

STRATEGIC RECOMMENDATION 1.

Consider the elaboration of an exit strategy. The evaluation found that across the beneficiary countries there is a clear need for the continuation of the Programme. Nonetheless, a clear exit strategy should be discussed with the beneficiaries to ensure that they have been adequately capacitated to undertake the programme's outcomes and that they are committed to a swift transition when the Programme ends, including at the financial level.

Response to Recommendation: Agree

Reasons for Totally Agree: at the time of the MTE exercise, the exit strategy was not yet formulated, and this was not done in the PRODOC formulation. Now, the strategy is developed and validated by the PMU.

KEY ACTION (S)	RESPONSIBLE SECTION / UNIT / PERSON	EXPECTED DATE OF COMPLETION	SUMMARY (PLEASE CHOOSE ONE) · Not Started · Underway · Completed · Cancelled	TRACKING			
				ACTIONS TAKEN	STATUS (INITIATED, COMPLETED OR NO DUE DATE)	COMMENTS	SUPPORTING DOCUMENTS
Draft the exit strategy	PMU	May 2022	Completed	Recruitment of expert	Completed		ToR & contract
				Consultancy carried out	Completed		IC Final evaluation
				Final report and exit strategy draft delivered	Completed		IC final report and Exit strategy draft
Validate and approve exit strategy	PMU/UNDP	Nov 2022	Underway	Final review and edit	Initiated	The exit strategy has been validated by the project's executive. Idem	Idem
Disclose Exit Strategy Document	PMU	Dec 2022	Not started	Share in board and disclose in website	No due date	To be disclosed before the closure of the project in the 1st quarter of 2023.	Final Project Report

STRATEGIC RECOMMENDATION 2.

Reach out and link the Programme to Global Platforms like the Integrated National Financing Framework (INFF) in order to increase the visibility of the Programme, and its promotion as an international best practice.

Management Response: Partially Agree

Reasons for Totally Partially Agree: it is always possible to do more, but the Pro PALOP-TL SAI PMU efforts in exposing the programme initiatives are extensive. Potential additional efforts would have now to come at the highest level of UNDP and the EU managements.

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Identify potential opportunities	PMU	May 2023	Underway	Several opportunities identified and contacts made	Initiated	This action is permanent, as part of daily management.	Emails
Submit applications to present and/or participate in international events	PMU	April 2023	Underway	Submit applications and/or contact event organizers	Initiated	2022 EDD application submitted (no selected) / 2022 OECD_OPSI application submitted (undergoing evaluation) / UNDP DFS on Gender Equality Strategy (peer review phase)	Emails and application forms
Contacts with UNDP colleagues responsible for INFF and other important initiatives	UNDP/PMU	April 2023	Underway	Emails from Head of Office followed by CTA	Completed	Share Pro PALOP-TL SAI experiences in INFF event / ongoing discussions with UNDP Eswatini to use Pro PALOP-TL SAI GRB approach / Discussions with UNDP Financial Hub to mainstream Pro PALOP-TL SAI GRB approach	Emails

STRATEGIC RECOMMENDATION 3.

Strengthen the governance coordination mechanisms and communication. Consider increasing the frequency of the Country Coordination Committees and increase the EU's involvement through the Steering Committee meetings. This is not only relevant to ensure communication of results, but also to increase the political dialogue and uptake.

Management Response: Partially Agree

Reasons for Partially Agree: it is necessary to ensure regularity of the programme country coordination mechanisms (semestral), which would eventually contribute to increase EU Delegations involvement in the implementation of the programme at country level. Nevertheless, the programme communicates its results very effectively, which in part compensates for the irregularity of country coordination meetings. Additionally, the regional board is regular and also contributes to compensate the lack of frequency of the country coordination mechanism.

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Ensures at least one country coordination committee is organized before the annual regional programme board meeting	PMU/UNDP COs in each beneficiary country	May 2023	Underway	Send communications to all stakeholders in all countries and support in the organization	No due date	Country Coordination Committees are normally organized before the annual project regional board. Next series will anticipate the annual board and should be in Dec 22 or Jan 23.	Minutes
Co-facilitate with UNDP colleagues at country level these meetings	Idem	May 2023	Underway	Co-organize the meetings	No due date		Agendas

STRATEGIC RECOMMENDATION 4.

Foster closer coordination with national and regional EU-funded projects through formal and informal dialogue and explore potential synergies with those projects. EU delegations can capitalize on their role as donors to foster more coordination opportunities between projects. This is especially relevant to **step-up targeted efforts in Timor-Leste, notably to foster closer relationships with the beneficiaries.** This recommendation is also linked to SR3.

Management Response: Partially Agree

Reasons for Totally Disagree: the PMU has always tried to foster coordination with other EU-funded programmes. In the case of Timor-Leste, this had happened in several occasions, since there are more convergence points with regards to the programme PFMO implemented by Instituto Camões (Portugal bilateral cooperation agency). In the case of Rule of Law programme (also implemented by Instituto Camões), there are no real opportunities for collaboration in the field. Coordination among programmes is ensured in the coordination mechanisms set by EU and the PALOP-TL countries. Efforts were successful in Timor-Leste to foster closer collaboration between the programme, the EUD and the beneficiaries.

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Maintain presence in meetings organized by the EU and Beneficiary countries in the context of PALOP-TL EU cooperation framework	PMU	May 2023	Underway	Participate in the meetings and provide report on results	Initiated		Reports provided
Increase buy-in and collaboration with beneficiaries and the EU in Timor-Leste	PMU/UNDP TL	Jun 2022	Completed	Improve communication with all stakeholders and foster implementation of the activities	Completed	EUD and national stakeholders agree with positive impact in TL	Reports & video testimony

OPERATIONAL RECOMMENDATION 1.**Affecting financial resources to local UNDP offices and revisiting responsibilities.** The strengthening of country officers may be crucial in addressing local difficulties of partners.**Management Response:** Disagree**Reasons for Totally Disagree:** all UNDP COs receive funding for the implementation of activities and are allowed to charge the project with justified DPC, as foreseen in the project documentation. This recommendation could only be implemented in a new programme cycle, considering the contractual limitations when dealing with EU Contribution Agreements. Finally, UNDP COs could allocate their own resources, considering the reputational gains the programme is bringing to all COs.

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N/A

OPERATIONAL RECOMMENDATION 2.**Consider the development of a task force to rapidly respond to the foreseen and unforeseen change of public officials and representatives.** Due to regular democratic processes, it is natural a certain turnover of elected or appointed officials. The taskforce should immediately initiate contacts with newly elected or appointed public officials, in order to guarantee that the Programme becomes as quickly as possible appropriated by the newly elected or appointed public officials.**Management Response:** Disagree**Reasons for Totally Disagree:** To this date, in face of all turnovers in the various beneficiary institutions, the programme access and influence was never affected. Implementation rhythm might be affected, but is would not be solved by the proposed solution.

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N/A

OPERATIONAL RECOMMENDATION 3.**Consider resorting to specialized sources in the beneficiary countries to facilitate future capacity-building and knowledge sharing actions** (eg. Local universities) so that the training is sustainable in the countries.**Management Response:** Agree**Reasons for Totally Disagree:** due to complex capacity assessments needed to ensure these collaborations with local universities, it was not possible to secure them during the implementation of the programme. This would be a lesson learned, in case of future programming

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Prepare a detailed lessons learned report	PMU	May 2023	Not started	Draft the report on the basis of lessons learned	Initiated	To be delivered with the final narrative and financial report.	Report