture and related productive sectors. This reflects OiTL's broader strategic shift of moving from a service-delivery model to working via an influencing model, which carries with it greater chance of sustainability and government buy-in.²

The Hadalan project began implementation on July 1st, 2019. It is supported by the Australian Government program Governance for Development (GfD) and is split into two phases, with phase 1 funding from July 2019 to June 2021 and phase 2 funding with added objectives from July 2021 to June 2022.

Hadalan phase 1 had the following objectives:

- Increased engagement and influencing by diverse actors.
- Strengthened coordination and collaboration of actors to engage and influence.
- Women, persons with disabilities and municipal voices are being heard.
- Increased capacity and confidence of diverse actors to engage.
- Increased use of evidence in engagement and influencing.

Hadalan phase 2 extended project objectives to include:

- The project influences Government and the National Parliament to pursue more targeted investment in agriculture and related productive sectors as reflected in the 2022 General State Budget.
- Stakeholders linked to the project have influenced decision makers on agriculture and productive sectors beyond the 2022 state budget.
- Women, persons with disabilities and municipal voices have influenced the public policy space on agriculture and economic diversification.
- Oxfam has supported partners to produce evidence and influence decision makers on agriculture and economic diversification.

¹ Cummins D. et al (2019), *Towards Economic Diversification in Timor-Leste*, Oxfam in Timor-Leste, Dili Timor-Leste

² Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

Evaluation Overview

OiTL has tasked Bridging Peoples with conducting a final evaluation of the Hadalan project (1 & 2) but with a focus on Hadalan 2 activities & outcomes. The evaluation answers the following key questions provided by OiTL:

1. Was the project successful in influencing the Government and the National Parliament to pursue more targeted investment in agriculture and related productive sectors as reflected in the 2022 General State Budget? If so, what was the outcomes?
2. To what extent have Stakeholders linked to the project influenced decision makers on agriculture and productive sectors beyond the 2022 state budget? Outline examples.
3. To what extent has Oxfam, through Hadalan 2, strengthened coalitions formed under Hadalan 1 on agriculture and economic diversification?
4. Do members of the coalition self-report that they have plans to continue the coalition after June 2022 (project end).
5. To what extent have women, persons with disabilities and municipal voices influenced in the public policy space on agriculture and economic diversification? Provide examples.
6. To what extent has Oxfam supported partners to produce evidence and influence decision makers on agriculture and economic diversification? Provide examples.
7. What are key learnings from the project?
8. What are recommendations for future programming in this space by Oxfam?

The evaluation team comprised Dr. Deborah Cummins and Sra. Anita Dos Santos Silva. The evaluation was conducted from January 2022 to March 2022. While the project officially ends in June 2022, this evaluation can only claim to capture project data up to the end of March 2022.

The methodology used for this evaluation was entirely qualitative. A thorough literature review of Hadalan documentation and related literature was conducted, and fieldwork then carried out mainly via key informant interviews (KIIs), and with some focus group discussions (FGDs) where appropriate. Respondents were selected in cooperation with OiTL senior staff, to provide a broad spectrum of perspectives from project stakeholders, including donor partners, government officials and advisers, civil society representatives, media representatives, community-based organisations and farming and produce groups. The team spoke with 34 stakeholders, as follows:

- KIIs with 3 OiTL staff (Dili)
- KIIs and FGDs with total 15 CSO stakeholders (Dili)
- KIIs with 4 government stakeholders (Dili)
- KIIs with 2 donor stakeholders (Dili)
- KIIs and FGDs with total 10 young people working in agricultural & related productive groups in Ermera, Hera/Dili and Bagaia/Baucau

Respondents included a total of 24 men and 10 women. 7 were persons with a disability.

The list of evaluation respondents is provided in Annex A of this report.

Question of Attribution for Influencing and Coalition-Building Work

As an influencing and coalition-building project, the question of attribution for results achieved under Hadalan is an important one. Attributing specific changes to influencing and advocacy work is notoriously difficult: while a lot of effort may be expended by various groups and civil society actors, decision-making on budgets and programming ultimately rests with government decision-makers. It is rare that a single causal link can be drawn between influencing & advocacy, and the decisions ultimately made by political actors. This is particularly so when the approach is grassroots and collaborative: as OiTL Country Director and OiTL Strategy & Engagement Lead both emphasised, the spirit of facilitation, partnership and providing a platform for others that underpins the project means that Hadalan can not and should not ‘claim’ the successes as OiTL’s own.³

Recognising these important nuances, the findings presented in this report focus on collective results where respondents described Hadalan’s support as a major contributing factor. In situations where it is possible to directly link results with Hadalan activities, this is clearly specified.

Contextual Overview & Challenges

The period during which Hadalan was implemented has been challenging, bringing various programming difficulties but also some new opportunities. In 2020, the government of Timor-Leste’s failure to pass their budget resulted in a political stalemate, with state expenditure reverting to a “duodecimal” system, meaning that the government operated on monthly instalments based on the previous year’s budget.⁴ This affected much of the government’s execution and implementation of its programs, including programs in the Ministry of Agriculture and Fisheries and other Ministries. In March 2020, a State of Emergency was declared in Timor-Leste, with lockdown and movement restrictions imposed at various times over the past 2 years to control the spread of COVID-19 in the country.⁵ In addition to these challenges, Timor-Leste also experienced catastrophic floods in April 2021, which also impacted on the project.

The project began in July 2019 and began to build strong momentum over the second half of 2019 and early 2020, working with local communities where OiTL had existing relationships, and leveraging these to influence senior government officials. This approach made an impact at senior government level: OiTL presented Hadalan to the President of the Republic in 2019, and was invited by the Global Organisation of Parliamentarians Against Corruption (GOPAC) to contribute to their event in Oecusse in early 2020, together with the Women Parliamentarians Group of Timor-Leste (GMPTL). Following this, the very successful Youth in Agriculture Expo on Gleno (Gleno Expo) was implemented, with strong interest from senior government officials in various Ministries. But much of this momentum was lost when COVID-19 cases were detected and the country went into lockdown.⁶

In response to lockdown restrictions, some Hadalan project activities were cancelled, and others were adapted with webinars and meetings delivered online. Some rural respondents

³ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili

⁴ Leach M. (2020) In Timor-Leste, ‘Failed Budget Sparks a Political Crisis’ in *The Interpreter*. Available at <https://www.lowyinstitute.org/the-interpreter/timor-lesste-failed-budget-sparks-political-crisis>

⁵ Interview Fernando A. da Costa, 22 Feb 2022, Dili

⁶ Interview Carolyn Peterken, 4 Mar 2022 online

noted the difficulties of engaging online, particularly when learning new technical skills,⁷ but most respondents considered this pivot to webinars and online meetings to be successful. Importantly, this move to online interaction that was forced by the pandemic has now set the scene for more regular virtual engagement with rural members in the future, to complement in-person engagement.

Importantly also, new challenges presented by the pandemic created new influencing opportunities. Because the project was unable to do much municipal work, the focus was then shifted to conducting research on the impact of COVID-19 on women,⁸ and on the informal economy.⁹ OiTL also supported the creation of the CSO team for the Prevention of COVID-19, based in FONGTIL, with four key roles: (1) service delivery, (2) advocacy and policy dialogue with governments, (3) establishing and preserving civic spaces that enable debate contestation and collective action to influence policy, and (4) building social capital by linking people together, thereby also contributing to community cohesion.¹⁰ Under this initiative, the CSO COVID Impact Information Centre (CSO Information Centre) was established, to complement the more technical, medical information being provided by the Integrated Centre for Crisis Management's (CIJK).¹¹ This provided an outlet for information on COVID-19's impact on the community and was a major success, giving CSOs a unified voice to make various interventions to the government.¹² These early successes then led to a more general shift to utilising various media platforms, which is now a central part of Hadalan's strategy.¹³

There were also challenges posed by COVID-19 restrictions that the project was not able to overcome. In January 2021 a planned meeting of farming groups with the President of Timor-Leste was cancelled; while they put out a statement together with other partners via the CSO Information Centre, the potential power of this in-person meeting was lost.¹⁴ The planned Digital Rights Camp which was to bring together students, academics, the media and other stakeholders to discuss digital rights was cancelled and replaced with a small virtual meeting that did not have the same level of impact. Many other online meetings, while positive, did not carry the same influencing power as in-person interactions such as the Gleno and Dili Expos that Hadalan facilitated in 2021. And various exchanges between Municipalities, media tours to showcase farmer and production groups' success stories, and discussions with presidential candidates were also curtailed or cancelled because of movement restrictions.¹⁵

These have all impacted on OiTL's ability to implement various elements of Hadalan, which this evaluation takes into account.

⁷ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁸ Chen, LiLi (2020) *Women in Agriculture in Timor-Leste: State of emergency and COVID impacts*; Oxfam in Timor-Leste; Dili, Timor-Leste.

⁹ Mata Dalan Institute (2020) *The Informal Sector in Timor-Leste in the Midst of COVID-10*; Oxfam in Timor-Leste; Dili, Timor-Leste.

¹⁰ Sloman, Annie (2021), 'Civic space in Timor-Leste during COVID-19 Part 1: Governance and civil society'; *New Mandala*. Accessible at: <https://www.newmandala.org/civic-space-in-timor-leste-during-covid-19-part-1-governance-and-civil-society/>

¹¹ Sloman, Annie (2021) 'Civic space in Timor-Leste during COVID-19 Part 2: Access and equity'; *New Mandala*. Accessible at: <https://www.newmandala.org/civic-space-in-timor-leste-during-covid-19-part-2-access-and-equity/>

¹² Interview Adilson Junior, 15 Feb 2022 Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022; Interview Fernando A. da Costa, 22 Feb 2022, Dili

¹³ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

¹⁴ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

¹⁵ Interview Adilson Junior, 15 Feb 2022 Dili

EVALUATION FINDINGS

This section provides fieldwork results and analysis by the evaluation team, structured according to the key questions provided by OiTL.

Influencing for Targeted Investment in Agriculture & Productive Sectors

Evaluation question 1: was the project successful in influencing the Government and the National Parliament to pursue more targeted investment in agriculture and related productive sectors as reflected in the 2022 General State Budget? If so, what was the outcomes?

The Hadalan project has successfully influenced the Government of Timor-Leste in pursuing more targeted investment in agriculture and related productive sectors as reflected in the 2022 General State Budget. The Ministry of Agriculture and Fisheries (MAF) significantly increased their budget proposal in the OJE, which was in part due to Hadalan's influencing to include increased investment in young farmers. However, this was later reduced during parliamentary budget debate, indicating a need to broaden influencing beyond Ministry officials to include members of parliament who play critical roles in the state budget. Additionally, there have been important changes to budget allocations for the Ministry for Tourism, Trade and Industry (MTCI), Ministry for Public Works (MPW), State Secretary for Cooperatives (SECoop) and the Secretary of State for Youth and Sport (SEJD), as well as small, targeted important changes to better align existing MTCI and SEJD programs with young farmers' and producers' real needs. The small targeted changes aligning MTCI and SEJD programs with rural groups needs can be clearly attributed to Hadalan, and demonstrate a greater interest among these different Ministries to supporting young farmers. However, it is unclear whether and to what extent Hadalan contributed to broader budgetary changes for MTCI and SEJD.

There is opportunity to improve the project's budget influencing process by aligning influencing work with the budget roadmap, and beginning influencing work early with technical Ministerial staff who are preparing budget submissions.

Advocacy for young farmers budget but no major changes in final MAF budget allocations

Hadalan had a direct impact on the preparation and advocacy for increased funding specifically for young rural groups working in agriculture and related productive sectors. As explained by the Principal Advisor for MAF, while their submission for increased budget was ultimately unsuccessful, MAF's original budget request for 2022 was \$500,000, with a significant portion of this intended for the benefit of young farmer groups. As he explained, MAF's previous budget requests had never included a focus on young farmers - this change from farmers in general, to young farmers in particular, was a direct response to MAF's engagement with the Hadalan program.¹⁶ Unfortunately, however, this amount was reduced

¹⁶ Interview Frumencio Araujo, 22 Feb 2022 Dili

to \$300,000 by the Parliamentary Commission for Budget Revision (CROP) because MAF was underspent from the 2021 budget.¹⁷ As a result, the final 2022 budget allocation for MAF is in line with generally low budget allocations for MAF over the past decade, hovering at less than 2% of the General State Budget and mainly only covering MAF's administrative and operational costs and the importation of seeds. Nonetheless, the Principal Advisor for MAF confirmed that because of Hadalan's interventions they will be investing whatever they can for the benefit of young farmers and related production groups.¹⁸

While ultimately unsuccessful, Hadalan's influence on MAF's budget submission for \$500,000 is an important win. Respondents agreed that as a three-year influencing & advocacy project where power rests with decision-makers located in various parts of government and national parliament, it would be unreasonable to expect Hadalan's interventions to immediately result in significantly improved budget for MAF.¹⁹ As one respondent explained, such change is very difficult to achieve and needs time, because ministerial planning is expected to align with the National Development Plan which "is not realistic", and which does not reflect economic (including agricultural and productive sector) realities.²⁰ As another put it, "We do try, but change requires political will... while many MPs talk about economic diversification in the media and national parliament, they're not doing any serious followup and it's difficult to measure changes."²¹ To build on Hadalan's success, there is a need to diversify Hadalan's influencing focus, to also include different members of National Parliament and other key decision-makers beyond MAF.²²

Changes achieved in budget allocations for other Ministries

Understanding state investment in agriculture requires looking beyond MAF's budget allocations: allocations to MECAE, MTCI, MPW, SECoop and SEJD are also potentially important. MPW has received a budget allocation of \$5.8million which will be used for new irrigation infrastructure.²³ MTCI has received an additional \$40 million for its Cesta Bázika program. SEJD has received an extra \$500,000 for its youth social entrepreneurship program, and SECoop, which sits under MTCI, has received a massive additional \$40million to expand its program to support cooperatives at the Postu & Suku level.

While these are all important changes with potential to impact on agriculture and related productive sectors, and Hadalan has influenced MTCI and SEJD to extend existing budgets and programs to young farmers and producers (see section below, *Focused changes to government programming*), it is unclear whether and to what extent Hadalan has influenced these broader changes in the General State Budget. It is also unclear how and to what extent these budgets will be used for practical initiatives to improve conditions for farmers and other rural production groups. For example, while various respondents explained that the Government considers the Cesta Bázika and school feeding programs to be an investment in

¹⁷ Interview Frumencio Araujo, 22 Feb 2022 Dili

¹⁸ Interview Frumencio Araujo, 22 Feb 2022 Dili

¹⁹ Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Aniceto Soares dos Reis, 18 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Jenito Santana, 17 Feb 2022 Dili; FGD La'o Hamutuk, 15 Feb 2022 Dili

²⁰ Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Fernando A. da Costa, 22 Feb 2022, Dili

²¹ Interview Jenito Santana, 17 Feb 2022 Dili

²² Interview Cesar Dias Quintas, 25 Feb 2022 Dili; Interview Abráo Saldanha 23 Feb 2022, Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022; Interview Frumencio Araujo, 22 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022 Dili

²³ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Frumencio Araujo, 22 Feb 2022 Dili, FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

Timorese agriculture, most of the food for the program continues to be imported rather than sourced locally, meaning that the benefit largely goes to companies importing food, rather than rural farming or production groups.²⁴ Similarly, while one respondent mentioned \$30million that is available in a broad ‘contingency fund’ for emergency response and recovery,²⁵ it is not clear how that money will be used. While it is hard to attribute all of these changes to Hadalan’s influencing, respondents were clear that Hadalan has contributed to at least some of these changes. Additionally, the lack of clarity on how the budget will ultimately be used indicates a clear need for Hadalan’s solutions-based approach influencing, to work with government officials in using their budgets to benefit young farmers & producers, where Hadalan has had some important successes (see below.)

Focused changes to government programs

As noted previously, Hadalan’s strategy has been to work in a focused, intersectoral way: targeting changes within specific budget line items across different Ministries, to meet the specific needs of young farming and production groups. This strategy has been successful, and complements the broader, macro influencing work that is conducted, for example, by Hadalan partners and allies Core Group Transparency (CGT – Social Accountability Network) and La’o Hamutuk, which advocate for changes to budget allocations for different Ministries in the General State Budget.²⁶

There have been some important, focused changes in state investments of this type that can be directly attributed to Hadalan’s work. As a direct result of the Gleno Expo, MTCI developed a new line of soft loans with low interest rates for farmer and production groups, which were greatly appreciated by group members as a way to increase and scale their businesses.²⁷ Similarly following their engagement in the Gleno Expo, SEJD linked farmer and production groups with their young entrepreneurship program, which was also appreciated by farming & production groups.²⁸ Importantly, this program has received increased funding in the 2022 budget, demonstrating a wider political interest in supporting young entrepreneurs. Also linked to the Gleno expo, MAP entered into a contract with TILOFE, one of the farming groups, to buy their organic fertiliser for distribution to other farmers.²⁹

There is also opportunity for improvement in this targeted influencing of the state budget. Respondents explained that Hadalan’s influencing work should begin earlier in the budget and program planning cycle, in order to reflect the budget roadmap and work with Planning Directors that need data to adjust their budgets.³⁰ This would leverage Hadalan’s solutions-

²⁴ FGD La’o Hamutuk, 15 Feb 2022 Dili; FGD Ra’es Hadomi Timor Oan (RHOT), 16 Feb 2022; Interview Frumencio Araujo, 22 Feb 2022 Dili; Interview Jenito Santana, 17 Feb 2022 Dili

²⁵ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

²⁶ Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Fernando A. da Costa, 22 Feb 2022, Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili

²⁷ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili President; FGD Ra’es Hadomi Timor Oan (RHOT), 16 Feb 2022; FGD EAMO, 24 Feb 2022 online; Interview Johny Viegas, 15 Feb 2022 Dili; Interview Delfina Exposto, 7 Mar 2022 online; Interview Joana Guterres Gusmao, 25 Feb 2022 online

²⁸ FGD EAMO, 24 Feb 2022 online; FGD TILOFE, 26 Feb 2022 online; Interview Delfina Exposto, 7 Mar 2022 online; Interview Joana Guterres Gusmao, 25 Feb 2022 online

²⁹ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Adilson Junior, 15 Feb 2022 Dili; FGD TILOFE, 26 Feb 2022 online; Interview Delfina Exposto, 7 Mar 2022 online; Interview Joana Guterres Gusmao, 25 Feb 2022 online

³⁰ Interview Fernando A. da Costa, 22 Feb 2022, Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Aniceto Soares dos Reis, 18 Feb 2022 Dili; Interview Frumencio Araujo, 22 Feb 2022 Dili

based approach by focusing on budgets for particular programs, and would also build influence within the Ministries. As one respondent noted, these technical staff have significant influence within the Ministry and the Ministers listen to their advice.³¹

Influencing of Decision-Makers on Agriculture & Productive Sectors Beyond the State Budget

Evaluation question 2: to what extent have Stakeholders linked to the project influenced decision makers on agriculture and productive sectors beyond the 2022 state budget? Outline examples.

Hadalan has had clear success in influencing decision makers on agriculture and productive sectors beyond the 2022 state budget, achieving various focused changes for the benefit of young farmer and production groups and laying a strong foundation for broad civil society influencing of government decision makers on wider policy issues of economic diversification, agriculture and productive sectors. However, while Hadalan has shown a practical path to effectively influencing government decision-makers, the project needs more time and support for its full potential to be realised.

Focused improvements to government programming

Under the Hadalan project, young farmer and production groups, CBOs, NGOs and the media have collaborated to conduct a variety of expos, meetings, media events, public relations exercises, formal submissions to government Ministries and other activities - all with the purpose of better aligning government programs and activities with young farmers' and producers' needs and concerns. These interventions have resulted in many small but important changes in government programming.

As noted previously, two important elements distinguish Hadalan's influencing work from other advocacy to improve agriculture and related productive sectors. First, Hadalan's central strategy has been to build influencing from the grassroots, working to improve government decision-making in specific, targeted areas. Rather than pursuing high-level macro policy and budgetary changes in these sectors, the project has a grassroots focus and is solutions-oriented.³² Second, Hadalan's influencing tactics have revolved around the brokering of relationships: providing a platform for young farmers and producers to share their experiences, achievements and concerns with the public, and brokering direct relationships between young people, government, media and civil society so that young farmers & producers can advocate for their own interests.³³ Evaluation respondents including the Secretary for Youth and Sport, government advisers, TV and print media representatives, civil society and rural groups themselves were overwhelmingly positive about this approach.

³¹ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

³² Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022 online

³³ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022 online

Under Hadalan, the breadth and depth of influencing work carried out by KATL members on issues related to economic diversification, and investment in agriculture and related productive sectors has strengthened. Hadalan's support for KATL and rural groups to engage with various forms of media has been a powerfully political act, broadening representation on TV and in other media and changing how key issues are discussed.³⁴ Various respondents described the growing understanding that they see within the Timor-Leste population on the importance of investing in agricultural and productive sectors, which Hadalan has contributed to in their work with media.³⁵ As one KATL member put it, "if Hadalan didn't exist, KATL in its current form would also not exist, and it would have been really difficult to raise our voices in public."³⁶ These points were also reflected by GfD Civic Engagement Advisor, who described what he saw as a direct relationship between the government's increasing focus on young farmers and Hadalan's influencing and coalition-building approach.³⁷

Evaluation respondents also described clear links between the influencing work that has been supported by Hadalan and changes to government programming.³⁸ Hadalan has supported KATL members by facilitating meetings with senior government officials such as the President of the Republic.³⁹ The expos in Gleno and Dili in 2021 were extremely important in brokering relationships between rural groups and government leaders, and many respondents noted the Gleno expo as a standout success.⁴⁰ At this expo, farming groups from various municipalities presented their work to senior government officials from SEJD, MTCI, SECoop and MAP who visited their farms and production centres, there was dialogue between farmers' groups and government to discuss working conditions, and various practical commitments were made by government officials in response to what they learned. As one respondent explained, the direct interaction and visits to the farm sites was powerful: "the Ministers could see the farming sites, see the barriers for young farmers in accessing the market, see the road conditions and travel risks, and other issues for farmers regarding their agricultural production."⁴¹ Similarly, the President of AJTL put it, "the government was really happy to listen and know [about farming groups' work] because too often, the government only gets to listen to important people."⁴² This was repeated by the State Secretary for Youth and Sport: "Hadalán is great for us as policy makers... We can talk to young farmers; they can access government programs and policies."⁴³

The Gleno expo was followed up by the Gleno Declaration which formally set out the commitments that were made, and which set the foundation for ongoing discussions between young farmers & producers and government leaders.⁴⁴ This was followed by the Dili expo later in the year focusing on market linkages, which respondents also described as successful,

³⁴ Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Alberto Martins Guterres, 22 Feb 2022 Dili; Interview Joana Guterres Gusmao, 25 Feb 2022 online; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

³⁵ FGD Youth Employment for the Future, 17 Feb 2022 Hera; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

³⁶ Interview Alberto Martins Guterres, 22 Feb 2022 Dili

³⁷ Interview Johny Viegas, 15 Feb 2022, Dili

³⁸ Interview Alberto Martins Guterres, 22 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Johny Viegas, Interview 15 Feb 2022, Dili

³⁹ Interview Alberto Martins Guterres, 22 Feb 2022 Dili

⁴⁰ FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Jenito Santana, 17 Feb 2022 Dili; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online; FGD TILOFE, 26 Feb 2022 online; Interview Marcos de Jesus Martins, 3 Mar 2022 online

⁴¹ Interview Johny Viegas, 15 Feb 2022, Dili

⁴² Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

⁴³ Interview Abráo Saldanha 23 Feb 2022, Dili

⁴⁴ Interview Adilson Junior, 15 Feb 2022 Dili

hosted by SEJD and attended by many of the same farming & production groups from the Gleno expo as well as new participants, indicating their ongoing interest.⁴⁵ The State Secretary for Youth and Sport greatly appreciated the quality of organisation by Alumni Parlamentu Foinsa'e Timor-Leste (APFTL), an organisation supported by Hadalan to coordinate and support young farmer and production groups in their influencing work. Specifically, the The State Secretary for Youth and Sport noted the expo's exceptional value for money compared to other events they put on.⁴⁶

The relationships that were formed between young rural people and senior government officials following the Gleno expo have had a positive ripple effect for both sides. Following the official signing of the Gleno Declaration, young people have had various in-person and virtual meetings with the State Secretary for Youth and Sport, and weekly discussions with the MAF Director.⁴⁷ The benefits were not limited to original participants in the Gleno Expo: other rural stakeholders also took part in these discussions.⁴⁸ As the President of APFTL explained, "the government never declines our requests for groups to meet them – if the Minister or State Secretary can't do it, then a Director-General or Director will meet with them."⁴⁹ Also indicating government support for these young people, government officials have ensured they always give a formal response to farming groups' written submissions.⁵⁰

These relationships have been leveraged to achieve some small but important outcomes. During lockdown, APTFL were able to advocate with the government to secure travel authorisation for some group members, so they could bring their goods to market.⁵¹ A woman's group based in Bagaia presented her work to SEJD and MTCI in a zoom call, and subsequently noted increased orders from stores in Dili.⁵² And when the government was implementing Cesta Bázika and were finding it difficult to source meat, government officials remembered a young webinar participant from a remote area in Ainaro, and directly contacted his group to supply 55 buffalo for their program. This farmer was then invited to talk about his work on TV, and Dili-based butchers began to contact his group to supply them with meat.⁵³ Many of these relationships are still ongoing. While these results may seem small, they are practical and they are scalable, carrying the seeds for broader policy influencing for government programs that will meet rural farmers and producers' real needs.

Strong foundation for influencing on wider policy issues

Through Hadalan's specific interventions and focus on relationship-building, evaluation results indicate that a strong foundation has been laid for influencing on wider policy issues. While there is a risk that government agencies may see these small focused interventions with one or two groups as 'ticking the box' for supporting young farmers and producers,

⁴⁵ Interview Adilson Junior, 15 Feb 2022 Dili; Interview Joana Guterres Gusmao, 25 Feb 2022 online; FGD EAMO, 24 Feb 2022 online; FGD TILOFE, 26 Feb 2022 online; Interview Marcos de Jesus Martins, 3 Mar 2022 online

⁴⁶ Interview Adilson Junior, 15 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

⁴⁷ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili

⁴⁸ Interview Joana Guterres Gusmao, 25 Feb 2022 online

⁴⁹ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁵⁰ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁵¹ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera

⁵² Interview Joana Guterres Gusmao, 25 Feb 2022 online

⁵³ Interview Abráo Saldanha 23 Feb 2022, Dili

these successes also provide an important entry point for influencing MAF and other Ministries to scale these practical initiatives that they know to work to better support agriculture and related productive sectors across the country.⁵⁴

Very importantly, many respondents described an openness by government decision-makers to engaging with Hadalan partners and networks on agriculture and related productive sectors. This in part reflects the changing political discourse around Timor-Leste's economic future, which Hadalan is only one part of. As the Strategy and Engagement Lead for OiTL explained, "there is a political realisation from political leaders that petroleum resources are low, leading them to consider more seriously the importance of agriculture & related sectors, and young people."⁵⁵ The Director of NGO Matadalan Institute (MDI) made a similar point, noting cross-party support for greater policy focus on agriculture, cooperatives and small businesses by political parties PLP, Fretilin and Frente Mudansa.⁵⁶ Other respondents also noted the inter-ministerial support for supporting agriculture and related productive sectors, pointing to SECoop's interest in increasing local products in the market, MECAE's increasing focus on local products to respond to national consumption, and MEJD's interest in using local produce for their school feeding program.⁵⁷ These all indicate an important opportunity for leveraging Hadalan's work thus far, to contribute to wider policy influencing. The State Secretary for Youth and Sport was very clear in his support, explaining that they wanted to fund it themselves but did not want to compromise the project:

this project really needs to continue. We at SEJD had the idea to give support to the project because they work really well, but we were advised that this is CSO's work to do advocacy to the government; if we give money to them, the government can influence their voices to conform with what the government wants. Because of this we decided not to give money to Hadalan, so they can be independent in their advocacy to us.⁵⁸

Hadalan's combination of supporting groups to advocate for their own interests, building an evidence base and disseminating information via smart media and social media campaigns, brokering direct relationships between government and rural groups, and taking a solutions-based approach to adjust existing government programs for better results for young farmers and producers appears to have hit a sweet spot among various stakeholders' interests. If given sufficient time, this provides an extremely strong foundation for influencing on wider policy issues that Hadalan is uniquely positioned to provide.

Respondents also noted opportunity to improve. While the project has shown a practical path to effectively influencing government decision-makers, a weakness is that the project to date has focused mainly on influencing political leaders which does not guarantee institutional continuity: when a new government comes to power, relationships with new members of government need to be built. As various respondents explained, this situation could be improved by expanding influencing to senior bureaucrats and technical staff within different

⁵⁴ Interview Annie Sloman, 23 Mar 2022

⁵⁵ Interview Adilson Junior, 15 Feb 2022 Dili

⁵⁶ Interview Estevanus Coli, 14 Feb 2022 Dili

⁵⁷ Interview Jenito Santana, 17 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

⁵⁸ Interview Abráó Saldanha 23 Feb 2022, Dili

Ministries who tend to remain in position longer than political leaders, as well as other members of National Parliament, political party officials and other groups.⁵⁹

While an extremely strong foundation has been laid for broad influencing of government decision makers on wider policy issues, there is a risk that this momentum may be lost if Hadalan is not supported to continue with these necessary next steps.

Coalition strengthening on agriculture and economic diversification

Evaluation question 3: to what extent has Oxfam, through Hadalan 2, strengthened coalitions formed under Hadalan 1 on agriculture and economic diversification?

Hadalan has been very successful in strengthening the Koligasaun Agrikultura Timor-Leste (KATL), a strategic advocacy coalition focusing on issues of agriculture and economic diversification, with the Team Leader of GfD noting that “the relations with KATL have gone from strength to strength.”⁶⁰ Hadalan’s support has been achieved by three inter-related strategies: supporting KATL in broadening their membership to include more rural and diverse voices, strengthening members’ ability to understand and analyse data on agriculture and related productive sectors, and supporting improved and wider engagement with the media.

However, there are also opportunities to improve, including further strengthening bottom-up coordination between KATL and rural groups and members, and providing further technical support to improve members’ technical skills in data analysis and advocacy.

Broadened membership

One of the most important contributions that Hadalan has made to the coalition has been to bring in new, diverse voices. While it is sometimes the case that growth of a coalition has a weakening and fracturing effect, respondents explained that this is not the case with KATL: new members have brought important intellectual and social capital to the coalition.⁶¹ An important element of KATL’s growth is that it has been somewhat organic, tapping into new members’ desire to participate and make their voices heard. Because they are keen and can see the potential benefits of speaking directly with government leaders and the media, they have brought enthusiasm and new perspectives to the coalition.⁶² As various respondents described, the platform that has been provided via Hadalan and KATL has simply channeled the strong voices that they already knew existed in the rural areas, but which prior to Hadalan had not been given space to be heard.⁶³

⁵⁹ Interview Cesar Dias Quintas, 25 Feb 2022 Dili; Interview Abráo Saldanha 23 Feb 2022, Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022 online; Interview Frumencio Araujo, 22 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili

⁶⁰ Interview Carolyn Peterken, 4 Mar 2022 online

⁶¹ Interview Johny Viegas, 15 Feb 2022, Dili; Interview Jenito Santana, 17 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022 online

⁶² Interview Adilson Junior, 15 Feb 2022 Dili

⁶³ Interview Juvinal Dias, 21 Feb 2022 Dili Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Alberto Martins Guterres, 22 Feb 2022 Dili

There are various new members. Land advocacy group Rede ba Rai has joined to advocate for farmers' rights to land, protecting productive land from state expropriation that is not in the public interest.⁶⁴ RHTO and ADTL have joined to promote the rights and interests of persons with disabilities working in agriculture and related productive sectors. APFTL has joined to organise and bring the voices of various young rural agriculture & production groups so they can influence decision-makers and engage with the media. Some of these groups are women's groups and groups for persons with disabilities. In addition to rural groups being represented in the coalition by APFTL, rural groups such as The Corner Store in Baguia have also joined as full members of KATL.

The unique perspectives that come from KATL's broadened membership have given the coalition an important point of difference which they have leveraged into TV appearances and other media platforms.⁶⁵ As the President of APFTL described, the inclusion of rural members has really strengthened the KATL network, making it stand out from other organisations and networks that are working on agriculture and economic diversification:

It's true that everyone is talking about this issue [of economic diversification] but the [KATL] coalition is really strong as it involves civil society and agricultural groups. Although some CSOs talk about the OJE for agriculture being low, Hadalan is a bit different in that it identifies [rural groups'] problems, and people express themselves in their own words. We don't speak to the government on their behalf.⁶⁶

Similar sentiments were repeated by various other respondents, who noted the active contributions and different perspectives brought by rural members in particular, and the benefits that this has brought to the coalition.⁶⁷ As a talkshow host described, this key point of difference has made for better quality TV and better quality debate, which is why he continues to invite them to talk on his show.⁶⁸

However, while KATL is open for any interested party to enter, including rural groups currently coordinated by APFTL, resource constraints and limits on virtual engagement have meant that integration with rural members has not been as deep as OiTL wishes it to be.⁶⁹ Respondents noted opportunity to improve by strengthening coordination with municipal groups for greater bottom-up advocacy, by working more closely with both APFTL and RHTO's municipal networks,⁷⁰ and closer engagement with rural members beyond the planning stage to ensure they are kept in the loop during the development and submission of proposals.⁷¹ RHTO also suggested improved internal coordination between Hadalan and OiTL's other program Open The Books to assist with their internal management.⁷² There is also opportunity to improve rural-national coordination by broadening influencing focus to include subnational influencing which would carry many benefits (see section below,

⁶⁴ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD La'o Hamutuk, 15 Feb 2022 Dili

⁶⁵ Interview Adilson Junior, 15 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online; FGD TILOFE, 26 Feb 2022 online; Interview Joana Guterres Gusmao, 25 Feb 2022 online; Interview Annie Sloman, 23 Mar 2022; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili;

⁶⁶ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁶⁷ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Alberto Martins Guterres, 22 Feb 2022 Dili; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022 online; Interview Johny Viegas, 15 Feb 2022, Dili

⁶⁸ Interview Juvinal Dias, 21 Feb 2022 Dili

⁶⁹ Interview Adilson Junior, 15 Feb 2022 Dili

⁷⁰ FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Cesario da Silva, 21 Feb 2022 Dili

⁷¹ FGD La'o Hamutuk, 15 Feb 2022 Dili; Interview Joana Guterres Gusmao, 25 Feb 2022 online

⁷² FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili

Influencing by women, persons with disabilities and municipal voices in public policy, for more detail.)

Using data and other advocacy skills

Hadalan has strengthened KATL members' skills to engage on key issues related to agriculture and productive sectors. This support has been given to KATL members and rural groups through various means, including formal briefings and training provided by La'õ Hamutuk and others, information provided via various channels, and ongoing peer support and sharing between different KATL members through a Whatsapp group and other means.⁷³ As a TV talkshow host explained, there is a strong will to learn, particularly among the rural members: "questions from [rural] group members, they ask good questions about agriculture, people in the municipalities care about these public issues, we just need to support them to better analyse the data."⁷⁴ Similar sentiments were repeated by the OiTL Country Director, who explained,

Partners have capacity, we don't 'create' this, they already have capacity. They have a voice. We help to look for ways and spaces for them to talk and do advocacy... create space for them to talk and be their own change agents, rather than talking on their behalf. Young people are confident; you just need to there to support.⁷⁵

The cumulative effect has been of a strengthened coalition that has made a real impact on national politics.⁷⁶ As GfD Civil Engagement Advisor explained, "Hadalan has put a lot of pressure on government via KATL; before Hadalan CSOs were fragmented in their advocacy. Hadalan brought these together to support really strong advocacy."⁷⁷ This sentiment was repeated by other respondents, who noted that prior to Hadalan, it was generally only La'õ Hamutuk that spoke publicly about government investment and the need for economic diversification. Now they describe significantly increased activity, with other CSOs and groups working together to make submissions, conduct press conferences, and develop advocacy strategies to influence the National Parliament and Government.⁷⁸ In addition to this increased activity, the quality of engagement has also improved, with GfD Civic Engagement Advisor observing, "through KATL members' participation in media debates, we can see their engagement is good and systematic when talking about issues like the environment, irrigation and agricultural production, and the quality of their discussion is really good compared to before."⁷⁹

Nonetheless, various respondents also noted that the level of activity between different members is still uneven, with some CSOs being very active and focused and others much less so.⁸⁰ There is a need for continued training and discussion to improve members' technical

⁷³ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Jenito Santana, 17 Feb 2022 Dili

⁷⁴ Interview Juvinal Dias, 21 Feb 2022 Dili

⁷⁵ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

⁷⁶ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Alberto Martins Guterres, 22 Feb 2022 Dili

⁷⁷ Interview Johny Viegas, 15 Feb 2022, Dili

⁷⁸ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; FGD La'õ Hamutuk, 15 Feb 2022 Dili; Interview Jenito Santana, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Cesar Dias Quintas, 25 Feb 2022 Dili; Interview Aniceto Soares dos Reis, 18 Feb 2022 Dili

⁷⁹ Interview Johny Viegas, 15 Feb 2022, Dili

⁸⁰ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022 online; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

skills in writing submissions, analysing figures and policies.⁸¹ There is also a need for more followup after training to strengthen members' advocacy skills, including systematising KATL's advocacy approach so they can make comparisons each year and hone in on what works.⁸²

Media support

A clear success for the project has been Hadalan's support for KATL and rural groups in engaging with the media and on social media. The support has taken various forms: giving training on how to approach the media, digital literacy training, bringing in rural representatives to appear on TV talkshows and debate issues with government leaders and other CSO representatives, preparing KATL and rural representatives before appearing on TV and in print media, providing separate training and running media tours for journalists themselves to help them understand key issues and expose them to the work of farmers and producers, as well as various other interventions.⁸³ In addition to support for engaging with conventional media, the project has supported other public relations and information-sharing activities, including producing short videos and facilitating a social media campaign to promote farming and production groups' work.⁸⁴

Many respondents commented on how much KATL members and rural groups have improved in their interactions with the media, noting in particular the massive improvement from APFTL and rural groups when speaking on TV talkshows,⁸⁵ and their deep engagement via social media.⁸⁶ As OiTL Country Director noted, the strategy of distributing ideas via Facebook rather than simply publishing them in a research report has been particularly effective.⁸⁷

Hadalan's key point of difference has been to give young rural people a platform to speak for themselves. This has been a powerful experience for the young people involved, giving them renewed vigour for their work.⁸⁸ It has also changed the face of TV media in the country. As a talkshow host explained, "Hadalan gives space to everyday people to give their opinions; before then TV channels only invited important people to speak on TV. You didn't see others..."⁸⁹ As he explained, he now has a much broader pool of TV talent, including young rural women, men and persons with disabilities, as well as various CSO representatives. As a

⁸¹ FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Jenito Santana, 17 Feb 2022 Dili; FGD La'o Hamutuk, 15 Feb 2022 Dili

⁸² Interview Jenito Santana, 17 Feb 2022 Dili; FGD La'o Hamutuk, 15 Feb 2022 Dili

⁸³ Interview Johny Viegas, 15 Feb 2022, Dili; FGD EAMO, 24 Feb 2022 online; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Annie Sloman, 23 Mar 2022; online Interview Fernando A. da Costa, 22 Feb 2022, Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; FGD TILOFE, 26 Feb 2022 online; Interview Joana Guterres Gusmao, 25 Feb 2022 online

⁸⁴ FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁸⁵ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili

⁸⁶ Interview Johny Viegas, 15 Feb 2022, Dili; Interview Alberto Martins Guterres, 22 Feb 2022 Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

⁸⁷ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

⁸⁸ FGD EAMO, 24 Feb 2022 online; FGD Youth Employment for the Future, 17 Feb 2022 Hera; FGD TILOFE, 26 Feb 2022 online; Interview Joana Guterres Gusmao, 25 Feb 2022 online; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁸⁹ Interview Juvinal Dias, 21 Feb 2022 Dili

result, the breadth of stories that are presented has also changed, with the President of AJTL explaining,

Before Hadalan, the media tended to only cover the news. But now they are engaging much better... Many media representatives have participated in debates organised by APFTL and OiTL, and this has moved journalists' understanding and interest in thinking about the agricultural sector.⁹⁰

KATL and rural groups' increased visibility in the media has had a direct impact on public awareness of issues around agriculture and related productive sectors, putting significant pressure on the government to listen and respond.⁹¹ As one respondent explained, "in the past we would try to influence by going into the streets and demonstrating, now we do it via the media... you can see the public now has some understanding, and a lot of this is due to Oxfam's support."⁹²

Coalition members self-report planned continuation KATL after project's end

Evaluation question 4: Do members of the coalition self-report that they have plans to continue the coalition after June 2022 (project end).

All members of KATL who were interviewed by the evaluation team explained that they expected the coalition to continue after the project ends in June 2022. However, a number of respondents also explained that without some ongoing support and attached funding, the coalition would likely not continue in its current form and the momentum that they have achieved together may be lost.

A major strength of Hadalan is that it did not create KATL as a new coalition, but instead supported a pre-existing coalition that was already formed under HASATIL and La'õ Hamutuk, with the purpose of discussing and coordinating advocacy on economic diversification for improved investment in agriculture and related productive sectors. This was a deliberate strategy to improve the coalition's prospects for sustainability by working with what already exists, instead of creating something new which may not continue after the project comes to an end.⁹³ For this reason, coalition members all explained that KATL would continue after the project finished.⁹⁴

Members of KATL also indicated that some of the advances that had been gained through Hadalan's support may also continue. It is likely that improved influencing and advocacy on economic diversification and investment in agriculture & related productive sectors that has been achieved under Hadalan thus far will continue, but to a reduced extent, because there will be ongoing peer support via La'õ Hamutuk and the Core Group Transparency to help other members analyse and understand the data.⁹⁵ A TV talkshow host also suggested that

⁹⁰ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

⁹¹ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Juvinal Dias, 21 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili

⁹² Interview Juvinal Dias, 21 Feb 2022 Dili

⁹³ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

⁹⁴ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Alberto Martins Guterres, 22 Feb 2022 Dili; Interview Juvinal Dias, 21 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

⁹⁵ FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

KATL's engagement with media would continue, because the important relationships between HASATIL's media centre, KATL and TVE have already been established, and because TVE are keen to continue working with KATL and rural groups with only minimal funding support.⁹⁶

In addition, members also noted that without Hadalan's support it would not continue in the same way. While the shared will to continue clearly exists, there are two important challenges: (i) member coordination to achieve collective impact, and (ii) support for rural members to participate in media events and other influencing work. While rural and Dili-based members all spoke of their regular online meetings and good internal communications via a very busy Whatsapp group, this has been achieved because of the galvanising and coordinating impact of Hadalan's support.⁹⁷ In addition, members also noted the very real work that is carried out by APFTL in coordinating with young farming and production groups, as well as the costs in supporting them to engage in public policy debate.⁹⁸ While APFTL is hopeful that rural groups would continue to be involved even if Hadalan finished, other more experienced civil society members commented that without operational or secretarial support from APFTL and/or resources to support rural groups' travel to Dili, it is likely that these groups' involvement will reduce or disappear entirely.⁹⁹ This would be a blow to KATL and to Hadalan more generally: if the involvement of young rural groups disappeared because of lack of secretarial funding or other necessary support, the coalition will lose the very real intellectual and social capital that has been key to their influencing success thus far.

Influencing by women, persons with disabilities and municipal voices in public policy

Evaluation question 5: to what extent have women, persons with disabilities and municipal voices influenced in the public policy space on agriculture and economic diversification? Provide examples.

Women, persons with disabilities and municipal voices have all been central players to Hadalan's influencing in the public policy space on agriculture and economic diversification. The project's strategy of providing a platform for rural women, men and persons with disabilities to speak for themselves has been a key point of difference in Hadalan's influencing success. Rural agricultural and productive groups have been involved across all of Hadalan's activities, gaining increased visibility and speaking from their own perspective.

However, there is also opportunity to improve influencing by these groups by deepening outreach for women and persons with disabilities to encourage greater involvement, exploring influencing opportunities on issues that are particular to women and/or persons with disabilities, and broadening the project's focus to include subnational government, thereby leveraging and strengthening relationships that exist between rural groups with leaders at municipal, *Postu* and *Suku* level. There is also opportunity for the project to proactively connect government and non-government agencies providing practical training in technical agricultural & business with rural groups, to strengthen relationships between government and rural farmers and producers and help meet groups' various practical needs.

⁹⁶ Interview Juvinal Dias, 21 Feb 2022 Dili

⁹⁷ Interview Jenito Santana, 17 Feb 2022 Dili

⁹⁸ Interview Jenito Santana, 17 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

⁹⁹ Interview Jenito Santana, 17 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

Women

Women, including women with disabilities, have been actively involved in the full spectrum of Hadalan activities, influencing in the public policy space on agriculture and economic diversification. While there are currently no Dili-based women's NGOs in KATL, there has been good representation of women from the rural areas. These women have presented their work in expos, met with senior government officials to present their work and advocate for their interests, spoken on TV talkshows and other media, and been involved in various other activities.¹⁰⁰ Women's voices have been represented via research on COVID-19's impact on women in agriculture,¹⁰¹ and also COVID-19's impact on the informal sector, reflecting that many women work in the informal economy.¹⁰²

As noted previously, Hadalan's focus has been to provide a platform for different farming and production groups to speak directly to government leaders and to the public via the media. The project has worked with some mixed-sex groups, and some groups comprising only women. Recognising that rural women's voices may be lost if the project does not actively encourage their involvement in the media, Hadalan also worked with the media to ensure equal representation of women and men on TV talkshows and other forums, and worked with mixed-sex rural groups to encourage gender balance in their influencing work.¹⁰³ Horticultural group EAMO explained, "Hadalán has made a really big impact, facilitating training and support for us around gender balance, and to give everyone an opportunity in [different parts of] the work."¹⁰⁴ Similarly, the coordinator for The Corner Store in Baguia commented:

Ever since school, people have not given the same importance or the same rights to women or persons with disabilities. Hadalan involves everyone; I feel that's really good, we can eliminate any idea or perception that women are not equal to men... In zoom calls with government, women and persons with disabilities all participate and show to government that we all have rights and we are all influencing the government to pay attention to us.¹⁰⁵

While respondents noted that Hadalan has been successful in providing a platform for women to advocate for themselves, they also explained there is more work to be done. Various respondents explained that women's engagement in Hadalan activities has been quite uneven; while some are very active, there are others who lack confidence and need more support.¹⁰⁶ Rural group EAMO explained that they have difficulties in retaining women members, because they leave the group when they get married; the group is concerned what will happen to these women who then become dependent on men's earnings.¹⁰⁷ Other respondents noted

¹⁰⁰ Interview Jenito Santana, 17 Feb 2022 Dili; Interview Abrão Saldanha 23 Feb 2022, Dili; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

¹⁰¹ Chen, LiLi (2020) *Women in Agriculture in Timor-Leste: State of emergency and COVID impacts*; Oxfam in Timor-Leste; Dili, Timor-Leste.

¹⁰² Mata Dalan Institute (2020) *The Informal Sector in Timor-Leste in the Midst of COVID-10*; Oxfam in Timor-Leste; Dili, Timor-Leste.

¹⁰³ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera

¹⁰⁴ FGD EAMO, 24 Feb 2022 online

¹⁰⁵ Interview Joana Guterres Gusmao, 25 Feb 2022 online

¹⁰⁶ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online; FGD La'o Hamutuk, 15 Feb 2022 Dili

¹⁰⁷ FGD EAMO, 24 Feb 2022 online

that while women want to learn about and analyse the data, their confidence in speaking out in public forums needs to be strengthened.¹⁰⁸

To further strengthen Hadalan's work with rural women, various respondents suggested greater influencing on specific challenges that differently impact on women compared to men working in agriculture and related productive sectors. As one respondent explained, there are many resource and opportunity limitations afflicting women in the agricultural sector, where groups and KATL could undertake advocacy and influencing.¹⁰⁹ These include limited opportunities for women to voice their concerns or opinions, lack of sanitation or security in marketplaces where women make up the majority of vendors, accessing transport (unlike men, women often do not have private transport), the double burden of earning money and caring for the children and household, and the government's very limited budgetary focus on women in agriculture and productive sectors.¹¹⁰ Others suggested more intensive outreach and training/mentoring to strengthen women farmers & producers' participation, and build their leadership and influencing skills.¹¹¹ It is also worth noting that Hadalan is considering putting a greater focus on subnational influencing. This would likely have a positive effect on women's participation, as they could do the work while staying closer to their families where they have primary care roles. (see *Municipal voices*, below.)

Persons with disabilities

Women and men with disabilities have been very active influencing in public policy for agriculture and economic diversification. Disability organisations RHTO and ADTL are members of KATL, contributing to the coalition's advocacy and influencing at the national level. RHTO in particular has been active, speaking on TV talkshows and in other fora, advocating for increased accessibility within the agricultural sector for young farmers & producers with disabilities. The project has supported journalists by providing disability sensitivity training and ensured media representations are inclusive in practice as well as rhetoric by always endeavouring to include persons with disabilities on TV appearances.¹¹² Hadalan helped RHTO with short video and social media campaigns to promote their work producing three-wheel motorbikes and recycling paper.¹¹³ The perspectives of persons with disabilities have also been reflected in research reports supported by Hadalan.¹¹⁴ MDI research on COVID-19's impact on the informal economy noted persons' with disabilities need for improved access to capital so they can grow their businesses.¹¹⁵

In rural areas, men and women with disabilities working in agriculture and productive sectors have been actively influencing in the public sphere alongside other young farmer groups, sharing their experiences and speaking on issues of agriculture and economic diversification. A group of women with disabilities from Baucau have also taken part in different influencing

¹⁰⁸ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili; FGD La'o Hamutuk, 15 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online

¹⁰⁹ Interview Estevanus Coli, 14 Feb 2022 Dili

¹¹⁰ Interview Estevanus Coli, 14 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Joana Guterres Gusmao, 25 Feb 2022 online

¹¹¹ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online; FGD La'o Hamutuk, 15 Feb 2022 Dili

¹¹² Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

¹¹³ FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili

¹¹⁴ Interview Johnny Viegas, 15 Feb 2022, Dili

¹¹⁵ Interview Estevanus Coli, 14 Feb 2022 Dili

events and met with the National Parliament and government officials.¹¹⁶ A coffee production group from Ermera for persons with disabilities has been particularly active, participating in Gleno and Dili expos to present their work, meeting with senior government officials and members of Parliament, taking part in press conferences, speaking on a TV talkshow alongside the President of the Republic and CJTL, appearing in social media campaigns and short videos profiling their work and sharing success stories and participating in various other activities.¹¹⁷

The strategy of providing a platform for persons with disabilities to speak for themselves with government leaders and on TV has been powerful in its own right, challenging various biases and presumptions. As a coffee production group comprising men and women with disabilities in Ermera explained, “it has been really good for us from municipalities to raise our voices with government and with the public... it has moved the public’s understanding of persons with disabilities.”¹¹⁸ As the Country Director of OiTL explained, this focus on increasing visibility and facilitating people to speak for themselves were deliberate strategies to “get us to think and focus on their abilities and not on their disabilities, in order to move public perceptions.”¹¹⁹

The increased visibility of persons with disability as farmers & producers has been particularly important, as it has encouraged the government and others to shift perspectives from just giving subsidies to providing other support to improve their opportunities and working conditions.¹²⁰ It appears unlikely that this shift would have occurred without direct representations from farmers & producers with disabilities themselves. As RHTO put it, “before this work, people thought persons with disabilities were not engaged in business, but through TV talkshows we now see many organisations are beginning to include us in their program planning, so they can involve persons with disabilities.”¹²¹

These efforts are beginning to see results. Following the Gleno and Dili expos and followup meetings with government leaders, SEJD is now supporting the coffee production group in Ermera with funding and training to increase their production.¹²² Other groups involved in Hadalan’s work now also have better access to markets.¹²³ There is also increased government interest to support RHTO’s work in wheelchair production.¹²⁴ With Hadalan’s support in social media campaigns and short videos, groups themselves have been able to expand their business.¹²⁵

To improve Hadalan’s work going forward, respondents noted that involvement from groups for persons with disabilities has been uneven, with some members being very active and other members being much less so, indicating an opportunity for more intensive outreach and

¹¹⁶ FGD Ra’es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili

¹¹⁷ Interview Marcos de Jesus Martins, 3 Mar 2022 online; FGD Ra’es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Aniceto Soares dos Reis, 18 Feb 2022 Dili

¹¹⁸ Interview Marcos de Jesus Martins, 3 Mar 2022 online

¹¹⁹ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

¹²⁰ Interview Marcos de Jesus Martins, 3 Mar 2022 online; Interview Johny Viegas, 15 Feb 2022, Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

¹²¹ FGD Ra’es Hadomi Timor Oan (RHTO), 16 Feb 2022

¹²² Interview Marcos de Jesus Martins, 3 Mar 2022 online; FGD Ra’es Hadomi Timor Oan (RHTO), 16 Feb 2022

¹²³ Interview Adilson Junior, 15 Feb 2022 Dili

¹²⁴ FGD Ra’es Hadomi Timor Oan (RHTO), 16 Feb 2022

¹²⁵ Interview Marcos de Jesus Martins, 3 Mar 2022 online; Interview Adilson Junior, 15 Feb 2022 Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; FGD Ra’es Hadomi Timor Oan (RHTO), 16 Feb 2022; Interview Aniceto Soares dos Reis, 18 Feb 2022 Dili

support to less active members.¹²⁶ Others suggested broadening outreach and support for other agricultural & productive groups for persons with disabilities that are not yet involved in the project.¹²⁷ Others noted the particular challenges, such as access to transport, faced by persons with disabilities that reduce their involvement in the project.¹²⁸ Recognising this, OiTL is currently conducting research on involvement of youth with disabilities, to better understand their situation and explore the opportunities and challenges they face.¹²⁹

Municipal voices

Rural groups and alliances have been key to Hadalan's influencing efforts. KATL includes various rural alliances and organisations such as UNAER and The Corner Store, who have actively collaborated with other members to influence national decision makers. In addition, and as noted above, APFTL works with various farming and production groups, providing a platform for members to speak with senior government officials and to the media about issues of importance to them as farmers and producers. They and other municipal CSOs have worked to publicise their work, share success stories, and speak out about key issues related to agriculture and economic diversification via various media and social media platforms.¹³⁰ The project has given coalition members and rural groups training and support to help them understand and track municipal budget allocations for different line ministries.¹³¹ Hadalan has also supported the media to better understand key issues, giving journalist training and media tours to connect journalists with rural groups and hear from them directly about critical issues of commodity prices, access to markets, agricultural subsidies and oil dependency.¹³²

Respondents also identified opportunities to improve Hadalan's work with rural groups, to assist them with various practical elements of their business. While provision of direct training and support beyond promotions and influencing is outside Hadalan's scope, there may be opportunity for the project to broker relationships between these groups and other agencies, such as MAF for agricultural support,¹³³ IEADE and CCITL for business support,¹³⁴ and other donors and/or the private sector, with the aim to deepen relationships between rural groups and the government, and also to help these groups grow.¹³⁵ Particular requests included support in agricultural techniques and financial management,¹³⁶ deeper support to help groups build their businesses: business management, warehouse management, marketing, and other support for scaling production.¹³⁷ Support for good financial management was raised as a critical issue as the groups begin to grow, with the President of

¹²⁶ FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

¹²⁷ Interview Adilson Junior, 15 Feb 2022 Dili; Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022 Dili; Interview Marcos de Jesus Martins, 3 Mar 2022 online; FGD EAMO, 24 Feb 2022 online

¹²⁸ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Joana Guterres Gusmao, 25 Feb 2022 online

¹²⁹ Interview Adilson Junior, 15 Feb 2022 Dili

¹³⁰ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Adilson Junior, 15 Feb 2022 Dili

¹³¹ FGD La'o Hamutuk, 15 Feb 2022 Dili

¹³² Interview Aniceto Soares dos Reis, 18 Feb 2022 Dili

¹³³ FGD EAMO, 24 Feb 2022 online

¹³⁴ FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Frumencio Araujo, 22 Feb 2022 Dili

¹³⁵ FGD EAMO, 24 Feb 2022 online; Interview Abráo Saldanha 23 Feb 2022, Dili; Interview Frumencio Araujo, 22 Feb 2022 Dili

¹³⁶ FGD TILOFE, 26 Feb 2022 online; FGD EAMO, 24 Feb 2022 online; FGD Youth Employment for the Future, 17 Feb 2022 Hera; PWD Ermera; Interview Joana Guterres Gusmao, 25 Feb 2022 online; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022; Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

¹³⁷ Interview Abráo Saldanha 23 Feb 2022, Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022; FGD Youth Employment for the Future, 17 Feb 2022 Hera; Interview Frumencio Araujo, 22 Feb 2022 Dili

APFTL explaining, “I’m a little bit worried, when groups grow and earn more money but don’t have structures to manage the money well, this can destroy the group.”¹³⁸

Respondents also noted an opportunity to broaden Hadalan’s influencing focus from Dili to also focus on influencing subnational government, leveraging the relationships that already exist between rural farming groups and subnational leaders.¹³⁹ Hadalan’s current strategy has resulted in very good influencing at national level, but much less impact at municipal and lower levels, which is extremely important: as the OiTL Country Director explained, improved government decision-making for young farmers rests not only on changing government policies and programs, but also working to improve their implementation at subnational levels: “even if we might claim success at national level, there’s no guarantee that the success we claim would be implemented at municipality/suku.”¹⁴⁰

Support for partners producing evidence and influencing decision-makers

Evaluation question 5: To what extent has Oxfam supported partners to produce evidence and influence decision makers on agriculture and economic diversification? Provide examples.

Supporting partners to conduct research rather than simply commissioning research externally is essential for good research uptake, helping partners to internalise research data and advocate on relevant issues with decision-makers, and also improve their research skills going forward. The project has supported the production of three formal research reports: one conducted by the National University of Timor Lorosa’e (UNTL) investigating the impact of COVID-19 on women in agriculture in early 2020, another conducted by OiTL partner MDI and supported by Prof. Brett Inder of Monash University, investigating the impact of COVID19 on the people working in the informal economy in late 2020, and a third followup investigation by MDI on the informal economy in 2021. Respondents generally agreed that the research on the impact of COVID lockdowns on women published in early 2020 had some technical problems and did not have a strong impact on decision-makers, but that MDI’s research on COVID-19’s impact on the informal economy was extremely important, sparking interest among the highest levels of government.¹⁴¹

This difference in results indicates the value of providing technical support and research mentoring, as was successfully provided by Prof. Inder, who collaboratively guided the development of the methodology and data analysis, and wrote the final document to ensure clear presentation and usability of data.¹⁴² This was supported by OiTL Strategy and Engagement Lead, who noted there is an ongoing need for technical support and skills transfer, to support Timorese partners who have deep contextual knowledge in developing, analysing and writing up research results.¹⁴³ As the OiTL Associate Country Director (Program Director) explained, Timorese partners’ real involvement at every stage of the

¹³⁸ Interview Zaulino Gomes da Silva, 24 Feb 2022 Dili

¹³⁹ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Adilson Junior, 15 Feb 2022 Dili; FGD EAMO, 24 Feb 2022 online

¹⁴⁰ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

¹⁴¹ Interview Estevanus Coli, 14 Feb 2022 Dili; FGD La’o Hamutuk, 15 Feb 2022 Dili; Interview Carolyn Peterken, 4 Apr 2022 online; Interview Annie Sloman, 23 Mar 2022 online; Interview Adilson Junior, 15 Feb 2022 Dili

¹⁴² Interview Annie Sloman, 23 Mar 2022 online; Interview Estevanus Coli, 14 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili; Interview Carolyn Peterken, 4 Apr 2022 online; Interview Adilson Junior, 15 Feb 2022 Dili

¹⁴³ Interview Adilson Junior, 15 Feb 2022 Dili

research process is essential for them being able to effectively use the research in their influencing work.¹⁴⁴

Hadalan was extremely successful in using MDI's research to influence decision-makers on the issues faced by informal sector workers, and government response measures, during lockdowns, although there are always opportunities to deepen research uptake.¹⁴⁵ The CIJC requested MDI to present their findings to assist them in their own work.¹⁴⁶ The Prime Minister used the research during parliamentary debate to encourage budgetary consideration of informal sector's needs, resulting in increased investments in some sectors.¹⁴⁷ FONGTIL and Core Transparency Group referred to the research data during a TV debate.¹⁴⁸ The Council of Ministers discussed the report recommendations.¹⁴⁹ International organisations including the World Bank, UNDP and the Asia Foundation cited the data in their own work.¹⁵⁰ The research has also supported influencing from other stakeholders, with GfD advisor commenting that he routinely uses both MDI's research on the informal economy, and UNTL's research on the impact of COVID-19 on women in his work, to encourage GfD advisers in MECAE and SERVE for internal advocacy to improve programming in these areas.¹⁵¹ As the Advisor to the State Secretary for Youth and Sport explained, the increased interest in the informal economy are directly attributable to MDI's research, because at that time there were no other organisations working on this area, and no real political debate around issues faced by informal sector workers.¹⁵² Various respondents noted the importance of Hadalan's support for partners and stakeholders to speak about these issues on TV talkshows and in other media.¹⁵³

While recognising the impressive research uptake achieved for MDI's research, respondents also suggested opportunities to improve. These included exploring measures to improve longer-term research uptake once the launch and initial discussions are over,¹⁵⁴ broadening how results are presented to reflect how key stakeholders consume data by simplifying data with more infographics, using posters, short summaries and online versions of the data, and also publishing in Portuguese for the benefit of Portuguese advisers.¹⁵⁵

LEARNINGS

¹⁴⁴ Interview Annie Sloman, 23 Mar 2022 online

¹⁴⁵ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili; Interview Fernando A. da Costa, 22 Feb 2022, Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Estevanus Coli, 14 Feb 2022 Dili; FGD La'õ Hamutuk, 15 Feb 2022 Dili; Interview Johny Viegas, 15 Feb 2022, Dili; Interview Adilson Junior, 15 Feb 2022 Dili

¹⁴⁶ Interview Estevanus Coli, 14 Feb 2022 Dili

¹⁴⁷ Interview Fernando A. da Costa, 22 Feb 2022, Dili; Interview Fausto Belo Ximenes, 17 Feb 2022 Dili; Interview Estevanus Coli, 14 Feb 2022 Dili; FGD La'õ Hamutuk, 15 Feb 2022 Dili

¹⁴⁸ Interview Estevanus Coli, 14 Feb 2022 Dili

¹⁴⁹ Interview Fausto Belo Ximenes, 17 Feb 2022 Dili

¹⁵⁰ Interview Johny Viegas, 15 Feb 2022, Dili; Interview Estevanus Coli, 14 Feb 2022 Dili

¹⁵¹ Interview Johny Viegas, 15 Feb 2022, Dili

¹⁵² Interview Fernando A. da Costa, 22 Feb 2022, Dili; Interview Estevanus Coli, 14 Feb 2022 Dili

¹⁵³ Interview Maria Zevonia F. Viera, 18 Feb 2022 Dili

¹⁵⁴ Interview Estevanus Coli, 14 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

¹⁵⁵ Interview Juvinal Dias, 21 Feb 2022 Dili; FGD Ra'es Hadomi Timor Oan (RHTO), 16 Feb 2022

There are various important lessons that can be drawn from the final evaluation of Hadalan for the benefit of future programming in this space.

Young people and youth-led organisations should be welcomed into the public discourse. The public discourse often frames young people as trouble-makers, rather than recognising their achievements and contributions. Hadalan demonstrates the benefits of brokering relationships between young people, the media and decision-makers, and giving them a platform to advocate for their own interests. In particular, Hadalan highlighted the latent capacity of young people and youth-led organisations such as APFTL to speak intelligently and articulately in the media.

Media is a powerful tool to promote diversity, and needs more investment. Supporting young rural men, women and persons with disabilities to talk about their experiences on TV talkshows and in other media is powerful, raising their visibility and broadening the stories that are relayed to the public. To make this happen and reflecting the Timor-Leste context where media income from advertisements or other sources is extremely limited, this requires financial and other support, but is worthwhile to broaden the voices, experiences and stories that are shared with the public.

In-country experts should be central to research but still need technical support to ‘top and tail’ their research projects. In-country experts including Timorese CSOs and independent researchers must be central to the research process, as they bring a deep knowledge of context which is essential to shaping and framing findings, ensuring research results make sense in context and is useful to government and other stakeholders. For applied research, this is the most important ‘type’ of knowledge. Moreover, these in-country experts must lead the research process, so they can internalise findings and advocate on relevant issues with decision-makers. However, they need technical support and mentoring from experienced researchers in developing appropriate methodologies that are epistemologically sound, and analysing and writing up results, in order to ensure research outputs are technically sound.

Nurturing in-depth virtual engagement is both possible and valuable. While nothing beats the value of in-person engagement, Hadalan’s pivot that was forced by COVID-19 has normalised virtual engagement with rural stakeholders. This has set the scene for future interactions to be conducted through a mixture of virtual and in-person means, allowing a regularity of interaction between national and municipal stakeholders that was much more difficult to achieve pre-pandemic, but still allowing for the richer experiences that in-person meetings bring.

Influencing cannot be achieved in isolation. Hadalan’s influencing success rests on their strategy of providing a platform for young people to advocate for their own interests, and nurturing relationships between young people, media and senior government officials. Young people’s stories and experiences gave Hadalan stakeholders and government a tangible evidence base they could engage with to champion the capacity of young farmers, including persons with disabilities and women farmers, demonstrate what can be achieved by better aligning government programs to meet young farmers’ and producers’ needs, and advocate for improved government focus and investment. While these initiatives may appear small, they are scaleable and carry the seeds of change for effective state investment in agriculture & related productive sectors.

Effective influencing is best achieved when working across multiple sectors of government and national parliament. By taking a grassroots approach to influencing, Hadalan was able to break out of silos of different, disconnected government agencies, to instead seek practical solutions and increased funding from multiple Ministries and from a range of programs. Effective influencing on Ministerial budgeting needs to include national parliament stakeholders and others to influence for inclusion in the General State Budget.

Influencing, collaborative projects such as Hadalan need longer than 3 years to properly measure achievements or to achieve full potential. While ultimately carrying more chance of sustainability as success rests on government buy-in, influencing projects need more time than a typical project to build relationships and then leverage these for broader policy influencing. Related to this, it is difficult to assess an influencing project's achievements over a short period of time, as government decisions rest on political compromises that are outside Hadalan's influence, and progress needs to be assessed by comparing results from one year to the next. Moreover, the true impact of policy changes needs to be assessed by tracking and assessing how they are implemented on the ground, which takes time.

Influencing, collaborative projects such as Hadalan need donor flexibility. In addition to needing longer timeframes to see results in government decision-making and improved conditions on the ground, influencing and collaborative projects such as Hadalan are characterised by working with a wide array of stakeholders and sharing decision-making power. Common donor requirements such as only supporting work with registered CSOs can create a barrier for program managers working with grassroots organisations and networks, and can undermine a project's impact in empowering and giving a platform to vulnerable groups.

RECOMMENDATIONS

Recommendation #1: The project should be funded to continue, with ongoing focus on brokering relationships, providing platforms for marginalised voices and working with media

There is strong support among all respondents, including rural groups, CSO and donor representatives, and members of government, that Hadalan should continue. This is for a variety of reasons: the need for more time for the project to realise its full potential, the existential threat posed by diminishing oil revenue without a strong productive economy, the uniqueness of the project in its solutions-based, collaborative approach with young people and diverse grassroots agriculture actors, and the broader influence this project might have in maintaining government openness to civil society contributions.

Recommendation #2: The project's influencing work should begin earlier with technical Ministerial staff, aligned with the budget roadmap

In line with the project's focused, solutions-based approach, the project should proactively identify and work with technical and planning decision-makers to help them develop and adjust budgets to better align their programs to young rural groups' real needs. Working with civil service champions within different Ministries will also provide greater institutional

continuity for the project, as these bureaucrats tend to be in position longer than most political leaders.

Recommendation #3: The project should strengthen its influence and advocacy to include members of parliament

Members of parliament, including sitting members of CROP, are pivotal in adjusting and passing the state budget. In order to successfully influence for improved budget allocations to MAF and other connected Ministries, it is important that the project extend its influencing to convince these members of parliament of the importance of improving investment in agriculture and related productive sectors.

Recommendation #4: The project should broaden influencing to also include influencing work at subnational levels

Municipal authorities & administrations and associated line ministries make important decisions in managing programs & administering budgets. Research over the past decade notes the importance of not only focusing on the creation of policies and programs on paper, but also ensuring they are implemented for the benefit of community members. Hadalan's proven strategy of providing a platform for young people to speak can be usefully applied to influencing subnational government, and would carry multiple benefits: leveraging interest from Dili to provoke interest in the municipalities, providing opportunities for Hadalan to act as allies for municipal government officials as they negotiate with national government for improved programming, and providing new influencing opportunities for marginalised voices including women and persons with disabilities (see below.)

Recommendation #5: The project should provide ongoing technical support and strengthen bottom-up coordination between KATL and rural groups & members

While KATL members and rural groups have greatly improved their skills, member activity is uneven and they would benefit from ongoing technical support in analysing and understanding data. Influencing coordination between KATL and rural members would be improved by expanding influencing focus to subnational government (see above), which would naturally flow into regular interactions between KATL and rural members at all stages of an advocacy or influencing campaign.

Recommendation #6: The project should deepen outreach for women and persons with disabilities

While women and persons with disabilities have greatly improved their skills and visibility, member activity is uneven. The project should look to support campaigns on issues that differently affect women and persons with disabilities as farmers and producers, and provide mentoring and other support to encourage women and persons with disabilities to be vocal about their concerns. There is opportunity for rural women to contribute to influencing conducted by national women's organisations. It is likely that expanding influencing to subnational levels of governance will naturally allow more opportunities for women and persons with disabilities to become more engaged than at national level, and this should be actively encouraged.

Recommendation #7: The project should consider connecting rural groups with agencies & organisations providing technical training

Rural groups for young farmers and producers are the backbone of this project. While technical training (beyond influencing) is outside Hadalan's scope, it is worthwhile to connect groups with training providers who can help the groups to become strong and

sustainable, dealing with the very real risk that they may fracture due to issues of poor financial management or other pressures.

Recommendation #8: The project should provide ongoing technical support & mentoring to in-country experts and researchers

Effective influencing requires strong applied research, led by in-country experts including Timorese CSOs and independent researchers who can ensure proper framing of data by applying their deep contextual knowledge. Having research led by in-country experts also significantly enhances possibilities of research uptake. To ensure data is technically sound and will be trusted by consumers of the research, the project should provide focused technical support and mentoring from researchers who will collaborate with them in developing appropriate methodologies that are epistemologically sound, and analysing and writing up results.

ANNEX A: List of Evaluation Respondents

<i>No</i>	<i>Respondents</i>	<i>Institution</i>	<i>Date of Interview</i>	<i>Place of Interview</i>
1	Cesario Da Silva	Asosiasaun Difisiensia Timor-Leste	21 Feb 2022	Dili
2	Joaozito Dos Santos	Ra'es Hadomi Timor Oan (RHTO)	16 Feb 2022	Dili
3	Junior Da Costa	Ra'es Hadomi Timor Oan (RHTO)	16 Feb 2022	Dili
4	Silvia Soares	Ra'es Hadomi Timor Oan (RHTO)	16 Feb 2022	Dili
5	Abilio Camoes	Ra'es Hadomi Timor Oan (RHTO)	16 Feb 2022	Dili
6	Eduardo Tilman	Ra'es Hadomi Timor Oan (RHTO)	16 Feb 2022	Dili
7	Marcos de Jesus Martins	Forum Juventude Difisiensia Ermera	3 Mar 2022	Online
8	Januario Goncalves	EAMO	24 Feb 2022	Online
9	Dinis Rosario Salsinha	EAMO	24 Feb 2022	Online
10	Zakiel Martins do Carmo	TILOFE	26 Feb 2022	Online
11	Delfina Exposto	TILOFE	26 Feb & 7 Mar 2022	Online
12	Nikolau de Deus	TILOFE	26 Feb 2022	Online
13	Domingos Pereira	Youth Employment for the Future	17 Feb 2022	Hera
14	Milena Sarmiento	Youth Employment for the Future	17 Feb 2022	Hera
15	Julio das Neves Barros	Youth Employment for the Future	17 Feb 2022	Hera
16	Estevanus Coli	Mata Dalan Institute	14 Feb 2022	Dili
17	Marta	La'õ Hamutuk	15 Feb 2022	Online
18	Elizaria Febe	La'õ Hamutuk	15 Feb 2022	Online
19	Jenito Santana	Kdadalak Sulimutuk Institute	17 Feb 2022	Dili
20	Alberto Martins Guterres	UNAER	22 Feb 2022	Dili
21	Juvinal Dias	TVE	21 Feb 2022	Dili
22	Joana Guterres Gusmao	The Corner Store Network	25 Feb 2022	Online
23	Zaulino Gomes da Silva	APFTL	24 Feb 2022	Dili
24	Maria Zevonia F. Viera	AJTL	18 Feb 2022	Dili
25	Aniceto Soares dos Reis	AJTL	18 Feb 2022	Dili

26	Fernando A. Da Costa	Asesor SEJD, Former Hadalan Manager	22 Feb 2022	Dili
27	Sr. Abr�o Saldanha	SE, SEJD	23 Feb 2022	Dili
28	Sr. Frumencio Araujo	Asesor, MAF	22 Feb 2022	Dili
29	Sr. Cesar Dias Quintas	Asesor, MECAE	25 Feb 2022	Dili
30	Johny Viegas	GfD	15 Feb 2022	Dili
31	Caroline	GfD		Online
32	Fausto Belo Ximenes	OiTL	17 Feb 2022	Dili
33	Adilson Junior	OiTL	15 Feb 2022	Dili
34	Annie Sloman	OiTL	23 Mar 2022	Online